November 11, 2026

Consolidated Financial Results Presentation

for the First Half of the Fiscal Year Ending March 31, 2027

Futaba Corporation

Notes

1. The performance forecasts described in this document are based on information currently available to the Company and certain assumptions deemed reasonable and include potential risks and uncertainties such as exchange rates.
   Please note that actual results may differ from these forecasts due to various significant factors.

2. The amounts stated in this document are rounded down to the nearest million yen and rounded to the nearest hundred million yen for figures in hundred millions.

3. The net income (interim) described in this document refers to the net income (interim) attributable to owners of the parent company.

4. This document has been translated from the Japanese original for reference purposes only.
   In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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Description of Our Products

Electronic Systems Business

Composite modules	: Display modules that combine a control board with a display device. Utilizing wireless and display technologies, we offer contract manufacturing (EMS) and contract development (ODM) based on customer design information
Radio control for industrial	: Wireless remote controls for truck cranes, radio-controlled helicopters for pesticide spraying and drones, etc.
Radio control for hobby	: High-performance transmitters and receivers with bidirectional communication functions, servos, etc.
Robotics products	: Industrial drones designed for applications such as inspection and disaster prevention, and activities in the air and on water Industrial servos with excellent durability and environmental resistance

Composite module



EMS



Radio control for industrial



Radio Control for hobby



Industrial Drone



Industrial Servo



Machinery and Tooling Business

Press dies	: Die sets and parts for metal press processing molds
Mold dies	: Mold bases and parts for resin molding molds
Finished plate	: Precision plates ideal for mold applications, machinery equipment, and jig/tool design and manufacturing, as well as thick CFRP plates for cutting processing such as "Felcarbo"
Molding and production rationalization equipment	: In-mold measuring systems, injection molding AI systems, hot runner systems, machine tools IoT monitoring systems, and other products that promote rationalization of production processes

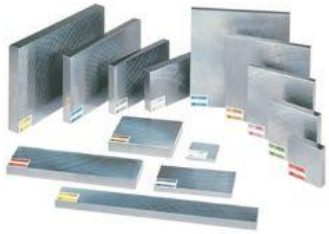
Press dies (Die set)



Mold dies (Mold base)



Finished plate



Molding and production rationalization equipment (Injection molding AI systems)



Overview of Consolidated Financial Results for FY2026 2Q

Performance Digest

- Electronic Systems recorded significant increases in revenue and profit, driven by increased customer demand in EMS, the start of mass production for new projects in Radio control for industrial, and the launch of new products in Radio control for hobby.
- Machinery and Tooling recorded declines in revenue and profit due to a planned decrease in sales following the suspension of operations at the Korean subsidiary, as well as an inability to respond to price competition arising from sluggish demand and intensified competition for orders in the Korean market.
- Despite recording a gain of 400 million yen from the sale of strategic shareholdings, the bottom line deteriorated significantly due to the recognition of all costs related to the Group's core IT systems (15 hundred million yen) as an extraordinary loss.

(Millions of yen)	FY2025/2Q (Actual)	**FY2026/2Q (Actual)**	YoY
Net sales	20,953	**22,227**	1,274
Gross Profit	3,468	**4,286**	817
Margin (%)	16.6	**19.3**	
Operating profit	(1,125)	**(615)**	509
Margin (%)	(5.4)	**(2.8)**	
Foreign exchange gains/losses	(349)	**(219)**	129
Ordinary profit	(860)	**(170)**	690
Margin (%)	(4.1)	**(0.8)**	
Interim net profit	(710)	**(1,449)**	(739)
Margin (%)	(3.4)	**(6.5)**	
Average exchange rate	147 yen/$	**160 yen/$**	13 yen/$
Closing exchange rate	149 yen/$	**157 yen/$**	8 yen/$

Highlights of the Current Period (YOY)

Net sales

Net sales increased despite the impact of the suspension of operations at the Korean subsidiary and sluggish demand in the Korean market in the Machinery and Tooling, supported by foreign exchange effects and, in the Electronic Systems, increased customer demand for EMS and the start of mass production for new projects in Radio control for industrial.

Operating profit

The loss narrowed despite higher head office costs due to increases in the allowance for doubtful accounts and enterprise tax, supported by increased sales of Radio control for industrial and EMS, as well as improved inventory-related profit and loss.

Ordinary profit

The loss narrowed due to reductions in the operating loss and foreign exchange losses.

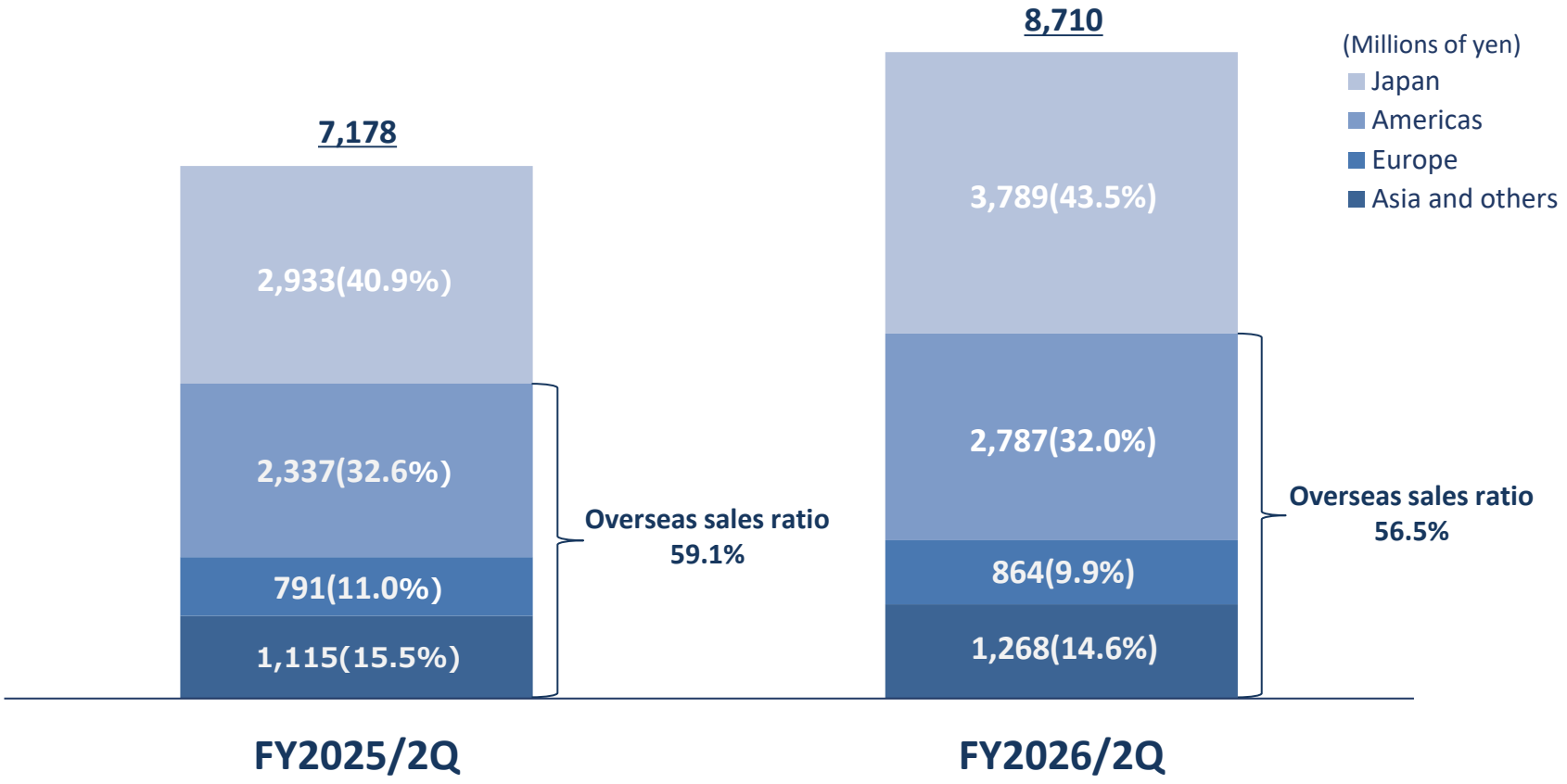
Interim net profit

Despite the sale of strategic shareholdings, the net loss widened due to the recognition of all costs related to the Group's core IT systems as an extraordinary loss.

Sales by Market Region / Electronic Systems

- Japan : Revenue increased due to higher customer demand for industrial radio control equipment used in construction machinery, FA, and agricultural applications, as well as the start of mass production for new projects at a domestic subsidiary, among other factors.
- Americas/Europe: Revenue increased due to increased EMS orders in the Americas and strong orders for high-performance servos for Europe.
- Asia and others : Revenue increased due to increased orders for Composite modules and increased customer demand for EMS.

■ Overseas sales ratio: Due to increased sales to Japan, the ratio decreased by 2.6 points.

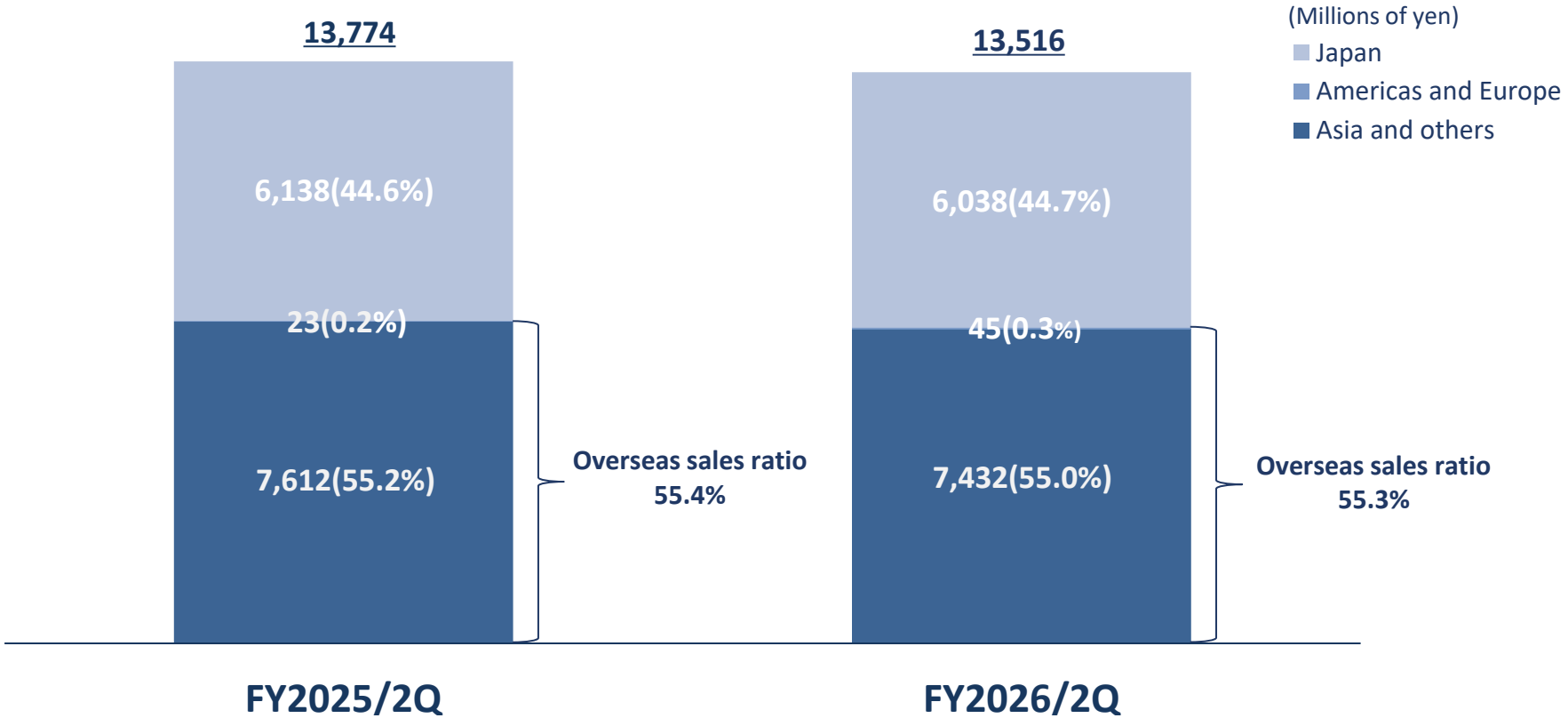


(Notes)
1. The numbers in parentheses represent the proportion of total sales.
2. The sales figures listed on this page do not include internal transactions.

Sales by Market Region / Machinery and Tooling

- Japan : Despite efforts to promote appropriate sales price policies, revenue decreased mainly due to the delayed recovery in automotive-related market conditions, sales of molding and production rationalization equipment, including in-mold measuring systems, and mold dies remained sluggish.
- Asia and others: Despite steady performance in ASEAN market, revenue decreased mainly due to both sluggish demand for automotive and mobile phone applications and our difficulty responding to price competition as competition for orders intensified in the main Korean market.

■ Overseas sales ratio: Although exchange rate effects boosted overseas sales, mainly due to the decline in revenue in the Korean market, the ratio remained in line with the same period of the previous year.



(Notes)
1. The numbers in parentheses represent the proportion of total sales.
2. The sales figures listed on this page do not include internal transactions.

Segment Performance / Electronic Systems

(Millions of yen)	2Q FY2025	2Q **FY2026**	YOY	Ratio
Net sales	7,193	**8,724**	1,531	21.3%
Operating profit	(653)	**(59)**	593	-

(Note)
Net sales and operating profit include internal transactions.

● **Net sales**

▸**Composite modules (Increase)**
Revenue increased due to strong sales in POS applications in the composite modules business, and strong performance in telecommunications and office equipment applications in the EMS business.

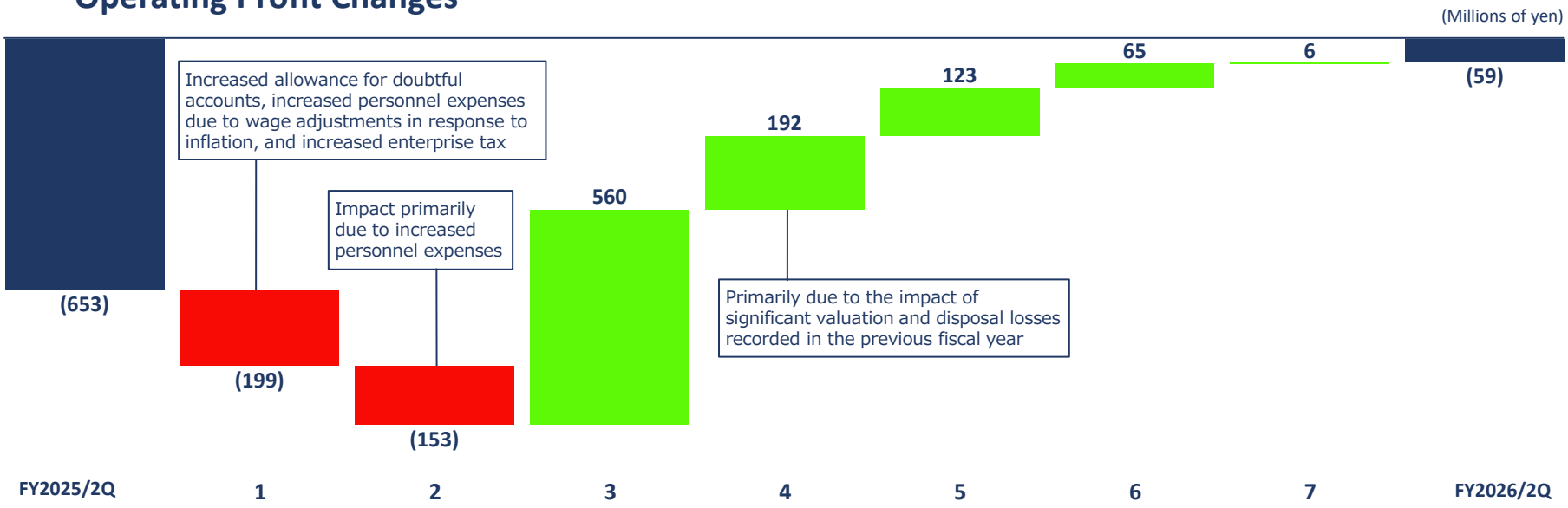
▸**Radio control for industrial (Increase)**
Revenue increased as main applications in construction machinery, FA, agriculture performed steadily, and a domestic subsidiary began mass production of new projects.

▸**Radio control for hobby (Increase)**
Revenue increased due to strong sales of new transmitters and servos for cars in Japan, as well as strong sales in Europe and America, among other factors.

▸**Robotics products (Decrease)**
Revenue decreased due to sluggish sales of industrial servos and UAV engines, among other factors.

▸**OLED displays (Increase)**
Revenue increased due to higher shipments for automotive applications, among other factors.

Operating Profit Changes



1. **Increase in head office costs**
2. **Increase in other fixed costs**
3. **Increase in sales**
4. **Inventory-related profit and loss**
5. **Decrease in retirement benefit expenses**
6. **Effects of U.S. tariff refunds**
7. **Others**

(Note) The effects of operating rate includes not only changes in net sales but also effects due to fluctuations in factory operating rates.

Segment Performance / Machinery and Tooling

(Millions of yen)	2Q FY2025	2Q **FY2026**	YOY	Ratio
Net sales	13,774	**13,516**	(257)	-1.9%
Operating profit	(471)	**(556)**	(84)	-

(Note)
Net sales and operating profit include internal transactions.

● **Net sales**

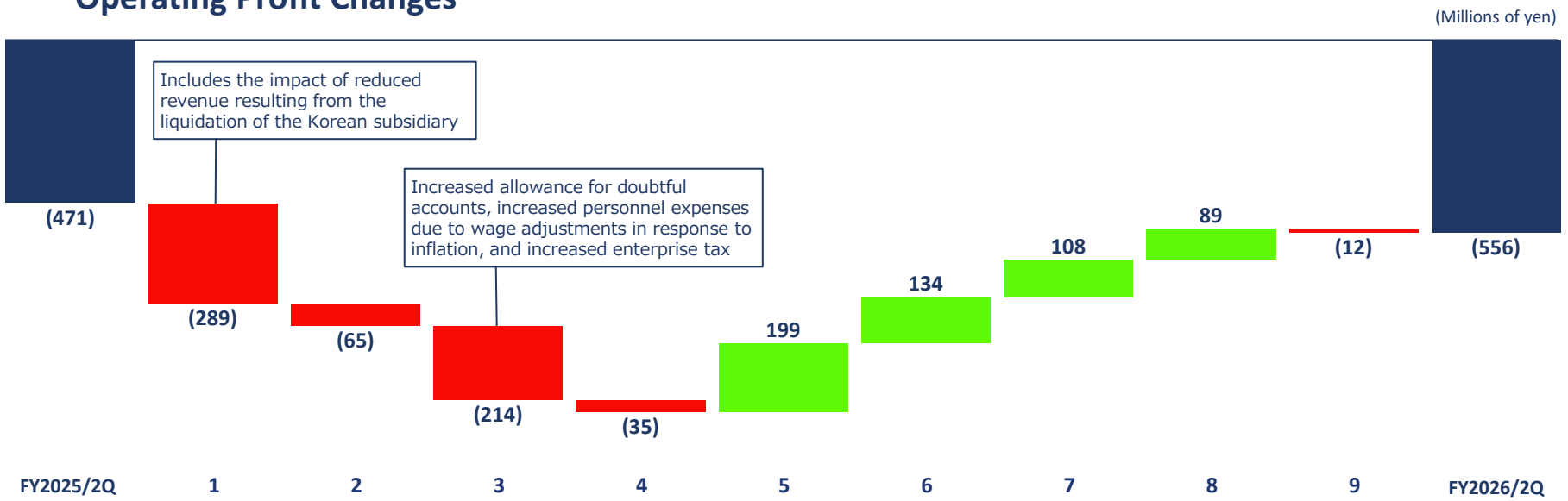
▸**Domestic (Decrease)**

Despite efforts to promote appropriate sales price policies, revenue decreased mainly due to the delayed recovery in automotive-related market conditions, sales of molding and production rationalization equipment, including in-mold measuring systems, and mold dies remained sluggish.

▸**Overseas (Decrease)**

Despite steady performance in ASEAN market, revenue decreased mainly due to both sluggish demand for automotive and mobile phone applications and our difficulty responding to price competition as competition for orders intensified in the main Korean market.

Operating Profit Changes



1. Decrease in sales in Korea
2. Decrease in sales in other regions
3. Increase in head office costs
4. Effects of exchange rate
5. Decrease in retirement benefit expenses
6. Decrease in allowance for doubtful accounts in Korea
7. Decrease in other fixed costs
8. Effects of appropriate sales price policies
9. Others

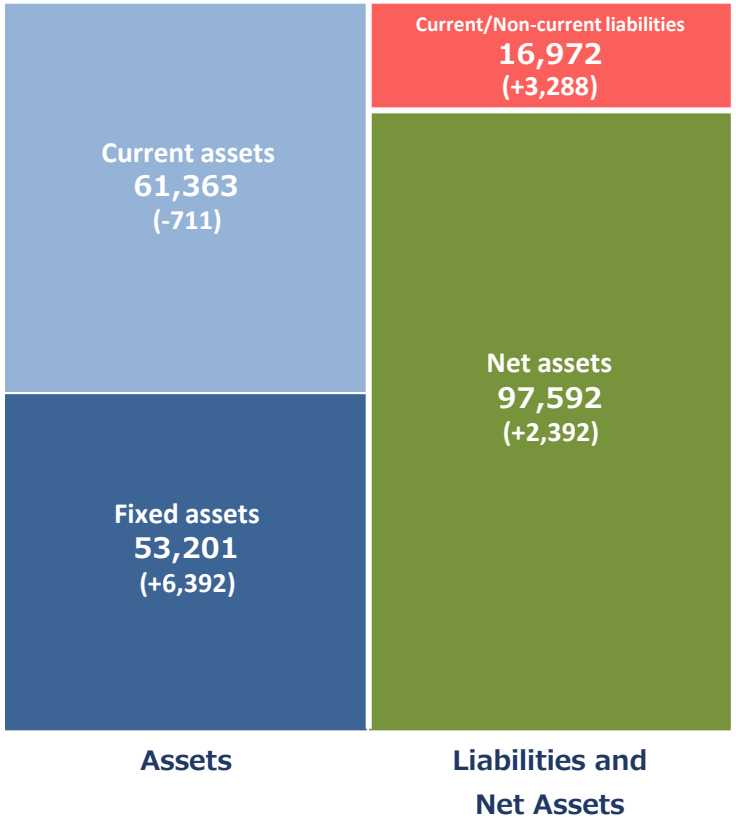
(Note) The effects of operating rate includes not only changes in net sales but also effects due to fluctuations in factory operating rates.

Consolidated Balance Sheet

[Main factors of increase/decrease]
- ■ Cash and deposits : Decreased due to transfers to long-term deposits and dividend payments.
- ■ Fixed assets : Increased due to the recognition of valuation differences on investment securities, foreign exchange effects, and transfers to long-term deposits.
- ■ Non-current liabilities: Increased due to the lump-sum recognition of expenses related to the Group's core IT systems.
- ■ Equity : Valuation differences on available-for-sale securities increased, while retained earnings decreased due to the recognition of an interim net loss.

(Millions of yen)	FY2025/4Q	**FY2026/2Q**	YoY
Cash and deposits	36,189	**35,079**	(1,109)
Accounts receivable	13,039	**13,332**	292
Inventories	11,981	**12,789**	807
Other current assets	864	**163**	(701)
Fixed assets	46,809	**53,201**	6,392
Total assets	108,884	**114,565**	5,681
Current liabilities	6,312	**7,108**	796
Non-current liabilities	7,372	**9,864**	2,492
Equity	83,793	**85,512**	1,718
Non-controlling interests	11,406	**12,080**	673
Total liabilities and net assets	108,884	**114,565**	5,681

FY2026/2Q (Millions of yen)



Equity ratio: 74.6% (FY2025/4Q: 77.0%)
Net assets per share: 2,016.08 yen (FY2025/4Q: 1,975.55 yen)

(Note)
The numbers in parentheses indicate the increase or decrease (compared to FY2025/4Q).

Earnings Outlook

- Although performance varies by business segment, overall consolidated results are generally tracking close to the earnings forecast announced in May.
- Although the outlook remains uncertain due to heightened geopolitical risks, including the situation in the Middle East, and fluctuations in financial and capital markets, no significant deviation from the earnings forecast announced in May is currently expected. Accordingly, no revision will be made in 2Q.

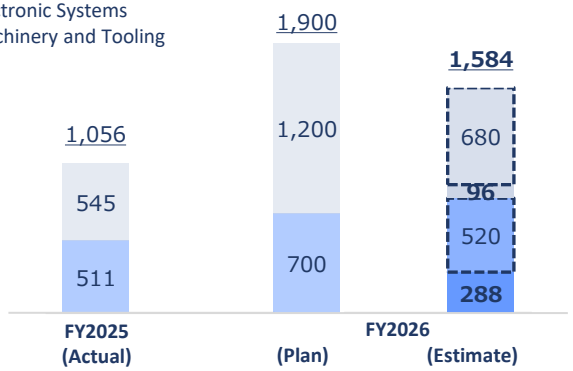
[Full-Year Outlook]

(Millions of yen)		FY2025 (Actual)	**FY2026 (Plan) ※**	YoY
Consolidated	Net sales	42,982	**45,000**	2,017
	Operating profit	(2,280)	**(1,300)**	980
	Margin(%)	(5.3)	**(2.9)**	
Electronic Systems	Net sales	15,414	**16,800**	1,385
	Operating profit	(1,322)	**(600)**	722
	Margin(%)	(8.6)	**(3.6)**	
Machinery and Tooling	Net sales	27,596	**28,200**	603
	Operating profit	(959)	**(700)**	259
	Margin(%)	(3.5)	**(2.5)**	
Foreign exchange gains/losses		407	**(420)**	(827)
Ordinary profit		(683)	**(850)**	(166)
	Margin(%)	(1.6)	**(1.9)**	
Net income		2,522	**(3,900)**	(6,422)
	Margin(%)	5.9	**(8.7)**	
Average exchange rate		151 yen/$	**150 yen/$**	-1 yen/$

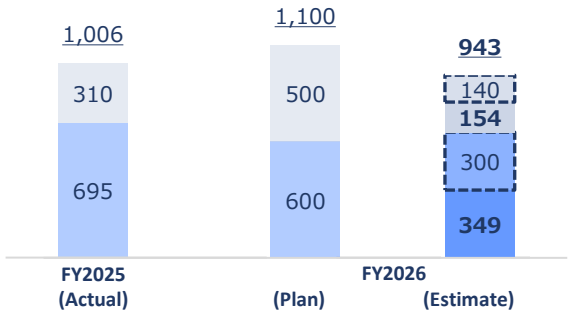
(Note) Sales and operating profit for each segment include internal transactions.
※The full-year outlook figures for FY2026 are the earnings forecast figures announced on May 12, 2026.

(Millions of yen)

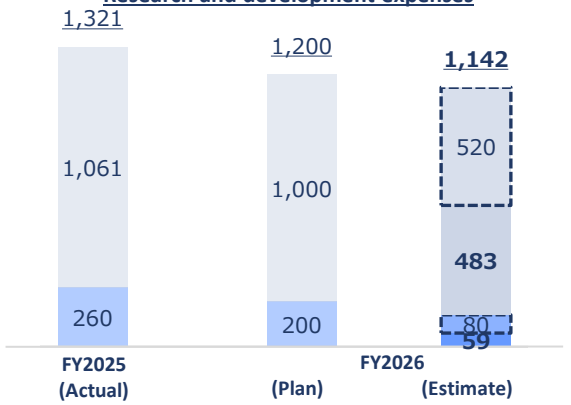
Capital expenditures



Depreciation and amortization



Research and development expenses

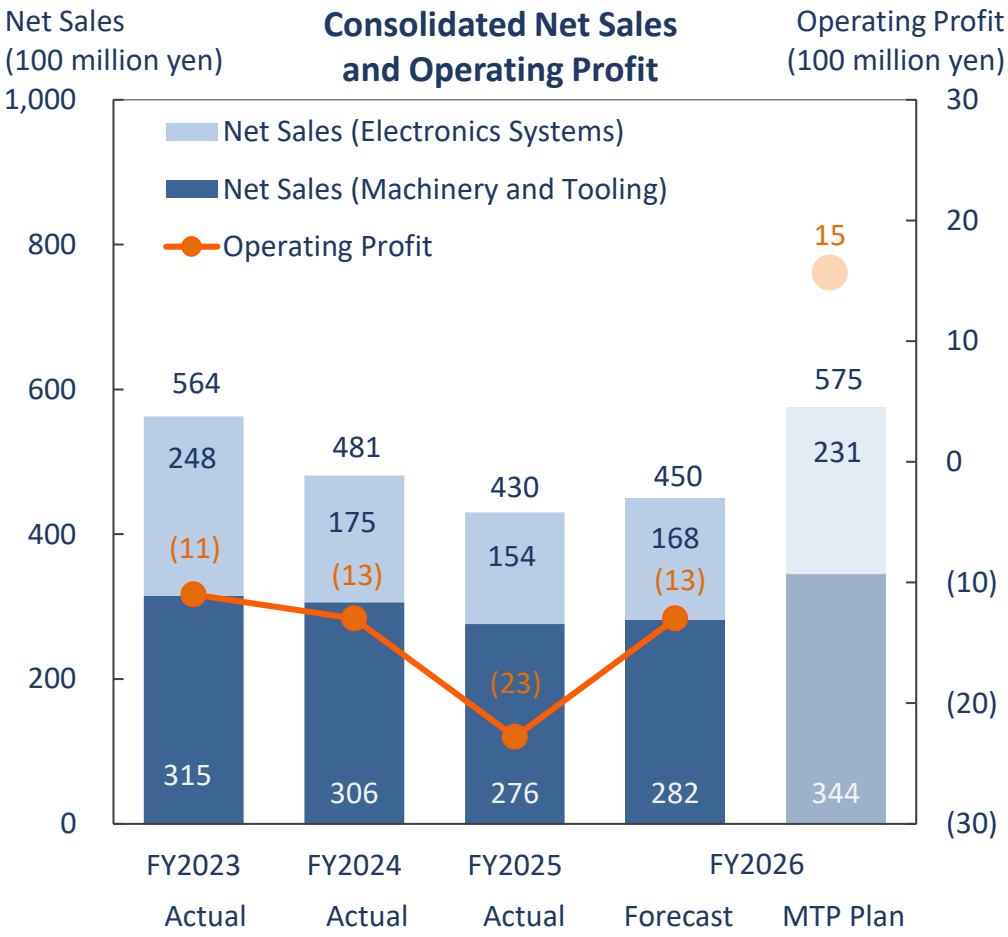


(Note) ⬚ Indicates the estimated value for the second half.

Progress of Key Measures in the Medium-term Business Policy

Progress and Outlook

Although the plan assumed a return to profitability, net sales and operating profit are expected to fall short of the plan due to changes in the business environment.



Operating loss of 13 hundred million yen is expected, against the medium-term business policy target of 15 hundred million yen in operating profit.

Main reasons for the shortfall

- Sluggish sales of EMS and components for press die sets / plastic molds
- Delayed mass production of high-value-added new products
- Rising raw material and labor costs

On the other hand,

- Improved capital efficiency through structural reforms
- Executed growth investments through M&A and equity investments
- Launched initiatives to renew the Group's core IT systems

Made progress on initiatives to improve capital efficiency and invest for growth

Activity Highlights

Allocating cash generated through improved capital efficiency to growth investments, and implementing initiatives to drive business growth and strengthen the earnings base

Capital Efficiency Improvement

Dissolution of Consolidated Subsidiaries

- Resolved to dissolve a sales company for Electronic Systems in China
- Resolved to dissolve a manufacturing and sales company for Machinery and Tooling in Korea

Transfer of Fixed Assets

- Resolved to transfer a portion of land and buildings at Chosei Factory
- Handover in October 2028; gain on transfer of 23 hundred million yen expected

Reduction of Strategic Shareholdings

- Reduce the ratio of strategic shareholdings to consolidated net assets from 15.6% at the end of March 2026 to less than 10% by the end of March 2030
- Gains on sales of approximately 26 hundred million yen is expected through the end of September 2029

Growth Investment

Making Homura Heavy Industries an affiliate

- Made Homura Heavy Industries an affiliate, which develops and manufactures USV / ASV
- Aim to expand into water domain and increase earnings through synergies with our robotics products

Investment in MAZIN Inc.

- Made an investment in MAZIN Inc., co-developer of Injection molding AI systems
- Plan to launch an in-mold measuring AI system in FY2026 and continue to develop and expand functions after market launch

Renewal of the Group's core IT systems

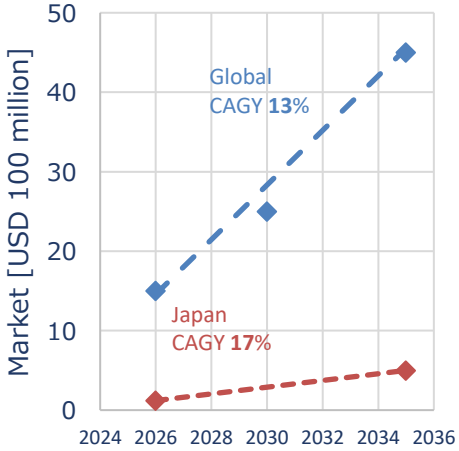
- Decided to adopt global-standard ERP "SAP", start operations in 2028, gradually roll out to group companies
- Establish a management foundation for global management, advanced cost management, inventory optimization, and business process standardization

Activity Highlights

■ Making Homura Heavy Industries an affiliate

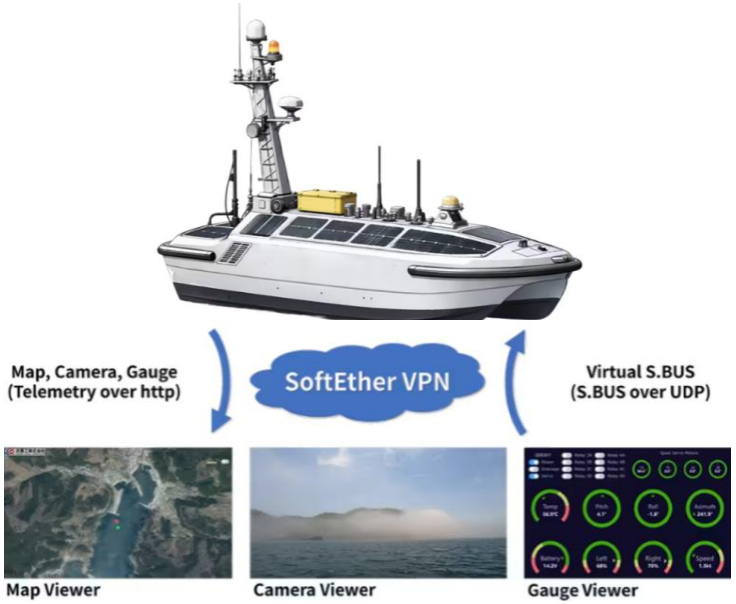
- Made Homura Heavy Industries, a developer and manufacturer of USV / ASV, an affiliate. Global surface drone market is expanding. We aim to expand our business into the water domain to meet demand for unmanned and automated operation in areas such as infrastructure inspection, disaster prevention, agriculture, forestry and fisheries, and marine surveillance, driven by aging social infrastructure and labor shortages. We will also combine the technologies and know-how of both companies to create new products, services and businesses.

炎重工株式会社
HOMURA HEAVY INDUSTRIES



Surface Drone Market

*Our estimates based on multiple publicly available sources



Unmanned Maritime Vessel (UMV)

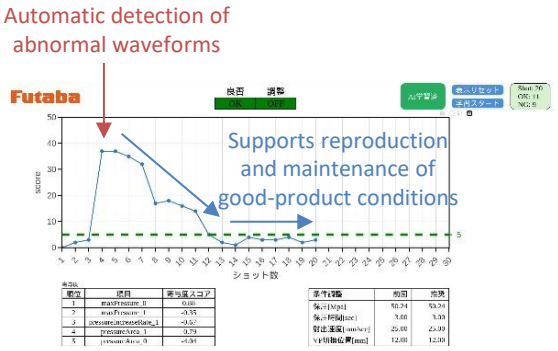
Provides remotely operated, autonomously navigating UMVs equipped with in-house developed domestic ECUs and software

■ Investment in MAZIN Inc.

MAZIN

- Invested in MAZIN Inc., co-developer of Injection molding AI systems, to deepen collaboration in AI-driven molding. By integrating in-mold measurement technology with AI, we will advance the development of solutions that contribute to optimizing molding conditions, ensuring quality, and improving productivity.





Key Measures Progress / Electronic Systems

■ System Solutions Business

Key measures of MTP

- Proposal of wireless remote controls for construction and agricultural machinery
- Proposal of integrated system products that create IoT environments

Our strengths

- Low cost and design flexibility
  → Custom switch from standard models
- Quick repair response in case of failure
  → Support service utilizing global bases

Progress in 1H FY2026

- Preparing a new belly pack system for mass production and advancing development to expand the product lineup
- Module products: Strong demand for products for data centers
- EMS: recovered on strong demand from key customers; pursuing new customer in defense/aerospace and IoT-related ODM.

Measures for 2H FY2026

- New wireless remote controllers: build a medium- to long-term growth base by expanding target models and markets and strengthening customer touchpoints
- Module products: renewal development of price-competitive LCD module products
- EMS: secure large-scale orders



Exhibition (Sensor Expo)

- Exhibited solution products combining industrial radio control with edge AI; only the necessary data from AI judgments is sent to the server



Exhibition (CSPI-EXPO)

- Exhibited wireless remote controllers at Japan's largest international construction show
- Concept exhibit using edge AI: information detected from camera images is shown on the remote controller to support operations



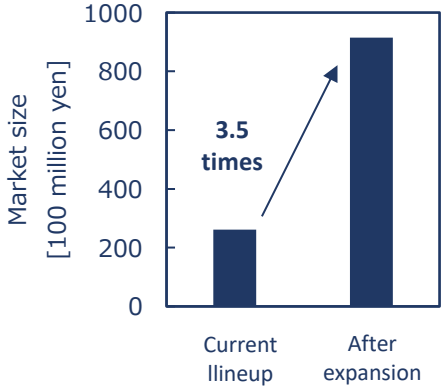
Handheld Type (In mass production)



Pistol Grip System (In mass production)

Wireless Remote Controller Market Size by Type

*Based on our estimates





Small Belly Box System (Under development)



Belly Box System (Preparing for mass production)

Expand product lineup to meet customer needs and broaden market coverage

Key Measures Progress / Electronic Systems

■ Robotics Products (Industrial Servos / Industrial Drones)

Key measures of MTP

- Development of industrial servo applications in FA and robot markets
- Promoting drone adoption for inspection and disaster-prevention through domestic production, customization and services
- Expand sales for defense applications

Our strengths

- Feature-rich, durable industrial servo
- Support system leveraging global bases
- Industrial drones with high wind and water resistance for outdoor use
- Drone operation support such as customization and flyer dispatch

Progress in 1H FY2026

- Exhibited at trade shows (XPONENTIAL (USA), Mechanical Components & Technology Expo, Japan Drone)
- Exhibited at defense-related trade shows
- Cooperated in drone operation and training for nearby fire and police agencies
- Expanded UAV-related products
  - Developed small FPV drone
  - Launched new high-torque servo for UAVs

Measures for 2H FY2026

- Continue sales promotion
- Operate drone school; cooperate in training
- Expand standard industrial servo products lineup for FA and service robots
- Improve functions of medium and large drones through PoC
- Expand drone sales including small FPV drones
- Propose combinations with surface drones



BLA34 Side Connector Type
Greater Integration Flexibility



Compact FPV Drone



Cooperated in the Public Demonstration "Drone Flight in Adverse Weather Conditions" by NIED
Demonstrating stable flight in adverse weather







Exhibition (XPONENTIAL)
Left: Industrial servo operating underwater
Right: Product lineup display

Key Measures Progress / Machinery and Tooling

■ Machinery and Tooling Business

Key measures of MTP

- Expand the scope of procurement streamlining and strengthen expansion into factory automation
- Develop new equipment for streamlining molding work and strengthen overseas sales capabilities

Our strengths

- Strong customer base in the M&T market
- Addressing increasingly difficult molding with recycled plastics → Stabilize molded-product quality with Injection molding AI systems

Progress in 1H FY2026

- Continue updating the production material EC site “Futaba Order Site (FO)” and strengthened equipment-use materials; started FO renewal and development of new AI-powered services
- Prepare for mass production of the Injection molding AI systems and exhibit at trade shows

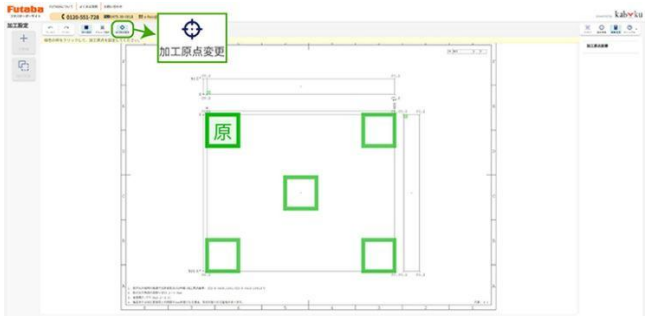
Measures for 2H FY2026

- Machinery and Tooling: enhance value provided to customers through digital services and capture demand in growth markets, mainly in the equipment industry
- Launch new molding and production rationalization equipment, including Injection molding AI systems



Injection molding AI systems

- Scheduled for launch in December 2026
- Scheduled to exhibit at IPF Japan



(Origin switching function)

New FO Features Added

- Added new feature to "Plate Builder", the plate simple design and procurement service
- Contributes to reducing customer workload



Futaba’s CFRP Plate: Expanded Size Range

- Original high-strength, lightweight material with half the specific gravity of aluminum alloy
- Size range expanded to maximum length of 970mm



Exhibition (Die & Mould India)

- Exhibited die and mold components and MMS at largest die and mold exhibition in India

New Products/Services and Direction for next MTP

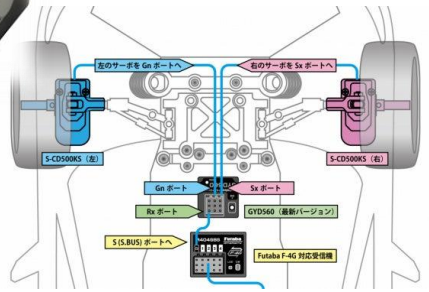
■ Major New Products and Services in 1H FY2026

	Main New Products and Services
Electronic Systems	R-70SR: Sub-Receiver for RC Airplane
	SCD500KS: Steering Servo for Drift Cars
	R3306GY: Receiver with Built-in 6-Axis Gyro
	S-A401: Mid-Class Servo for RC Airplanes
	BLA34 Industrial Servo, Side-Connector Type
M&T	Cassette-Type Resin Test Mold
	New Features Added to Plate Builder
	Futaba's CFRP Plate: expanded size range



S-CD500KS
(KNUCKLESERVO)

- Launched in April 2026
- Steering Servo for Drift Cars
- World's first in-wheel structure for RC
- Steering characteristics tunable from transmitter



Cassette-Type Resin Test Mold

- New-structure test mold allowing easy replacement of only the cassette insert
- Can be fitted with our in-mold sensors



■ Direction for Next Mid-Term Business Policy

- Disclose Growth measures and execution plans in the next MTP (scheduled for announcement in May 2027)
- Position industrial radio control equipment, robotics, and molding/production rationalization equipment as growth drivers and invest intensively
- Reallocate cash generated by improved capital efficiency to growth investments such as new businesses and DX
- Secure sales of existing businesses in high-demand markets while developing new products for growth markets
- Promote corporate value enhancement while balancing shareholder returns