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# SANYO DENKI

## FY2026 2<sup>nd</sup> Quarter Consolidated Financial and Operating Results <IFRS>

(Overview – English translation of the Japanese original)

October 31, 2025

Company Name: SANYO DENKI CO., LTD.

Code Number: 6516 (Listed on the Tokyo Stock Exchange Prime Market)

(URL: <https://www.sanyodenki.com/>)

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Scheduled date for submitting the Semi-annual Securities Report: November 10, 2025

Scheduled date for commencement of dividend payments: December 15, 2025

Availability of supplementary briefing material on financial results: Yes

Schedule of financial results briefing session: Yes

(Amounts below one million yen are truncated.)

### 1. Overview of the Consolidated Financial and Operating Results for FY2026 Quarter 2 (from April 1, 2025 to September 30, 2025)

#### (1) Consolidated operating results (cumulative)

(% indicates changes from the previous corresponding term)

	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of parent		Total comprehensive income	
	¥ Million	%	¥ Million	%	¥ Million	%	¥ Million	%	¥ Million	%	¥ Million	%
FY2026 Quarter 2	50,784	9.2	4,848	59.1	4,937	91.7	3,509	119.2	3,509	119.3	6,416	—
FY2025 Quarter 2	46,526	(23.3)	3,046	(56.0)	2,575	(68.9)	1,600	(72.4)	1,600	(72.4)	(1,719)	(115.8)

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
FY2026 Quarter 2	98.76	98.74
FY2025 Quarter 2	44.75	44.74

The Company conducted a three-for-one split of its common shares, effective October 1, 2025. Accordingly, basic earnings per share and diluted earnings per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

#### (2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent	Equity attributable to owners of parent per share
	¥ Million	¥ Million	¥ Million	%	Yen
FY2026 Quarter 2	152,213	117,745	117,745	77.4	3,317.62
FY2025 Full year	145,628	113,347	113,347	77.8	3,168.20

The Company conducted a three-for-one split of its common shares, effective October 1, 2025. Accordingly, equity attributable to owners of parent per share has been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

## 2. Dividends

	Annual cash dividend per share				
	1Q	2Q	3Q	4Q	Annual
	Yen	Yen	Yen	Yen	Yen
FY2025	—	75.00	—	90.00	165.00
FY2026	—	100.00			
FY2026 (Forecast)			—	36.67	—

Note: Revision to the dividend forecast: None

The Company conducted a three-for-one split of its common shares, effective October 1, 2025. As for the total dividend amount for FY2026, because the interim dividend pertains to pre-split shares, while the year-end dividend pertains to post-split shares, they cannot be simply added together. Therefore, it is shown as “—.”

## 3. Forecast for FY2026 (from April 1, 2025 to March 31, 2026)

(% indicates changes from the previous corresponding term)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of parent		Basic earnings per share
	¥ Million	%	¥ Million	%	¥ Million	%	¥ Million	%	Yen
Full year	107,100	9.5	11,550	45.5	11,950	49.3	8,500	50.8	237.59

Note: Revision to the business results forecast: None

The Company conducted a three-for-one split of its common shares, effective October 1, 2025. Accordingly, the basic earnings per share in the full-year forecast for FY2026 reflect the impact of this stock split.

## 4. Others

(1) Significant changes in the scope of consolidation during FY2026 Quarter 2: None

(2) Changes in accounting policies and changes in accounting estimates

- 1) Changes in accounting policies required by IFRS: None
- 2) Changes in accounting policies other than 1): None
- 3) Changes in accounting estimates: None

(3) Number of issued shares (common shares)

1) Number of issued shares at the end of the period (including treasury shares)	FY2026 Quarter 2	38,916,561 shares	FY2025	38,916,561 shares
2) Number of treasury shares at the end of the period	FY2026 Quarter 2	3,401,262 shares	FY2025	3,121,725 shares
3) Average number of shares outstanding during the period	FY2026 Quarter 2	35,532,696 shares	FY2025 Quarter 2	35,767,926 shares

The Company conducted a three-for-one split of its common shares, effective October 1, 2025. Accordingly, the number of issued shares at the end of the period, the number of treasury shares at the end of the period, and the average number of shares outstanding during the period have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

\* These semi-annual consolidated financial results are outside the scope of the review procedures by a certified public accountant or an auditing firm.

\* Explanation for the appropriate use of performance forecasts and other special notes

Statements in these reports regarding the next fiscal year and other future events are evaluations made based upon the information available at the time these reports were prepared and believed to be reasonable. Accordingly, actual results may vary significantly from the forecast results stated here for a number of factors.

(Dividends and performance forecasts following the stock split)

At the Board of Directors meeting held on August 20, 2025, the Company resolved to implement a three-for-one split of its common shares, effective October 1, 2025. In accordance with Article 184, Paragraph 2 of the Companies Act, Article 6 of the Company's Articles of Incorporation will be amended effective October 1, 2025, increasing the total number of authorized shares by 100,000,000 to 150,000,000 shares. Consequently, the projected year-end cash dividend per share for FY2026 and the basic earnings per share in the full-year consolidated earnings forecast reflect the impact of this stock split. The interim dividend for FY2026 will be paid based on the number of shares before the stock split.

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# 1. Qualitative Information on Financial Results for FY2026 Quarter 2

## (1) Explanation of Operating Results

During the six months ended September 30, 2025, the global economy faced instability due to the implementation of wide-ranging, extreme tariff policies by the United States, along with countermeasures by China.

The Japanese economy saw solid capital investment supported by stable corporate earnings, with industrial production showing signs of recovery in some sectors.

Under such circumstances, demand from the factory automation market, including ICT equipment, robots, and semiconductor manufacturing equipment, which is the Group's main target market, was in the process of recovering. However, the AI-related market remained robust, and overall order backlog increased.

As a result, consolidated revenue for the six months ended September 30, 2025, totaled ¥50,784 million, up 9.2% from the same period last year. Consolidated operating profit increased by 59.1% to ¥4,848 million, consolidated profit before tax increased by 91.7% to ¥4,937 million, and profit attributable to owners of parent amounted to ¥3,509 million, up 119.3%.

Orders received increased by 31.6% to ¥53,408 million, and order backlog increased by 0.3% to ¥38,506 million.

The performance of each segment is as follows.

Statement of income by segment for the six months ended September 30, 2025 (Million yen)

	San Ace Company	Electronics Company	Motion Company	Others	Adjustments (Note 2)	Total
Revenue (Note 1)	20,304	10,300	17,587	2,592	–	50,784
Cost of sales	12,817	7,993	13,754	1,947	247	36,761
Gross profit	7,486	2,306	3,832	644	(247)	14,023
Selling, general and administrative expenses	3,693	2,224	3,106	262	–	9,286
Other income and expenses	52	39	19	–	–	111
Operating profit	3,845	121	745	382	(247)	4,848

Notes: 1. This shows revenue from external customers for each segment.

2. Adjustments are elimination of intersegment transactions.

### 1) San Ace Company

Regarding “San Ace” products of San Ace Company, demand for AI servers and network equipment remained strong. Business for dealers in North America and Japan also stayed solid.

Demand for servo amplifiers, inverters, robots, and general machine tools was still in the process of recovering. Additionally, while the U.S. market was active, the European market remained sluggish.

As a result, segment revenue amounted to ¥20,304 million, up 12.3% from the same period last year, and segment profit increased by 30.9% to ¥3,845 million. Orders received increased by 27.3% to ¥18,587 million, and order backlog decreased by 27.1% to ¥10,852 million.

## 2) Electronics Company

Regarding “SANUPS” products of Electronics Company, demand for renewable energy-related products remained stable, primarily for self-consumption applications. Demand for social infrastructure related to national resilience and railways began to increase. On the other hand, demand for various machinery equipment, including semiconductor manufacturing equipment, was slow to recover and remained weak.

Regarding “SANMOTION” products of Electronics Company, signs of recovery were observed in capital investment in the Chinese market, and demand partially recovered for metal processing machines and machine tools.

Demand for semiconductor manufacturing equipment and wafer conveying robots saw robust capital investment in AI-related equipment; however, overall, it failed to recover to previous levels.

As a result, segment revenue amounted to ¥10,300 million, up 3.7% from the same period last year, and segment profit increased by 17.3% to ¥121 million. Orders received increased by 30.6% to ¥11,393 million, and order backlog increased by 8.0% to ¥11,085 million.

## 3) Motion Company

Regarding “SANMOTION” products of Motion Company, signs of recovery were observed in capital investment in the Chinese market. Demand for electronic part surface mounters remained strong, and demand partially recovered for metal processing machines, injection molding machines, and machine tools.

Demand for semiconductor manufacturing equipment and wafer conveying robots saw some recovery in AI-related capital investment; however, overall, it failed to recover to previous levels.

As a result, segment revenue amounted to ¥17,587 million, up 10.2% from the same period last year, and segment profit amounted to ¥745 million (compared to segment loss of ¥11 million in the same period last year). Orders received increased by 43.9% to ¥20,723 million, and order backlog increased by 31.7% to ¥14,823 million.

## 4) Others

Electrical equipment sales business and electrical works contracting business, etc. are classified and recorded under the “Others” segment.

For industrial electrical equipment, control equipment, and materials for electronic equipment, demand related to medical equipment, shipbuilding, and public infrastructure remained robust. On the other hand, demand related to solar power, the semiconductor industry, and the robotics industry was sluggish.

For electrical works contracting business, demand from the steel industry, which is the Group’s major customer, remained robust, thanks to the execution of renewal, inspections, and repair works on aging electrical facilities as planned.

Electrical facilities works for general industries failed to recover to previous levels.

As a result, segment revenue amounted to ¥2,592 million, up 1.5% from the same period last year, and segment profit amounted to ¥382 million (compared to segment loss of ¥69 million in the same period last year). Orders received decreased by 5.2% to ¥2,703 million, and order backlog decreased by 11.7% to ¥1,744 million.

Additionally, revenue from external customers by geographical area where we operate is as follows.

(Million yen)

	Japan	North America	Europe	East Asia	Southeast Asia	Total
FY2026 Quarter 2	30,548	11,418	3,027	4,888	901	50,784
FY2025 Quarter 2	28,549	9,105	3,740	4,430	701	46,526

1) Japan

Companies operating in Japan are the Company and its consolidated subsidiaries: SANYO KOGYO CO., LTD., SANYO DENKI Techno Service CO., LTD., and SANYO DENKI IT Solution CO., LTD.

2) North America

The Company has a consolidated subsidiary in North America: SANYO DENKI AMERICA, INC.

3) Europe

The Company's consolidated subsidiaries operating in Europe are SANYO DENKI EUROPE S.A. and SANYO DENKI GERMANY GmbH.

4) East Asia

The Company's consolidated subsidiaries operating in East Asia include SANYO DENKI SHANGHAI CO., LTD., SANYO DENKI (H.K.) CO., LIMITED, SANYO DENKI TAIWAN CO., LTD., SANYO DENKI KOREA CO., LTD., SANYO DENKI ENGINEERING (Shanghai) CO., LTD., SANYO DENKI (Shenzhen) CO., LTD., SANYO DENKI (Zhongshan) CO., LTD., SANYO DENKI ENGINEERING (Shenzhen) CO., LTD., SANYO DENKI (Tianjin) CO., LTD., and SANYO DENKI (Chengdu) CO., LTD.

5) Southeast Asia

The Company's consolidated subsidiaries operating in Southeast Asia include SANYO DENKI PHILIPPINES, INC., SANYO DENKI INDIA PRIVATE LIMITED, and SANYO DENKI (THAILAND) CO., LTD.

(2) Explanation of Financial Position

As for the financial position at the end of the six months ended September 30, 2025, total assets increased by ¥6,584 million from the end of the previous fiscal year, total liabilities increased by ¥2,186 million, and total equity increased by ¥4,398 million.

Major factors of changes in assets were an increase of ¥1,944 million in other financial assets (non-current assets), an increase of ¥1,884 million in other financial assets (current assets), and an increase of ¥1,714 million in retirement benefit assets.

Major factors of changes in liabilities were an increase of ¥1,555 million in trade and other payables and an increase of ¥1,004 million in deferred tax liabilities.

Major factors of changes in equity were an increase of ¥3,448 million in retained earnings, an increase of ¥1,894 million in other components of equity, and an increase of ¥941 million in treasury shares.

(Condition of cash flows)

Cash and cash equivalents (hereinafter referred to as "cash") at the end of the six months ended September 30, 2025, increased by ¥1,428 million from the end of the previous fiscal year to ¥30,327 million. The conditions of each cash flow and factors of changes thereof are as follows:

(Cash flows from operating activities)

Net cash provided by operating activities during the six months ended September 30, 2025, amounted to ¥7,678 million (net cash provided of ¥8,434 million in the same period last year). This is mainly attributable to profit before tax of ¥4,937 million, depreciation and amortization expense of ¥2,660 million, and an increase of ¥1,347 million in trade and other payables.

(Cash flows from investing activities)

Net cash used in investing activities during the six months ended September 30, 2025, amounted to ¥3,102 million (net cash used of ¥2,511 million in the same period last year). This is mainly attributable to other purchase of ¥1,847 million, purchase of intangible assets of ¥718 million, and purchase of property, plant and equipment of ¥609 million.

(Cash flows from financing activities)

Net cash used in financing activities during the six months ended September 30, 2025, amounted to ¥3,435 million (net cash used of ¥3,349 million in the same period last year). This is mainly attributable to dividends paid of ¥1,067 million, purchase of treasury shares of ¥976 million, and repayments of long-term borrowings of ¥590 million.

(3) Explanation of Forward-looking Information such as Forecast of Consolidated Business Results

No revisions have been made to the business results forecast for the fiscal year ending March 31, 2026, which was announced on April 25, 2025.

## 2. Condensed Consolidated Financial Statements and Primary Notes

### (1) Condensed Consolidated Statements of Financial Position

(Million yen)

	Note	As of March 31, 2025	As of September 30, 2025
<b>Assets</b>			
Current assets			
Cash and cash equivalents		28,898	30,327
Trade and other receivables		29,143	29,025
Other financial assets		1,594	3,479
Inventories		34,151	35,119
Other current assets		1,074	1,209
Total current assets		94,862	99,162
Non-current assets			
Property, plant and equipment		24,592	23,404
Intangible assets		4,940	5,153
Right-of-use assets		2,699	2,317
Investment property		1,503	1,503
Other financial assets		11,845	13,790
Retirement benefit assets		4,423	6,137
Deferred tax assets		613	653
Other non-current assets		146	89
Total non-current assets		50,765	53,050
Total assets		145,628	152,213
<b>Liabilities and equity</b>			
<b>Liabilities</b>			
Current liabilities			
Trade and other payables		16,649	18,204
Borrowings		3,263	2,567
Lease liabilities		850	824
Other financial liabilities		36	104
Income taxes payable		368	1,249
Other current liabilities		2,364	2,344
Total current liabilities		23,533	25,294
Non-current liabilities			
Borrowings		1,537	1,243
Lease liabilities		1,631	1,282
Net defined benefit liability		557	574
Deferred tax liabilities		4,080	5,084
Other non-current liabilities		940	987
Total non-current liabilities		8,747	9,172
Total liabilities		32,280	34,467
<b>Equity</b>			
Share capital		9,926	9,926
Share premium		11,518	11,514
Retained earnings		84,726	88,175
Treasury shares		(3,500)	(4,441)
Other components of equity		10,674	12,569
Total equity attributable to owners of parent		113,347	117,745
Non-controlling interests		0	0
Total equity		113,347	117,745
Total liabilities and equity		145,628	152,213

(2) Condensed Consolidated Statements of Income and Comprehensive Income  
Condensed Consolidated Statements of Income  
Six months ended September 30, 2024 and 2025

(Million yen)

	Note	From April 1, 2024 to September 30, 2024	From April 1, 2025 to September 30, 2025
Revenue		46,526	50,784
Cost of sales		34,688	36,761
Gross profit		11,838	14,023
Selling, general and administrative expenses		9,108	9,286
Other income		321	118
Other expenses		5	6
Operating profit		3,046	4,848
Finance income		337	320
Finance costs		808	231
Profit before tax		2,575	4,937
Income tax expense		974	1,428
Profit		1,600	3,509
Profit attributable to:			
Owners of parent		1,600	3,509
Non-controlling interests		0	(0)
Profit		1,600	3,509
Earnings per share			
Basic earnings per share (yen)		44.75	98.76
Diluted earnings per share (yen)		44.74	98.74

Note: The Company conducted a three-for-one split of its common shares, effective October 1, 2025. Accordingly, basic earnings per share and diluted earnings per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

Condensed Consolidated Statements of Comprehensive Income  
Six months ended September 30, 2024 and 2025

(Million yen)

	Note	From April 1, 2024 to September 30, 2024	From April 1, 2025 to September 30, 2025
Profit		1,600	3,509
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Financial assets measured at fair value through other comprehensive income		(1,186)	1,432
Remeasurements of defined benefit plans		(264)	990
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations		(1,869)	484
Total other comprehensive income		(3,320)	2,907
Comprehensive income		(1,719)	6,416
Comprehensive income attributable to:			
Owners of parent		(1,719)	6,416
Non-controlling interests		0	0
Comprehensive income		(1,719)	6,416

(3) Condensed Consolidated Statements of Changes in Equity  
Six months ended September 30, 2024 (from April 1, 2024 to September 30, 2024)

(Million yen)

	Note	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	
						Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans
Balance at April 1, 2024		9,926	11,494	79,373	(3,518)	5,767	—
Profit		—	—	1,600	—	—	—
Other comprehensive income		—	—	—	—	(1,186)	(264)
Comprehensive income		—	—	1,600	—	(1,186)	(264)
Purchase of treasury shares		—	—	—	(3)	—	—
Dividends		—	—	(894)	—	—	—
Share-based payment expenses		—	(0)	—	24	—	—
Transfer to retained earnings		—	—	(264)	—	0	264
Total transactions with owners and other		—	(0)	(1,159)	20	0	264
Balance at September 30, 2024		9,926	11,494	79,814	(3,497)	4,581	—

	Note	Other components of equity		Total equity attributable to owners of parent	Non-controlling interests	Total equity
		Exchange differences on translation of foreign operations	Total			
Balance at April 1, 2024		7,314	13,082	110,358	14	110,373
Profit		—	—	1,600	0	1,600
Other comprehensive income		(1,868)	(3,320)	(3,320)	(0)	(3,320)
Comprehensive income		(1,868)	(3,320)	(1,719)	0	(1,719)
Purchase of treasury shares		—	—	(3)	—	(3)
Dividends		—	—	(894)	(0)	(895)
Share-based payment expenses		—	—	24	—	24
Transfer to retained earnings		—	264	—	—	—
Total transactions with owners and other		—	264	(873)	(0)	(874)
Balance at September 30, 2024		5,445	10,026	107,765	14	107,779

Six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(Million yen)

	Note	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	
						Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans
Balance at April 1, 2025		9,926	11,518	84,726	(3,500)	3,969	–
Profit		–	–	3,509	–	–	–
Other comprehensive income		–	–	–	–	1,432	990
Comprehensive income		–	–	3,509	–	1,432	990
Purchase of treasury shares		–	–	–	(976)	–	–
Dividends		–	–	(1,073)	–	–	–
Share-based payment expenses		–	(3)	–	35	–	–
Transfer to retained earnings		–	–	1,012	–	(21)	(990)
Total transactions with owners and other		–	(3)	(60)	(941)	(21)	(990)
Balance at September 30, 2025		9,926	11,514	88,175	(4,441)	5,380	–

	Note	Other components of equity		Total equity attributable to owners of parent	Non-controlling interests	Total equity
		Exchange differences on translation of foreign operations	Total			
Balance at April 1, 2025		6,705	10,674	113,347	0	113,347
Profit		–	–	3,509	(0)	3,509
Other comprehensive income		483	2,907	2,907	0	2,907
Comprehensive income		483	2,907	6,416	0	6,416
Purchase of treasury shares		–	–	(976)	–	(976)
Dividends		–	–	(1,073)	(0)	(1,073)
Share-based payment expenses		–	–	31	–	31
Transfer to retained earnings		–	(1,012)	–	–	–
Total transactions with owners and other		–	(1,012)	(2,018)	(0)	(2,018)
Balance at September 30, 2025		7,189	12,569	117,745	0	117,745

#### (4) Condensed Consolidated Statements of Cash Flows

(Million yen)

	Note	From April 1, 2024 to September 30, 2024	From April 1, 2025 to September 30, 2025
<b>Cash flows from operating activities</b>			
Profit before tax		2,575	4,937
Depreciation and amortization expense		2,943	2,660
Interest and dividend income		(337)	(320)
Interest expenses		127	13
Decrease (increase) in trade and other receivables		3,030	127
Decrease (increase) in inventories		802	(922)
Increase (decrease) in trade and other payables		1,279	1,347
Other, net		(263)	(1)
Subtotal		10,159	7,841
Interest received		172	149
Dividend received		163	179
Interest paid		(131)	(13)
Income taxes paid		(1,929)	(479)
Net cash flows from operating activities		8,434	7,678
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		(1,630)	(609)
Purchase of intangible assets		(485)	(718)
Proceeds from sales of property, plant and equipment and intangible assets		3	1
Proceeds from sales of other financial assets		1	71
Other, net		(400)	(1,847)
Net cash flows from investing activities		(2,511)	(3,102)
<b>Cash flows from financing activities</b>			
Net increase (decrease) in short-term borrowings		(915)	(400)
Repayments of long-term borrowings		(1,152)	(590)
Purchase of treasury shares		(3)	(976)
Dividends paid		(892)	(1,067)
Other, net		(385)	(400)
Net cash flows from financing activities		(3,349)	(3,435)
Effect of exchange rate changes on cash and cash equivalents		(755)	288
Net increase (decrease) in cash and cash equivalents		1,818	1,428
Cash and cash equivalents at beginning of period		26,687	28,898
Cash and cash equivalents at end of period		28,505	30,327

## (5) Notes on Condensed Consolidated Financial Statements

### (Notes on Going Concern Assumption)

There is no relevant information.

### (Segment Information, etc.)

#### 1 Overview of reportable segments

The Group's business segments are determined on the basis that separate financial information of such segments are available and examined periodically by the Board of Directors to make decisions regarding the allocation of management resources and assess the business performances of such segments.

Based on the characteristics of the businesses we operate, the Group has established four reportable segments, namely San Ace Company, Electronics Company, Motion Company, and Others.

Segment	Main business
San Ace Company	Design, manufacturing, and sales of cooling fans, etc.
Electronics Company	Design, manufacturing, and sales of power supplies, servo amplifiers, and stepping drivers, etc.
Motion Company	Design, manufacturing, and sales of servo motors and stepping motors, etc.
Others	Electrical equipment sales and electrical works contracting, etc.

#### 2 Information on reportable segments

Six months ended September 30, 2024 (from April 1, 2024 to September 30, 2024)

(Million yen)

	Reportable segment						
	San Ace Company	Electronics Company	Motion Company	Others	Total	Adjustments (Note 2)	Consolidated
Revenue							
Revenue from external customers	18,078	9,932	15,960	2,554	46,526	–	46,526
Intersegment revenue or transfers (Note 1)	–	–	–	825	825	(825)	–
Total	18,078	9,932	15,960	3,380	47,352	(825)	46,526
Segment profit (loss)	2,937	103	(11)	(69)	2,960	85	3,046
Finance income	–	–	–	–	–	–	337
Finance costs	–	–	–	–	–	–	808
Profit before tax	–	–	–	–	–	–	2,575

Notes: 1. Intersegment transaction prices are based on prevailing market prices.

2. Adjustments of segment profit of ¥85 million are elimination of intersegment transactions.

Six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(Million yen)

	Reportable segment						
	San Ace Company	Electronics Company	Motion Company	Others	Total	Adjustments (Note 2)	Consolidated
Revenue							
Revenue from external customers	20,304	10,300	17,587	2,592	50,784	–	50,784
Intersegment revenue or transfers (Note 1)	–	–	–	1,214	1,214	(1,214)	–
Total	20,304	10,300	17,587	3,806	51,999	(1,214)	50,784
Segment profit	3,845	121	745	382	5,095	(247)	4,848
Finance income	–	–	–	–	–	–	320
Finance costs	–	–	–	–	–	–	231
Profit before tax	–	–	–	–	–	–	4,937

Notes: 1. Intersegment transaction prices are based on prevailing market prices.

2. Adjustments of segment profit of ¥(247) million are elimination of intersegment transactions.