FY2026
3Q Financial Material

November 4, 2026

Daitron Co., Ltd. (7609)

Precautions regarding forward-looking statements

Forward-looking statements and forecasts stated in this material are based on information available to the Company as of the release date of this material, and are not guarantees of future performance. Actual performance may differ materially from these forecasts if they are affected by various factors.

The Company assumes no liability for any damages that may arise as a result of the use of this material.

Notes on this material

Net income stated herein refers to the amount of net income attributable to owners of parent.

FY2026 Q3 Overview of Results

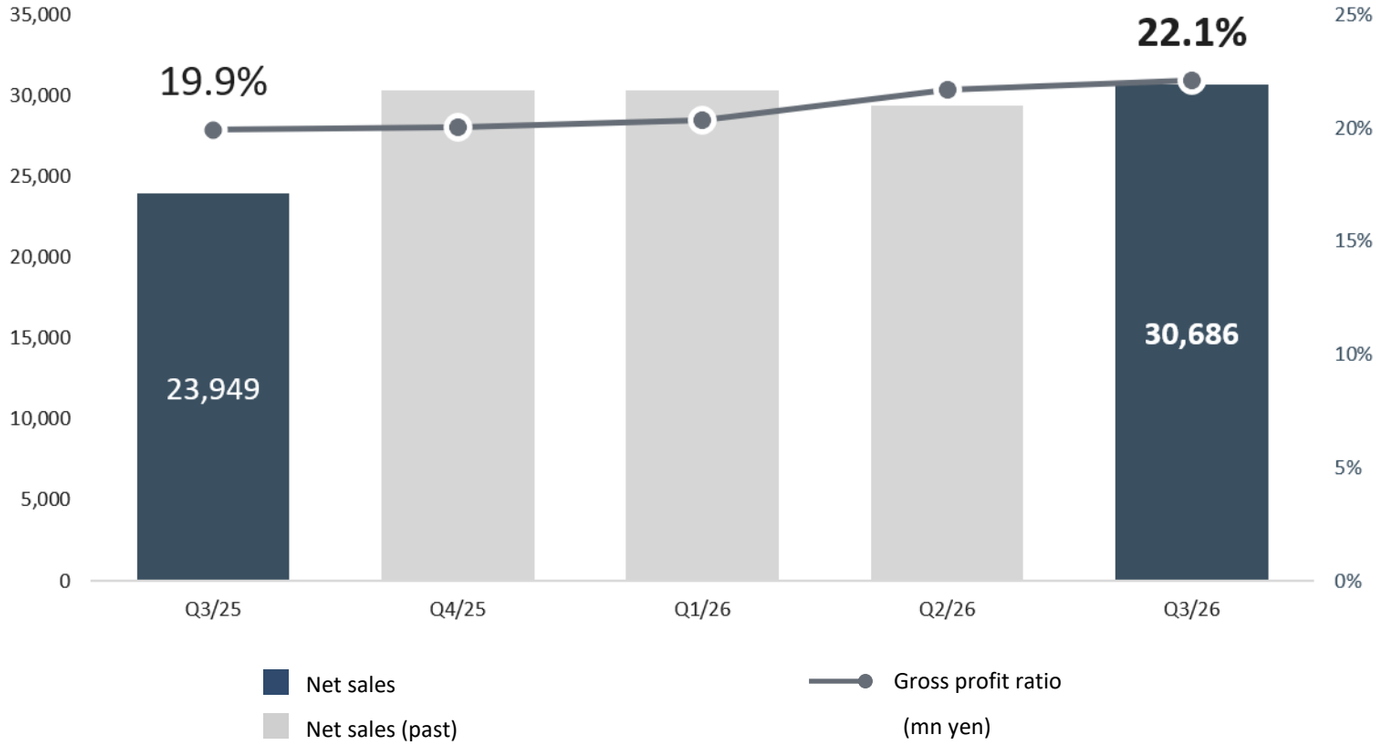
- **Results were firm backed by strong investments in generative AI and semiconductor manufacturing equipment.**

Particularly, sales of components for manufacturing equipment continued to be strong.

	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	YoY	9M/26 Results	YoY change (%)	Announced forecast for FY2026	Progress (%)
Net sales	23,949	30,340	30,338	29,363	**30,686**	**+28.1%**	**90,388**	**+24.2%**	124,000	72.9%
Gross profit	4,774	6,080	6,180	6,368	**6,783**	**+42.1%**	**19,332**	**+29.8%**	-	-
Operating income	1,327	1,960	2,465	2,580	**2,667**	**+101.0%**	**7,713**	**+52.7%**	9,400	82.1%
Ordinary income	1,412	2,092	2,531	2,667	**2,656**	**+88.0%**	**7,854**	**+55.1%**	9,550	82.2%
Net income	929	1,439	1,740	1,815	**2,020**	**+117.4%**	**5,577**	**+60.1%**	6,850	81.4%

(mn yen)

FY2026 Q3 Net Sales and Gross Profit



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Net sales	23,949	30,340	30,338	29,363	30,686	103,142	72,802	90,388
Gross profit	4,774	6,080	6,180	6,368	6,783	20,978	14,898	19,332
Gross profit ratio	19.9%	20.0%	20.4%	21.7%	22.1%	20.3%	20.5%	21.4%

Net sales: ¥ 30,686 mn (+28.1% YoY)

- Net sales were firm backed by strong investments in generative AI and semiconductor manufacturing equipment.
- Particularly our domestic business grew, supported by continued strong investments in reclaimed wafer manufacturing equipment.

Gross profit: ¥ 6,783 mn (+42.1% YoY)

Gross profit ratio: 22.1% (+2.2pt YoY)

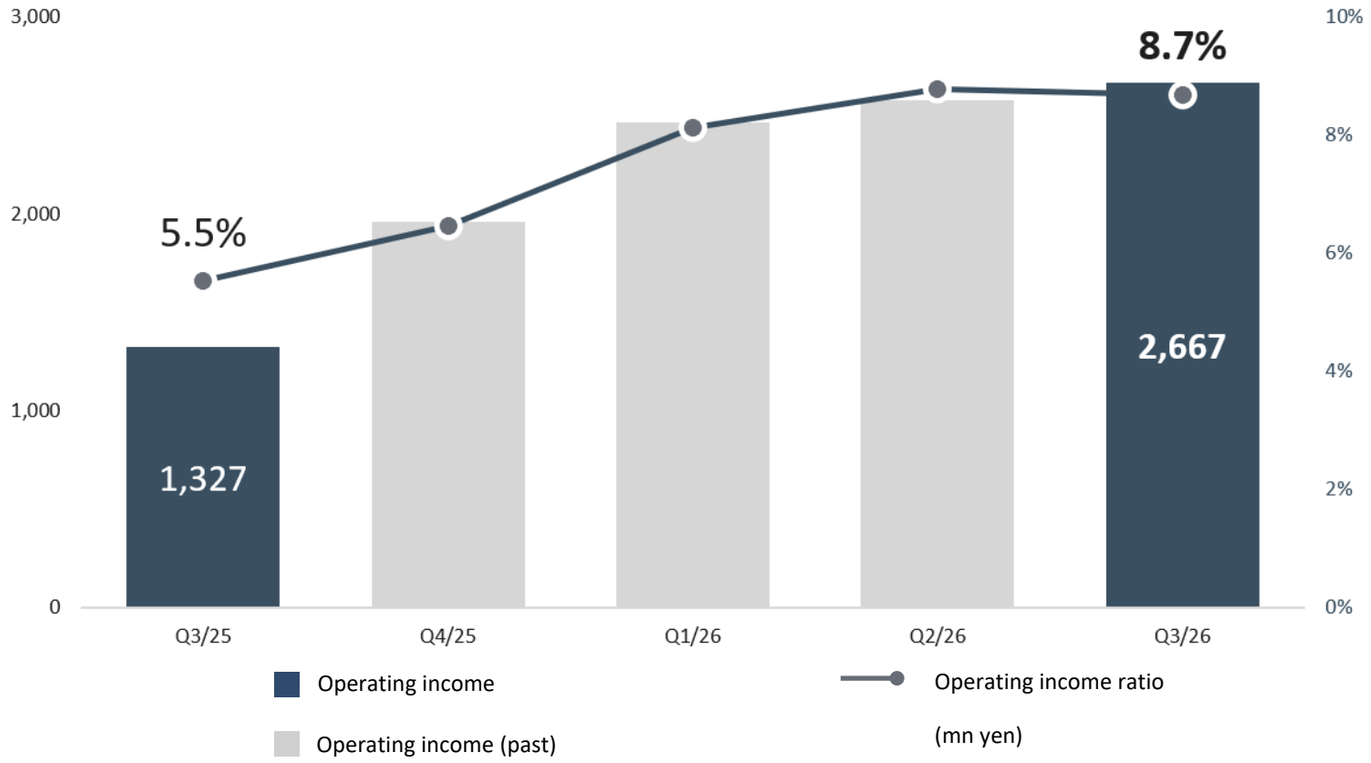
- Maintained high profitability with our trading and manufacturing functions.
- The pass-through of supplier price increases proceeded smoothly.

(Note)

Figures are calculated in thousands of yen and rounded to the nearest million yen.

Ratios are rounded to the first decimal place.

FY2026 Q3 Operating Income



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Net sales	23,949	30,340	30,338	29,363	30,686	103,142	72,802	90,388
Operating income	1,327	1,960	2,465	2,580	2,667	7,010	5,050	7,713
Operating income ratio	5.5%	6.5%	8.1%	8.8%	8.7%	6.8%	6.9%	8.5%

Operating income: ¥ 2,667 mn (+101.0% YoY)

Operating income ratio: 8.7% (+3.2pt YoY)

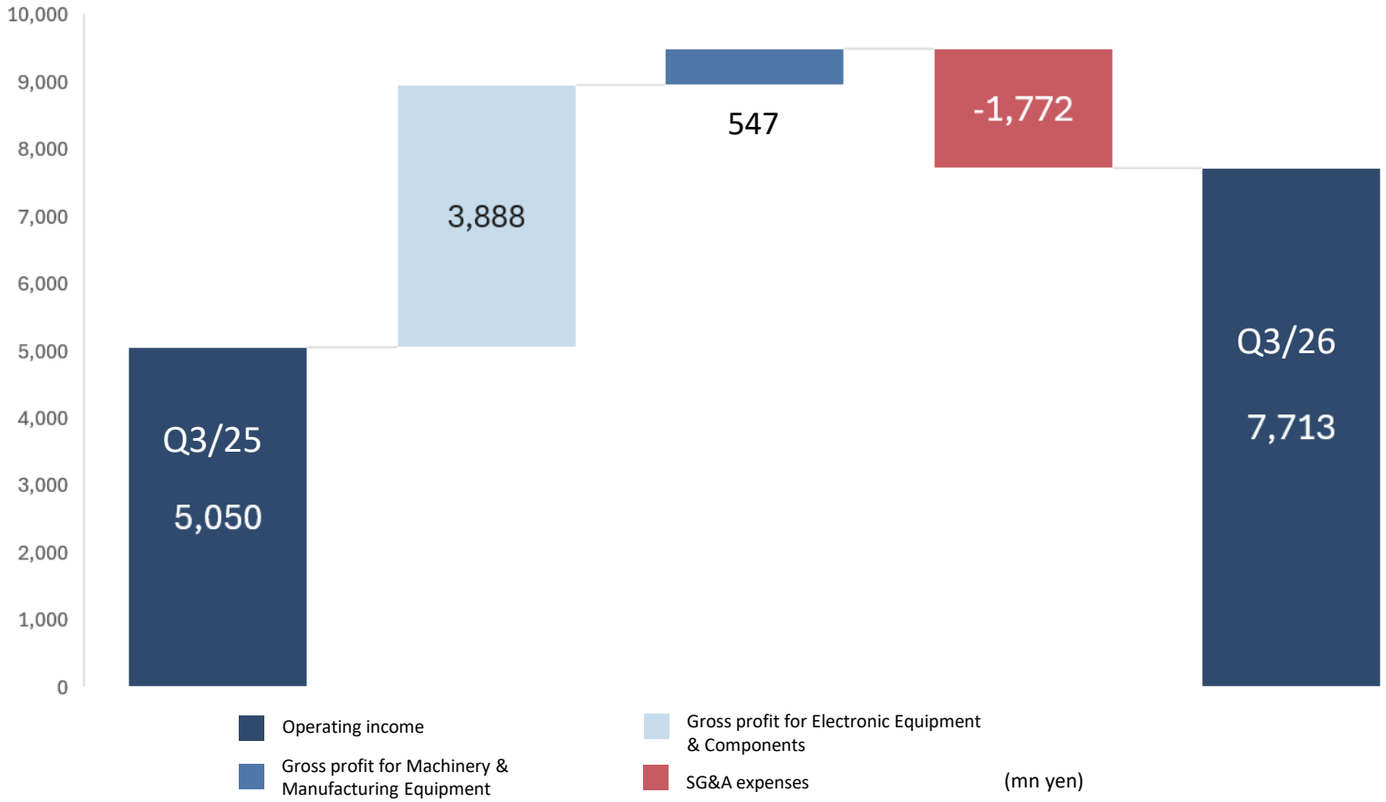
- Increase in gross profit due to growth in net sales has offset an increase in SG&A expenses, leading to higher operating income.

(Note)

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Ratios are rounded to the first decimal place.

FY2026 Q3 (total) Factors for Changes in Operating Income



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Net sales	23,949	30,340	30,338	29,363	30,686	103,142	72,802	90,388
Gross profit	4,774	6,080	6,180	6,368	6,783	20,978	14,898	19,332
SG&A expenses	3,447	4,120	3,714	3,788	4,116	13,967	9,847	11,619
Operating income	1,327	1,960	2,465	2,580	2,667	7,010	5,050	7,713

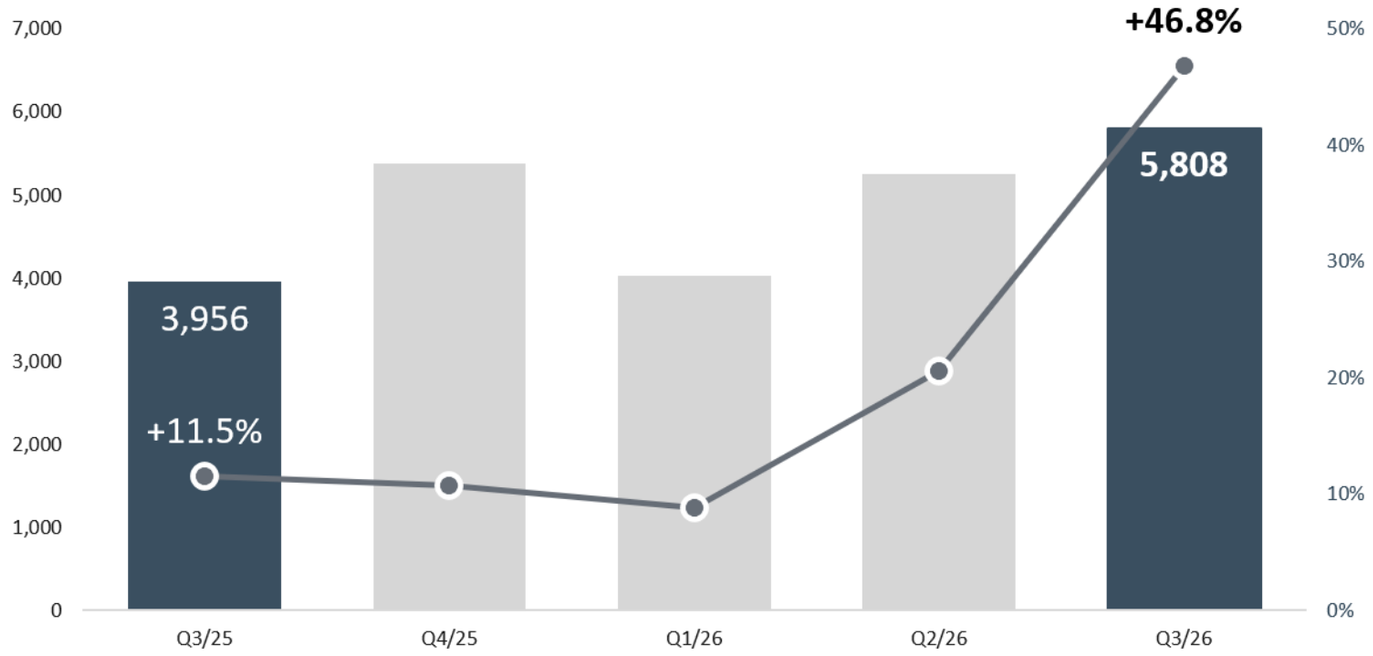
Topics

- Due to growth in net sales, gross profit increased for both Electronic Equipment & Components (+¥3,888 mn) and Machinery & Manufacturing Equipment (+¥547 mn).
- An increase in SG&A expenses (+¥1,772 mn), including personnel and activity expenses, were offset. As a result, operating income increased compared to Q3/25.

(Note)

Figures are calculated in thousands of yen and rounded to the nearest million yen.

FY2026 Q3 Changes in Net Sales of Original Products



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Net sales	3,956	5,383	4,028	5,257	5,808	17,400	12,017	15,093
YoY (Growth ratio)	+11.5%	+10.8%	+8.9%	+20.5%	+46.8%	+10.4%	+10.2%	+25.6%

Net sales: ¥ 5,808 mn (+46.8% YoY)

- Original products in both Electronic Equipment & Components and Machinery & Manufacturing Equipment increased compared to Q3/25 on a monetary basis.
- Equipment products included in original products are subject to quarterly fluctuations in net sales, as their sales are recognized upon acceptance by customers.

Components

- Components for semiconductor manufacturing equipment were strong to address data center investments.
- Due to a significant increase in the national defense budget, defense-related components were strong.

Equipment

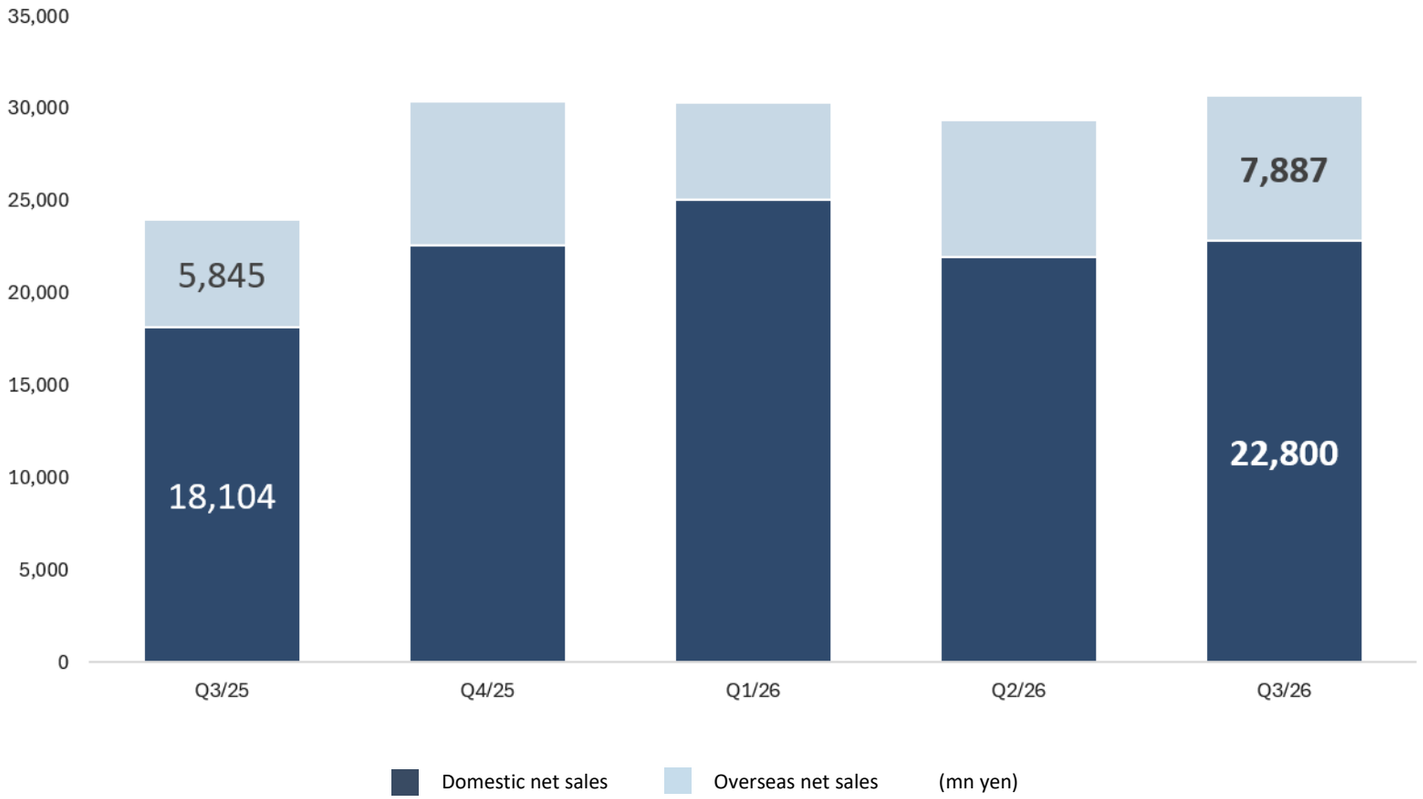
- Optical device-related manufacturing equipment was strong on the back of investments in generative AI and semiconductor manufacturing equipment.

(Note)

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FY2026 Q3 Sales Change by Region



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Domestic	18,104	22,541	25,046	21,950	22,800	76,111	53,570	69,796
Overseas	5,845	7,800	5,292	7,414	7,887	27,031	19,232	20,593
Total	23,949	30,340	30,338	29,363	30,686	103,142	72,802	90,388

Topics

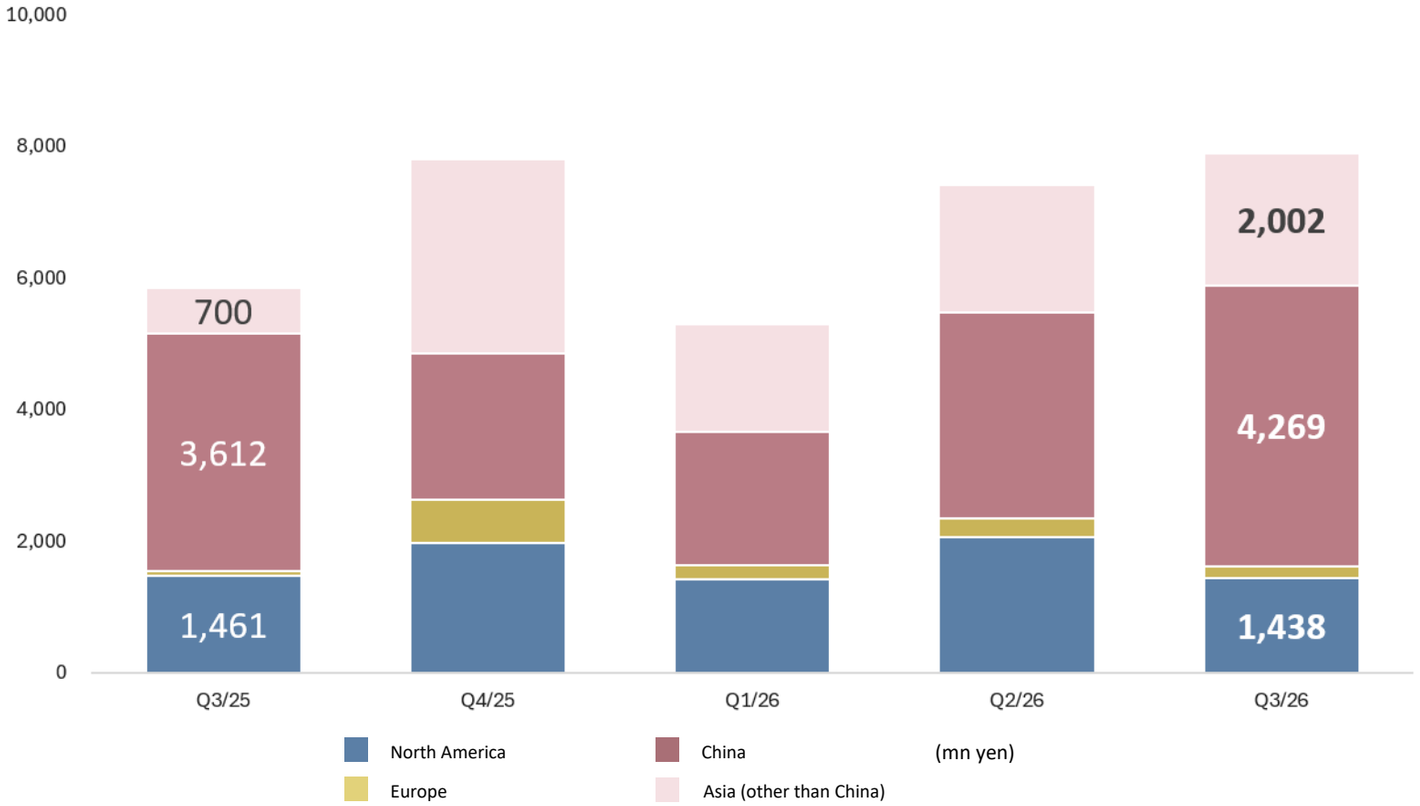
- Net sales from our domestic operations remained strong on the back of expanding demand related to generative AI and increased investments in semiconductor manufacturing equipment.
- Net sales from our overseas operations progressed steadily, with the acceptance of equipment projects proceeding smoothly.

Forecasts

- Investments in generative AI and semiconductor manufacturing equipment will remain strong both domestically and overseas.

(Note)
As figures are calculated in thousands of yen and rounded to the nearest million yen, the total amounts do not match the sum of their individual components.

FY2026 Q3 Sales Change by Overseas Region



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
North America	1,461	1,966	1,411	2,063	1,438	7,054	5,089	4,912
Europe	73	661	219	273	179	2,045	1,384	671
China	3,612	2,223	2,026	3,139	4,269	10,048	7,826	9,434
Asia (other than China)	700	2,950	1,636	1,939	2,002	7,883	4,933	5,577
Overseas total	5,845	7,800	5,292	7,414	7,887	27,031	19,232	20,593

Topics

- In North America, an automotive harness project progressed smoothly.
- In Asia, sales of components for manufacturing equipment were strong.
- In China in particular, capital investment related to data centers was robust.

Forecasts

- There are concerns about rising costs due to the situation in the Middle East.
- Despite no direct impact relating to tariff issues in North America, we stay alert to foreign exchange trends and other factors.

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Product Segments and Major Products

Electronic Equipment & Components Product Segments

Components & Assembly Products	Connectors, harnesses, assembled wiring for equipment
Semiconductors	Analog ICs, high-frequency ICs
Embedded System	Embedded systems
Power Supply Equipment	Switching power supplies, battery pack, small UPS
Image Equipment	CMOS cameras, lenses, lighting devices
Information System	Web conferencing systems, contactless IC cards
New business **Green Facility**	Large UPS for data centers including system design, installation work and maintenance, etc.
Other	

Machinery & Manufacturing Equipment

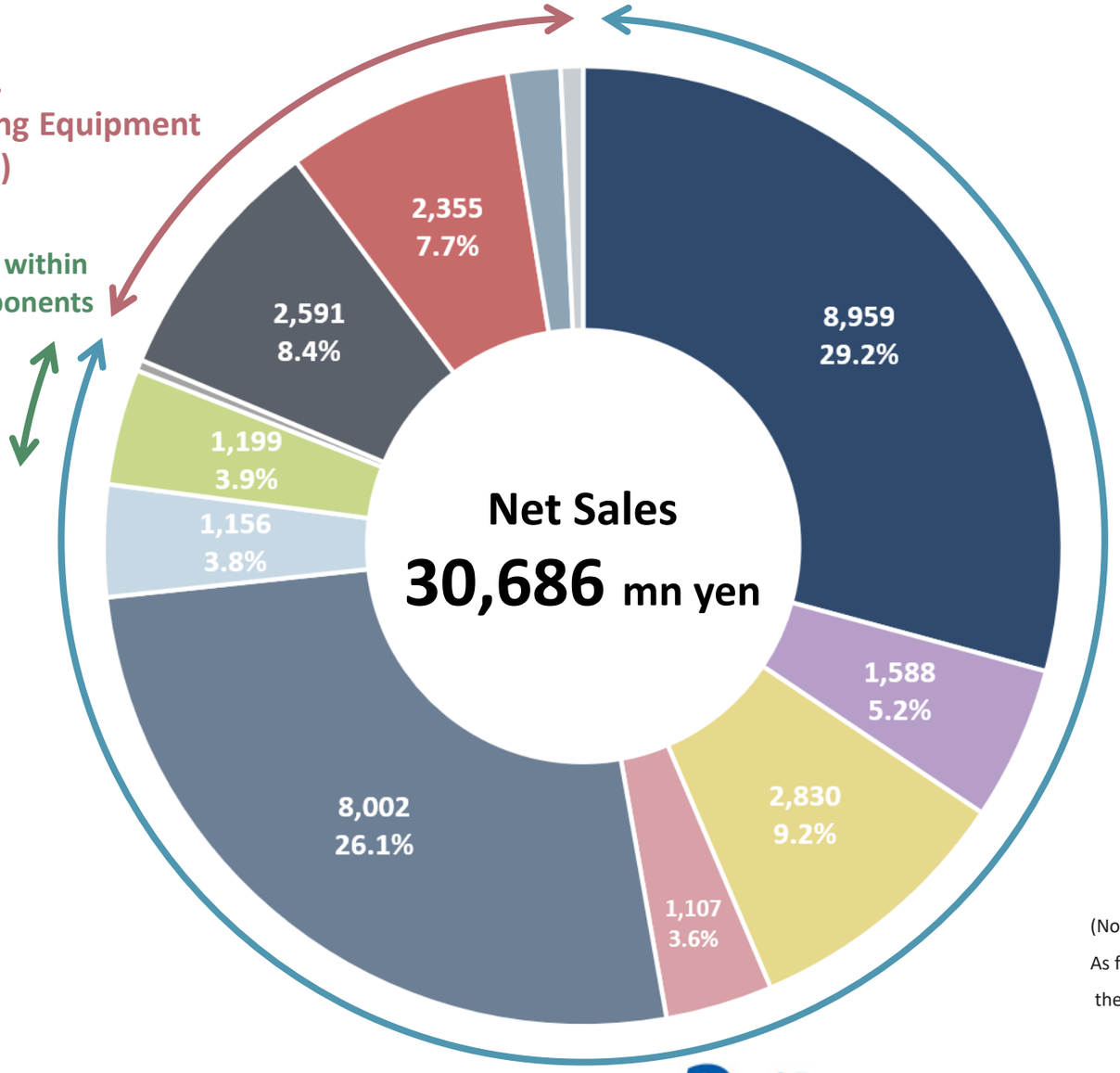
Electronic Parts & Semiconductors	Grinding machines, cleaning equipment, wafer edge grinders
Optical Devices	Visual inspection machines, scribe and break machines
Power Devices	Wafer edge grinders, cleaning equipment
Focused Business Equipment	Electrode sheet inspection equipment, spray coaters

(Note)
UPS is an abbreviation of Uninterruptible Power supply.
Product segments including original products

2026 Q3 Sales Composition by Business and Segment

Machinery & Manufacturing Equipment 5,726 (18.7%)

New Business (Green Facility) within Electronic Equipment & Components 1,199 (3.9%)



Electronic Equipment & Components

- Components & Assembly Products
- Semiconductors
- Embedded System
- Power Supply Equipment
- Image Equipment
- Information System
- Green Facility
- Other

Machinery & Manufacturing Equipment

- Electronic Parts & Semiconductors
- Optical Devices
- Power Devices
- Focused Business

Electronic Equipment & Components 24,960(81.3%)

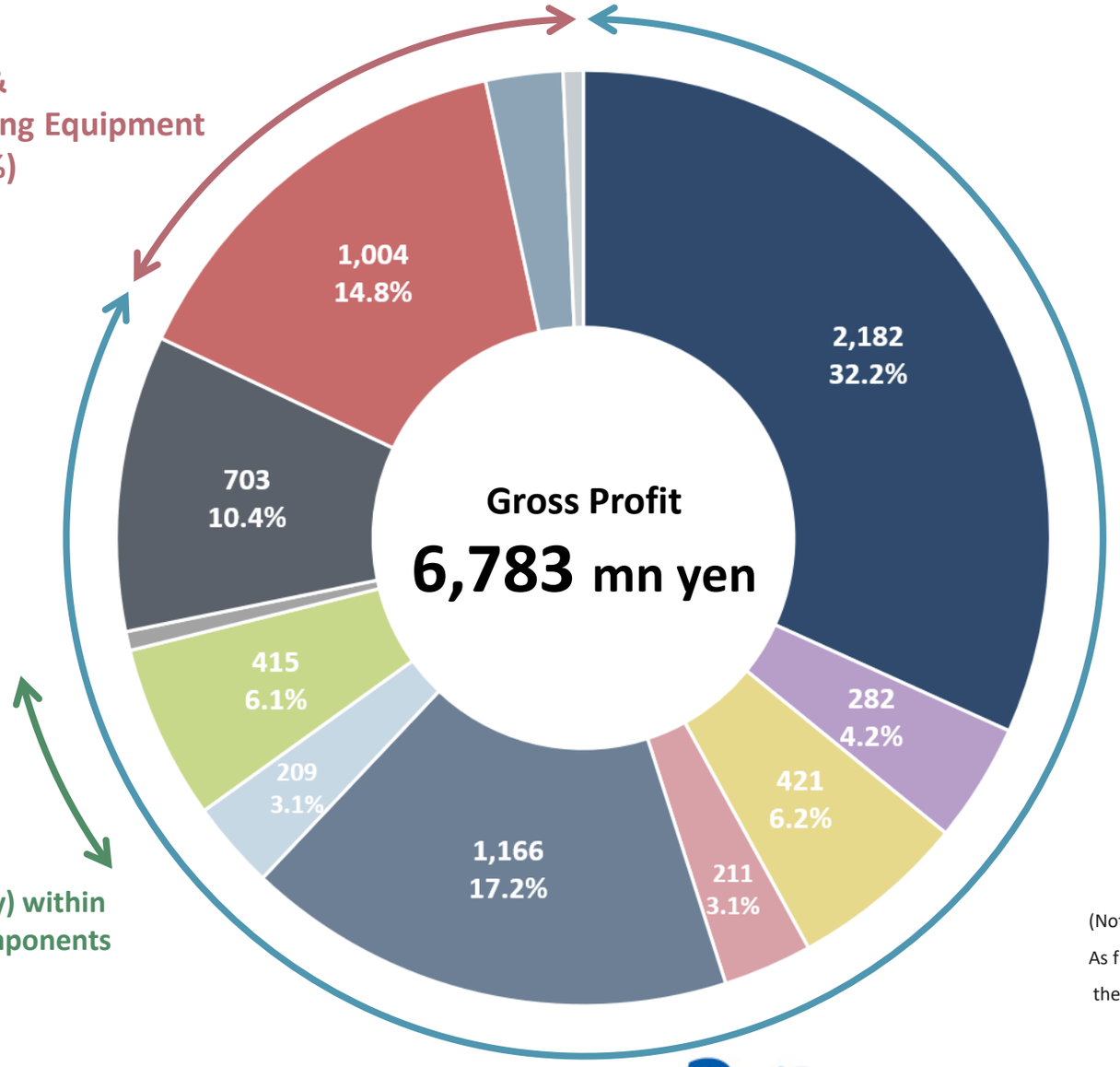
***Electronic Equipment & Components (excluding Green Facility) 23,761 (77.4%)**

(Note)

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2026 Q3 Gross Profit Composition by Business and Segment

Machinery & Manufacturing Equipment
1,940 (28.6%)



Electronic Equipment & Components
- Components & Assembly Products
- Semiconductors
- Embedded System
- Power Supply Equipment
- Image Equipment
- Information System
- Green Facility
- Other

Machinery & Manufacturing Equipment
- Electronic Parts & Semiconductors
- Optical Devices
- Power Devices
- Focused Business

Electronic Equipment & Components
4,843 (71.4%)

***Electronic Equipment & Components (excluding Green Facility)**
4,428 (65.3%)

New Business (Green Facility) within Electronic Equipment & Components
415 (6.1%)

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FY2026 Q3 Product Portfolio and Financial Performance (Electronic Equipment & Components)

Electronic Equipment & Components Product Segments	Q3/26 Net Sales Amount of sales	Q3/26 Net Sales Composition (%)	Q3/26 Net Sales YoY change in composition	Q3/26 Gross Profit Amount of profit	Q3/26 Gross Profit Composition (%)	Q3/26 Gross Profit YoY change in profit ratio	9M/26 Net Sales Amount of sales	9M/26 Net Sales Composition (%)	9M/26 Net Sales YoY change in composition	9M/26 Gross Profit Amount of profit	9M/26 Gross Profit Composition (%)	9M/26 Gross Profit YoY change in profit ratio	Q3/26 (Original products included in the left) Amount of sales	Q3/26 (Original products included in the left) YoY (Growth ratio)	9M/26 (Original products included in the left) Amount of sales	9M/26 (Original products included in the left) YoY (Growth ratio)
Components & Assembly Products	**8,959**	29.2%	+4.4pt	**2,182**	24.4%	-0.9pt	**24,031**	26.6%	+2.7pt	**5,909**	**24.6%**	-0.6pt	**2,975**	+18.9%	**8,662**	+17.8%
Semiconductors	**1,588**	5.2%	+0.8pt	**282**	17.8%	-3.9pt	**4,276**	4.7%	+0.1pt	**769**	**18.0%**	-3.0pt				
Embedded System	**2,830**	9.2%	+2.3pt	**421**	14.9%	-0.5pt	**6,738**	7.5%	+0.5pt	**1,017**	**15.1%**	-0.9pt				
Power Supply Equipment	**1,107**	3.6%	-0.3pt	**211**	19.0%	+2.4pt	**2,809**	3.1%	-0.4pt	**503**	**17.9%**	+0.0pt	**334**	+82.5%	**703**	+5.7%
Image Equipment	**8,002**	26.1%	+0.5pt	**1,166**	14.6%	+1.0pt	**23,389**	25.9%	+1.8pt	**3,257**	**13.9%**	+0.3pt				
Information System	**1,156**	3.8%	-0.7pt	**209**	18.1%	-3.0pt	**4,091**	4.5%	+0.0pt	**800**	**19.6%**	-1.2pt				
New business Green Facility	**1,199**	3.9%	-1.1pt	**415**	34.7%	+15.9pt	**6,927**	7.7%	+1.5pt	**2,152**	**31.1%**	+7.9pt				
Other	**114**	0.4%	-0.1pt	**-45**	-39.4%	-23.6pt	**481**	0.5%	-0.3pt	**-20**	**-4.3%**	-10.4pt				
Subtotal	**24,960**	81.3%	+5.8pt	**4,843**	19.4%	+0.6pt	**72,744**	80.5%	+5.9pt	**14,389**	**19.8%**	+0.4pt	**3,309**	+23.2%	**9,365**	+16.8%

(Note)

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Product segments including original products

New business

FY2026 Q3 Product Portfolio and Financial Performance (Machinery & Manufacturing Equipment)

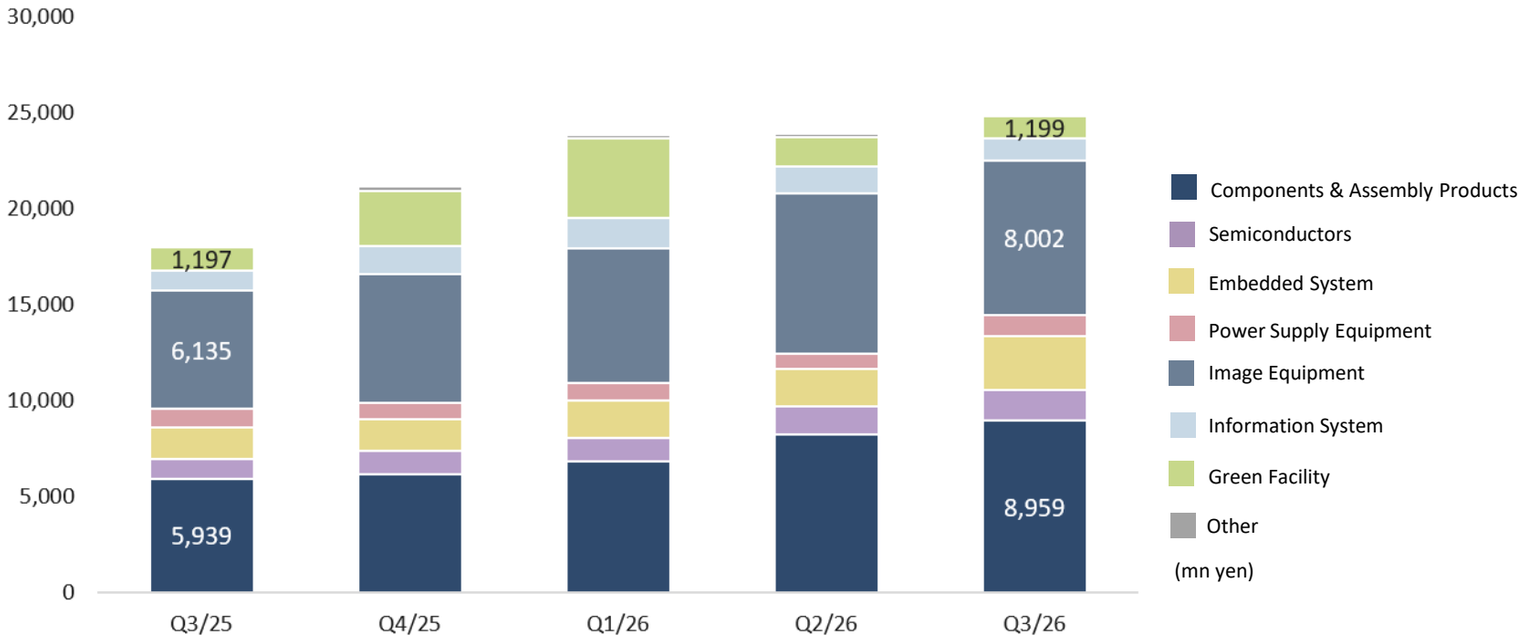
Machinery & Manufacturing Equipment Product Segments	Q3/26 Net Sales Amount of sales	Q3/26 Net Sales Composition (%)	Q3/26 Net Sales YoY change in composition	Q3/26 Gross Profit Amount of profit	Q3/26 Gross Profit Composition (%)	Q3/26 Gross Profit YoY change in profit ratio	9M/26 Net Sales Amount of sales	9M/26 Net Sales Composition (%)	9M/26 Net Sales YoY change in composition	9M/26 Gross Profit Amount of profit	9M/26 Gross Profit Composition (%)	9M/26 Gross Profit YoY change in profit ratio	Q3/26 (Original products included in the left) Amount of sales	Q3/26 (Original products included in the left) YoY (Growth ratio)	9M/26 (Original products included in the left) Amount of sales	9M/26 (Original products included in the left) YoY (Growth ratio)
Electronic Parts & Semiconductors	**2,591**	8.4%	-4.5pt	**703**	27.1%	+9.0pt	**8,259**	9.1%	-5.3pt	**1,902**	**23.0%**	+4.9pt	**614**	+18.5%	**1,378**	+2.3%
Optical Devices	**2,355**	7.7%	+0.9pt	**1,004**	42.7%	+5.7pt	**5,605**	6.2%	+0.6pt	**2,254**	**40.2%**	+0.5pt	**1,606**	+201.3%	**3,409**	+129.3%
Power Devices	**547**	1.8%	-0.5pt	**183**	33.5%	-2.1pt	**2,896**	3.2%	+0.3pt	**548**	**18.9%**	-20.8pt	**279**	+26.2%	**941**	-19.1%
Focused Business Equipment	**231**	0.8%	-1.6pt	**48**	21.0%	+20.1pt	**882**	1.0%	-1.4pt	**238**	**27.1%**	+25.4pt				
Subtotal	**5,726**	18.7%	-5.8pt	**1,940**	33.9%	+10.5pt	**17,644**	19.5%	-5.9pt	**4,943**	**28.0%**	+4.2pt	**2,499**	+96.5%	**5,728**	+43.3%

(Note)

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the total amounts do not match the sum of their individual components. (mn yen)

Product segments including original products

FY2026 Q3 Sales Change by Product Segment (Electronic Equipment & Components)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Components & Assembly Products	5,939	6,172	6,815	8,255	8,959	23,579	17,407	24,031
Semiconductors	1,049	1,194	1,220	1,467	1,588	4,593	3,399	4,276
Embedded System	1,648	1,648	1,962	1,945	2,830	6,742	5,094	6,738
Power Supply Equipment	944	882	903	798	1,107	3,431	2,548	2,809
Image Equipment	6,135	6,709	7,052	8,335	8,002	24,212	17,502	23,389
Information System	1,071	1,480	1,548	1,385	1,156	4,748	3,267	4,091
Green Facility	1,197	2,819	4,190	1,537	1,199	7,300	4,481	6,927
Other	108	240	180	185	114	862	622	481
Total	18,096	21,147	23,875	23,909	24,960	75,471	54,323	72,744

Topics

- Investments in generative AI and semiconductor manufacturing equipment were strong.
- Investments were strong to promote a shift to fiber optics in data centers.

Components & Assembly Products

- Manufacturers of semiconductor manufacturing equipment continued to grow due to expanded demand for generative AI.

Image Equipment

- In-vehicle imaging equipment for Advanced Driver-Assistance Systems (ADAS) remained firm.
- Recovery in demand from inspection equipment manufacturers supported growth.

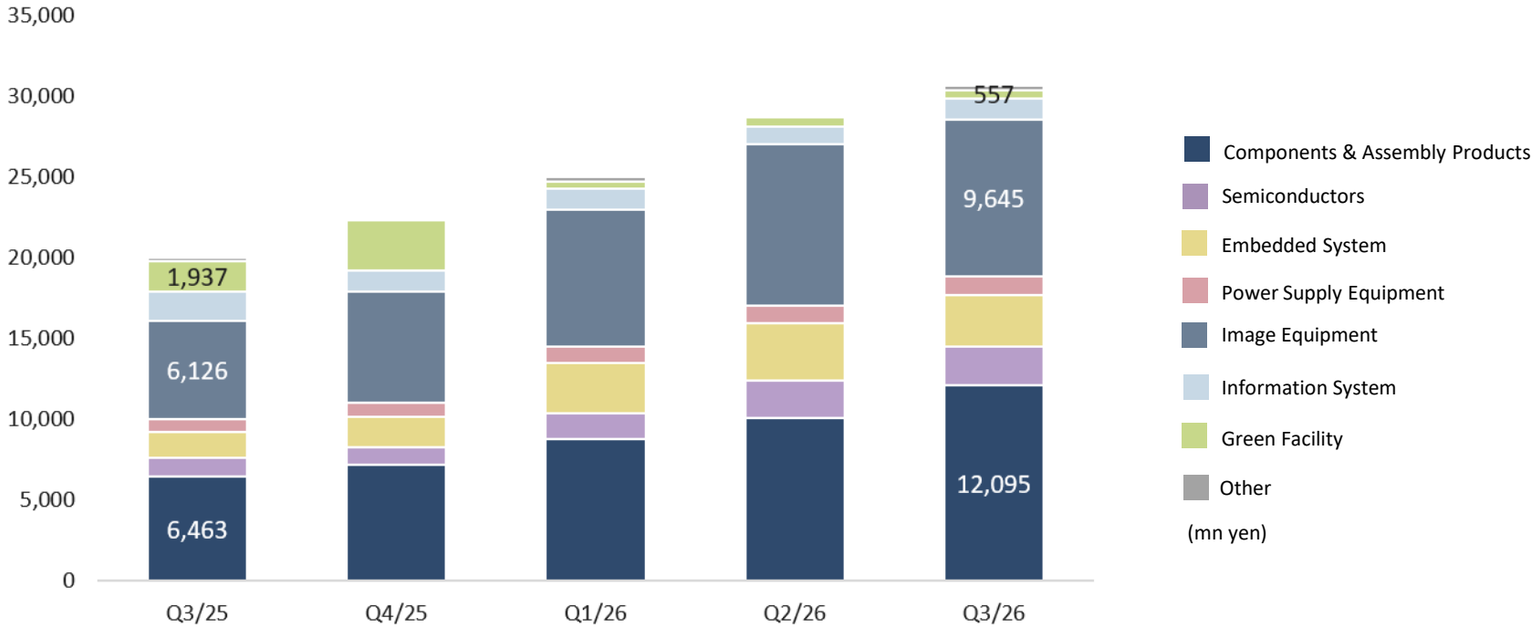
Green Facility

- Net sales for Q3/26 were as planned.

(Note)

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FY2026 Q3 Order Change by Product Segment (Electronic Equipment & Components)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Components & Assembly Products	6,463	7,161	8,800	10,127	12,095	26,275	19,113	31,023
Semiconductors	1,163	1,151	1,576	2,267	2,401	4,515	3,364	6,245
Embedded System	1,602	1,817	3,118	3,588	3,177	6,837	5,019	9,884
Power Supply Equipment	774	929	1,021	1,063	1,213	3,406	2,476	3,298
Image Equipment	6,126	6,887	8,443	10,015	9,645	25,011	18,124	28,104
Information System	1,764	1,237	1,358	1,092	1,314	5,146	3,909	3,765
Green Facility	1,937	3,164	438	527	557	13,064	9,900	1,524
Other	187	117	234	164	232	605	488	630
Total	20,019	22,466	24,992	28,848	30,636	84,862	62,395	84,476

Forecasts

- Investments in generative AI and semiconductor manufacturing equipment are expected to continue.
- Orders are expected to increase in the near term in response to longer lead times.

Components & Assembly Products

- Market conditions of semiconductor manufacturing equipment will continue growing backed by expansion in demand for generative AI.

Image Equipment

- Demand is expanding for in-vehicle imaging equipment for Advanced Driver-Assistance Systems (ADAS).
- Market conditions of semiconductor manufacturing equipment will continue growing backed by expansion in demand for generative AI.

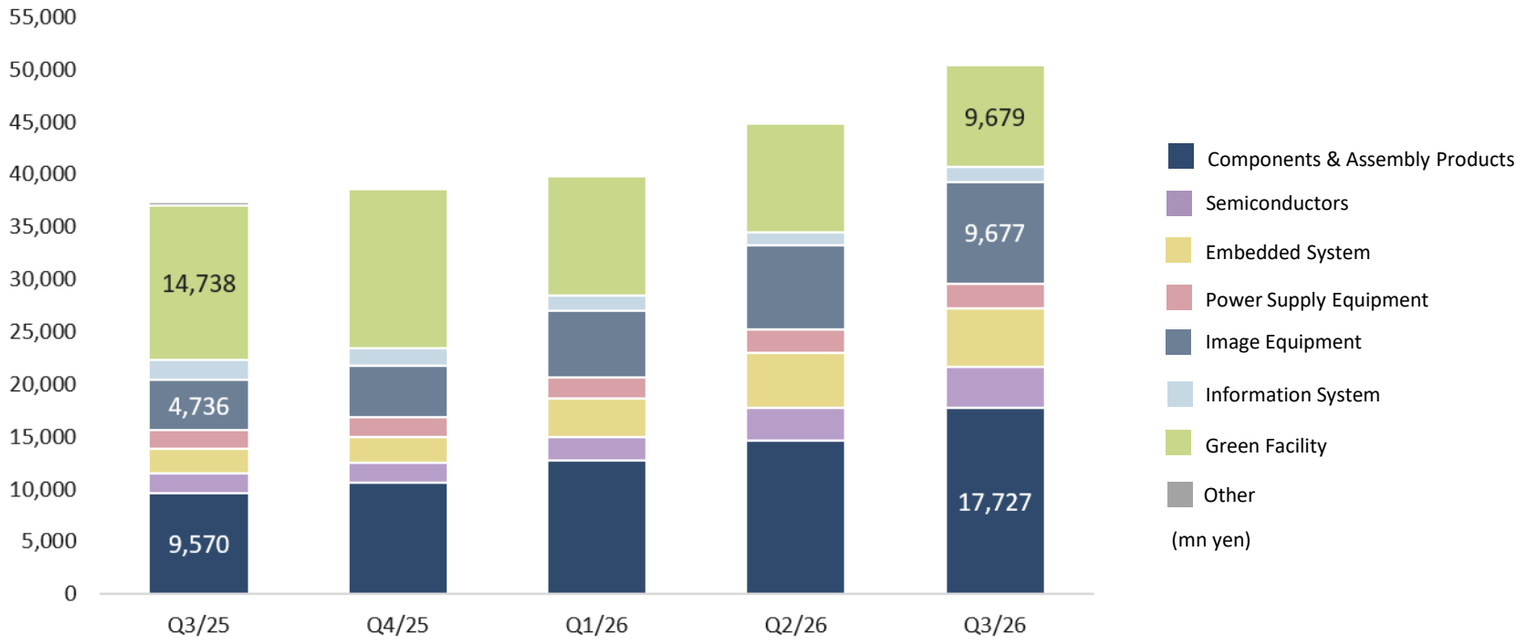
Green Facility

- We have received inquiries for large projects and expect to receive orders going forward.

(Note)

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FY2026 Q3 Order Backlog Change by Product Segment (Electronic Equipment & Components)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26
Components & Assembly Products	9,570	10,572	12,701	14,587	17,727
Semiconductors	1,952	1,913	2,296	3,098	3,911
Embedded System	2,274	2,443	3,599	5,242	5,590
Power Supply Equipment	1,833	1,881	2,001	2,267	2,373
Image Equipment	4,736	4,925	6,344	8,032	9,677
Information System	1,970	1,728	1,541	1,248	1,406
Green Facility	14,738	15,083	11,331	10,321	9,679
Other	243	124	178	158	276
Total	37,320	38,672	39,995	44,958	50,643

Strategy

- Maintain order backlog at high levels supported by investments in generative AI and semiconductor manufacturing equipment.

Components & Assembly Products

- Market conditions of generative AI and semiconductor manufacturing equipment are expected to remain robust in the next fiscal year and beyond.

Image Equipment

- Backed by expansion in demand for in-vehicle imaging equipment for Advanced Driver-Assistance Systems (ADAS), medium- to long-term accumulation is expected.
- Due to strong market conditions of semiconductor manufacturing equipment, order backlog also remains firm.

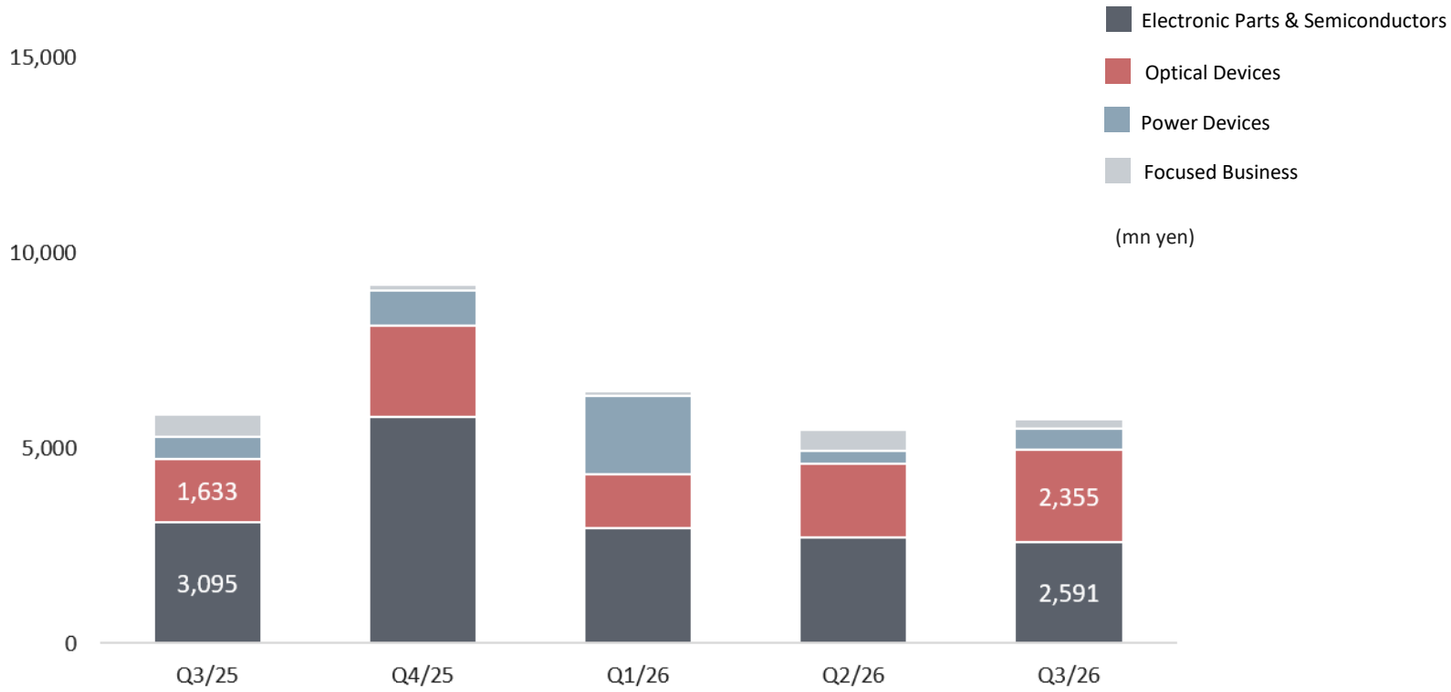
Green Facility

- Demand from data centers is expected to continue growing.

(Note)

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FY2026 Q3 Sales Change by Product Segment (Machinery & Manufacturing Equipment)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Electronic Parts & Semiconductors	3,095	5,789	2,955	2,712	2,591	16,320	10,530	8,259
Optical Devices	1,633	2,356	1,373	1,876	2,355	6,415	4,059	5,605
Power Devices	555	884	2,004	344	547	3,008	2,124	2,896
Focused Business	570	163	130	520	231	1,928	1,766	882
Total	5,852	9,193	6,463	5,454	5,726	27,671	18,478	17,644

Topics

- On the back of investments in generative AI and semiconductor manufacturing equipment, performance was strong in relation to electronic parts and semiconductors.
- Quarterly fluctuations are seen in net sales depending on the timing of large projects acceptance by customers.

Electronic Parts & Semiconductors

- Net sales remained firm due to expansion in demand for generative AI.
- Investments in reclaimed wafer manufacturing equipment remained strong.

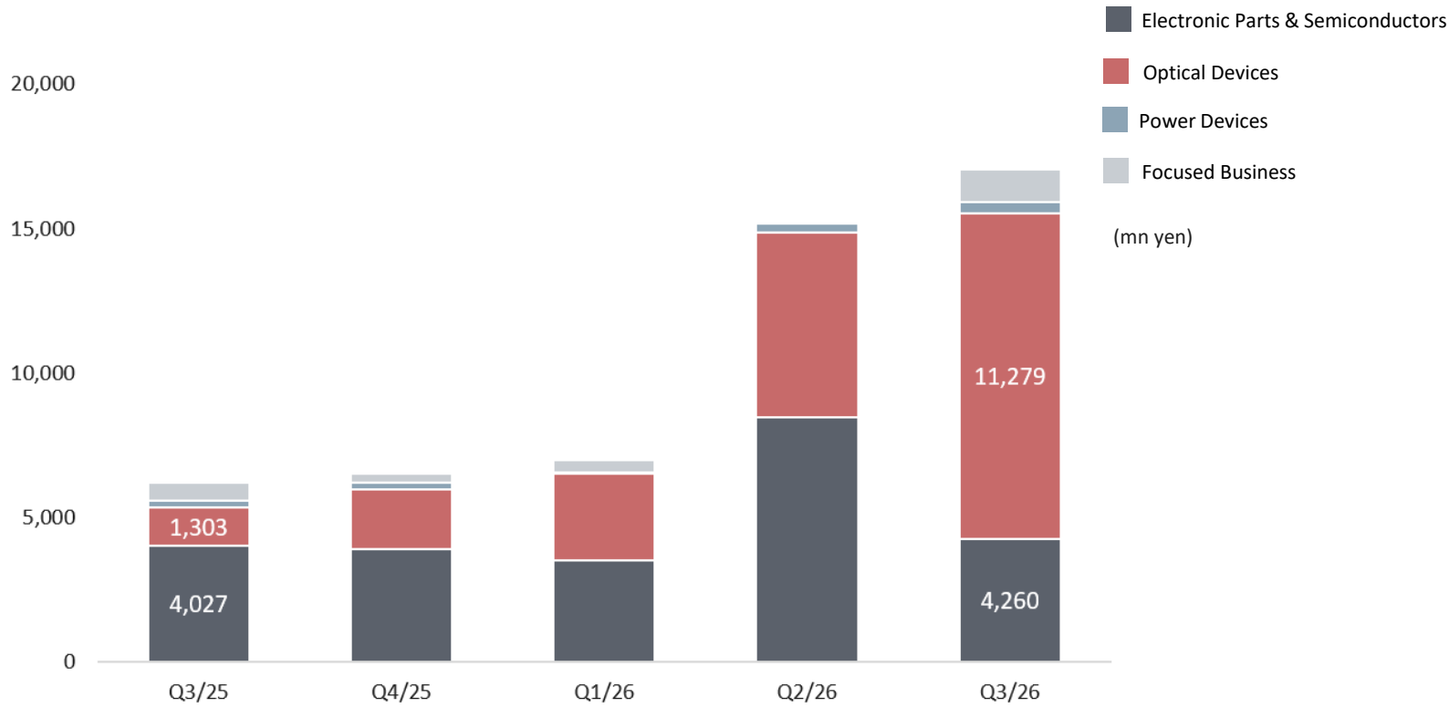
Optical Devices

- Optical device field remained strong due to expansion in demand for data centers.

(Note)

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FY2026 Q3 Order Change by Product Segment (Machinery & Manufacturing Equipment)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26	FY2025 total	Q3/25 total	Q3/26 total
Electronic Parts & Semiconductors	4,027	3,916	3,492	8,477	4,260	11,813	7,897	16,229
Optical Devices	1,303	2,048	3,005	6,400	11,279	8,371	6,324	20,685
Power Devices	234	226	42	281	390	2,523	2,296	713
Focused Business	625	310	445	113	1,136	1,353	1,043	1,695
Total	6,188	6,500	6,986	15,272	17,066	24,061	17,560	39,325

Forecasts

- On the back of investments in generative AI and semiconductor manufacturing equipment, orders related to electronic parts and semiconductors will remain firm.
- Advance orders are also expected to increase in response to longer lead times.

Electronic Parts & Semiconductors

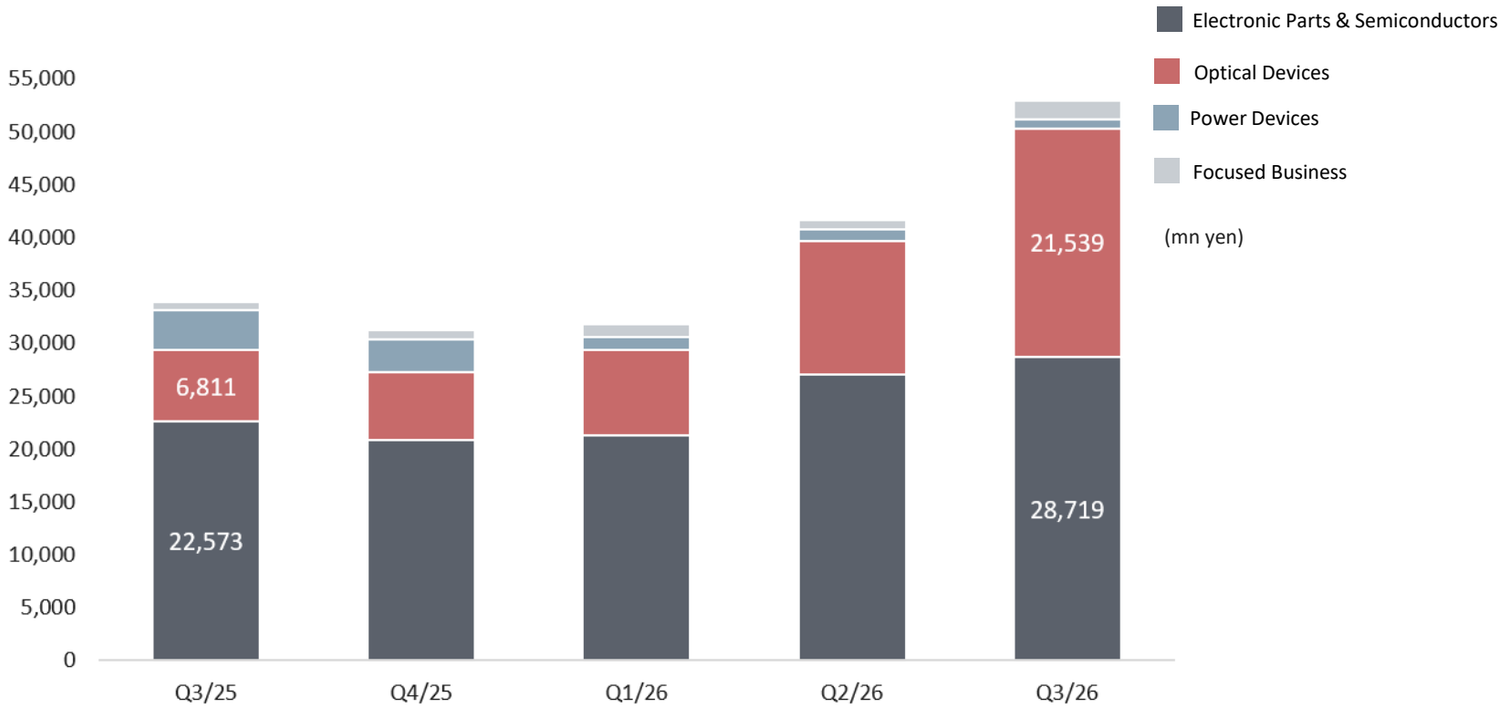
- As semiconductor-related investments continue, orders will also remain at high levels.
- Investments in reclaimed wafer manufacturing equipment will expand.

Optical Devices

- Orders continue to grow strongly, driven by expanding demand for data centers.

(Note)
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FY2026 Q3 Order Backlog Change by Product Segment (Machinery & Manufacturing Equipment)



	Q3/25	Q4/25	Q1/26	Q2/26	Q3/26
Electronic Parts & Semiconductors	22,573	20,786	21,274	27,048	28,719
Optical Devices	6,811	6,441	8,091	12,616	21,539
Power Devices	3,769	3,115	1,166	1,104	947
Focused Business	753	906	1,241	832	1,736
Total	33,905	31,248	31,772	41,602	52,942

Strategy

- Thanks to continued investments in generative AI and semiconductor manufacturing equipment, order backlog for equipment projects will remain firm.

Electronic Parts & Semiconductors

- As semiconductor-related investments continue, an ordering environment will be maintained at a high level.

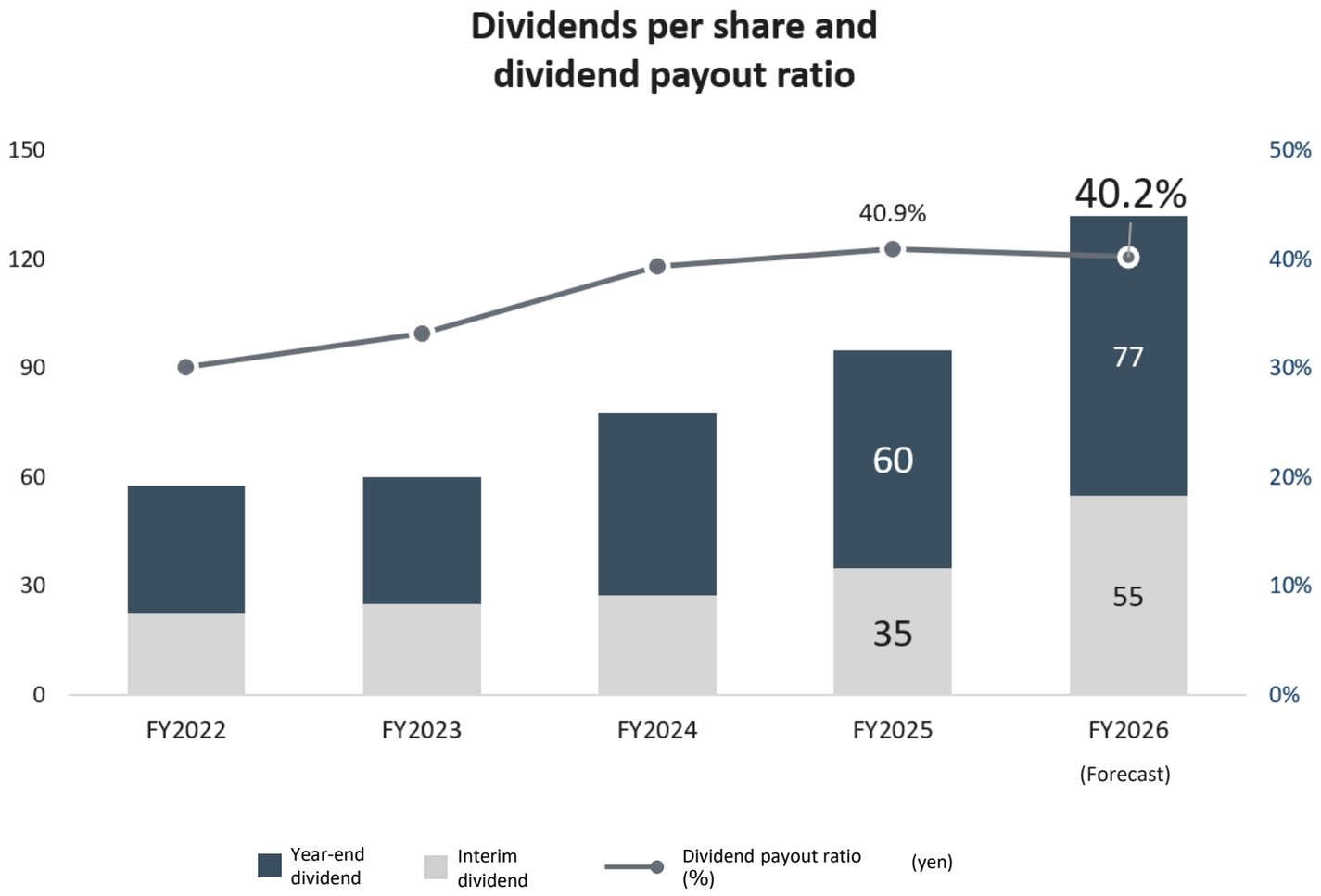
Optical Devices

- Orders continue to grow strongly, driven by expanding demand for data centers.

(Note)

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Shareholder Returns (Dividends and Dividend Payout Ratio)



Five consecutive years of dividend increases through FY2025

- In FY2024, the dividend payout ratio target was changed from 30% to 40%.
- Dividend for FY2025 was ¥95 per share (interim dividend: ¥35)
- Dividend for FY2026 is forecast to be ¥132 per share .
  (interim dividend: ¥55)
- Dividends increase for five consecutive years.

(Note)
The annual dividend and dividend payout ratio for FY2026 are forecasts.
We conducted a 2-for-1 stock split of common shares, effective January 1, 2026.
The figures prior to FY2025 are dividends and dividend payout ratios that factored in the stock split.

Cash Allocation Policies (FY2025-FY2026)

- On the premise of ensuring a sound financial base, our basic policy is to achieve both investments for growth and stable shareholder returns, and we aim to increase corporate value through sustainable business growth.

Cash in

Own capital, Funding
(Considering the use of interest-bearing debt)

Operating cash flow:
Approx. 9 billion yen

Cash out

Growth and rationalization investment

- **R&D investment: approx. 1 billion yen**
  Improve profitability by strengthening original products
- **New business and production capacity enhancement : approx. 3.5 billion yen**
  - Investments to improve efficiency and strengthen response capabilities in green facility business
  - Investments to strengthen the production capacity of original products
- **Investment for DX promotion : approx. 1.5 billion yen**
  Increase productivity and efficiency
- **M&A Investments**
  Consideration with emphasis on synergy

Shareholder return

- **Change in dividend policy (FY2024)**
  Dividend payout ratio target changed from 30% to 40%
- **Acquisition of own stock**
  Make decisions and take action flexibly

Approach to Achieving Cost of Capital- and Share Price-Conscious Management

Current status analysis

- Cost of capital: Approx. 8%
- P/E ratio: 10.45x; P/B ratio: 1.44x (as of December 31, 2025)

Market assessment improvement policy

- Drive sustainable growth in corporate value by enhancing profitability and capital efficiency

Measures

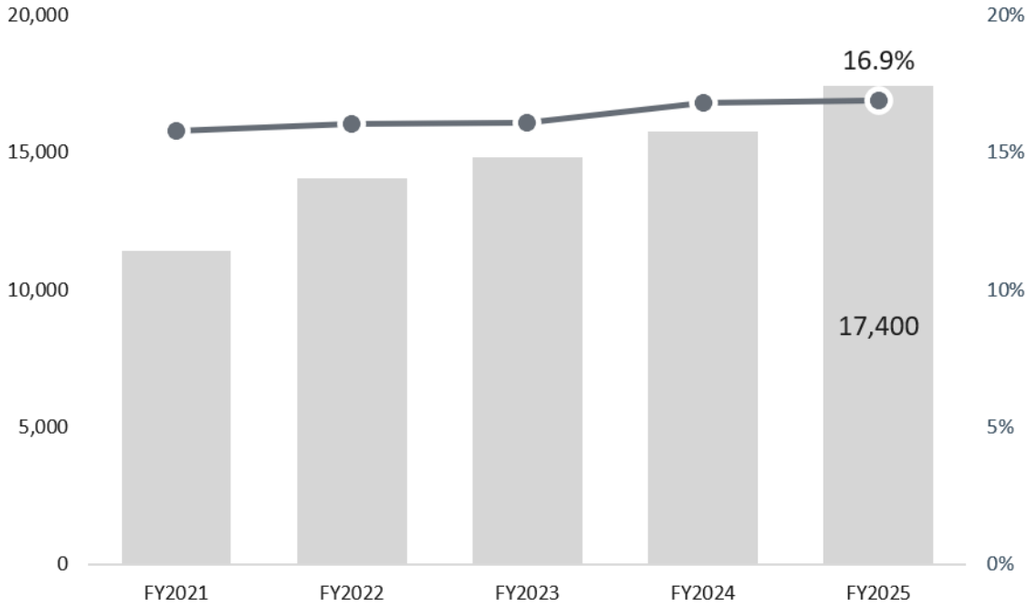
- Set an ROE target above the cost of capital
- Enhance profitability through growth in sales of original products
- Reduce costs by advancing operational rationalization and efficiency improvements
- Enhance capital efficiency through increased shareholder returns and other initiatives
- Strengthen communication on business initiatives and growth strategies

Progress of KPIs in 11th Medium-Term Business Plan (11M)

Management Indices	11M Targets		FY2024	FY2025	Progress
Net sales	Over	100.0 billion yen	93.5 billion yen	**103.1 billion yen**	**Achieved in FY2025.**
Gross profit ratio		20 % or above	20.2 %	**20.3 %**	**Making steady progress.**
ROE		12 % or above	14.0 %	**14.4 %**	**Making steady progress.**
ROA		6 % or above	6.2 %	**6.5 %**	**Making steady progress.**
Equity ratio		50 %	45.1 %	**44.8 %**	**Need further reduction in total assets.**
Composition ratio by business	Electronic Equipment & Components	60 %	68.5 %	**66.1 %**	**New business is growing led by steady progress in data center business.**
	Manufacturing & Inspection Equipment	30 %	26.5 %	**26.8 %**	
	New business	10 %	5.0 %	**7.1 %**	
Original product ratio		25 %	16.8 %	**16.9 %**	**Showing little growth as sales as a trading company are also growing.**
Overseas business ratio		30 %	26.3 %	**26.2 %**	**Showing little growth as domestic business is also growing.**
Dividend payout ratio	Target	40 %	39.3 %	**40.9 %**	**Making steady progress.**
P/E ratio		—	6.96 x	**10.45 x**	
P/B ratio		—	0.92 x	**1.44 x**	

(Reference) Progress of KPIs in 11M

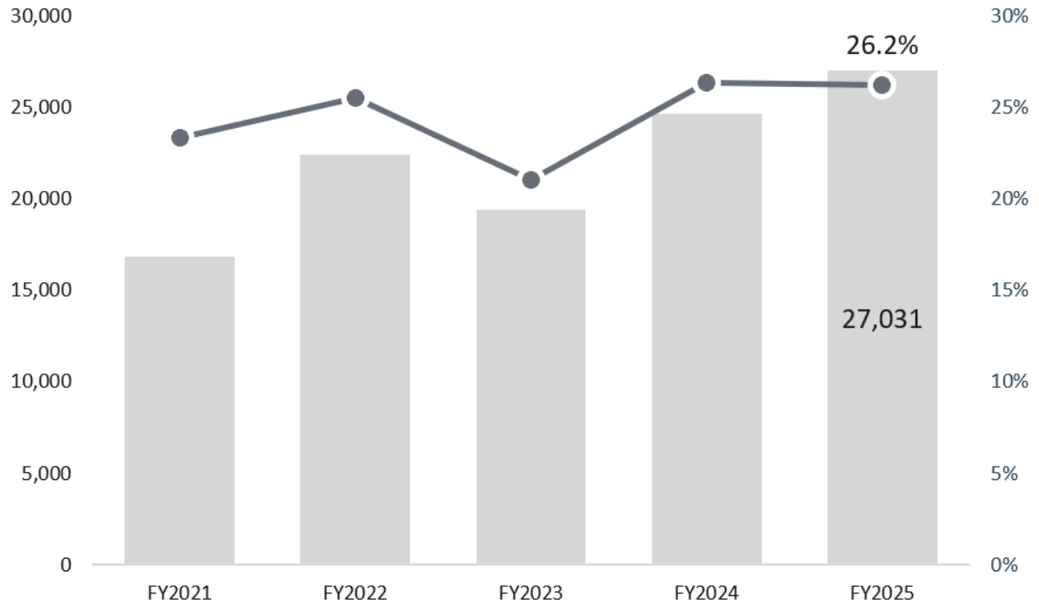
Net sales of original products



	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	11,409	14,050	14,818	15,765	17,400
Original product ratio	15.8%	16.0%	16.1%	16.8%	16.9%

(mn yen)

Overseas business net sales



	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	16,846	22,380	19,376	24,610	27,031
Overseas business ratio	23.3%	25.5%	21.0%	26.3%	26.2%

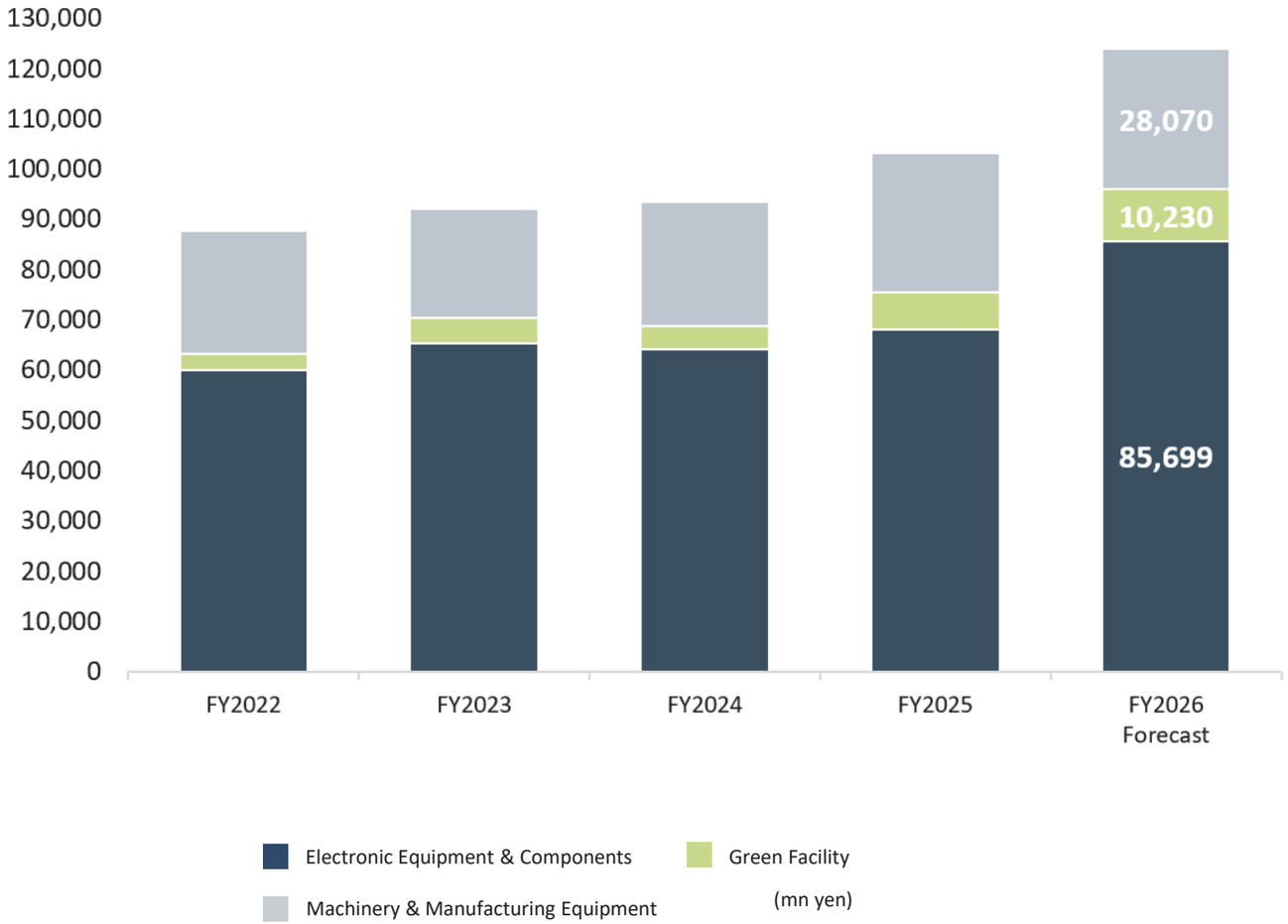
(mn yen)

Consolidated Performance Forecast (full-year)

	FY2022	FY2023	FY2024	FY2025	9M/26 Results	FY2026 Forecast	YoY (forecast)
Net sales	87,639	92,156	93,542	103,142	90,388	**124,000**	**+20.2%**
Gross profit	17,587	18,151	18,868	20,978	19,322	**-**	**-**
Operating income	6,051	5,943	6,200	7,010	7,713	**9,400**	**+34.1%**
Ordinary income	6,210	6,015	6,335	7,156	7,854	**9,550**	**+33.5%**
Net income	4,237	4,014	4,382	4,923	5,577	**6,850**	**+39.1%**

(mn yen)

Net Sales Forecast by Business



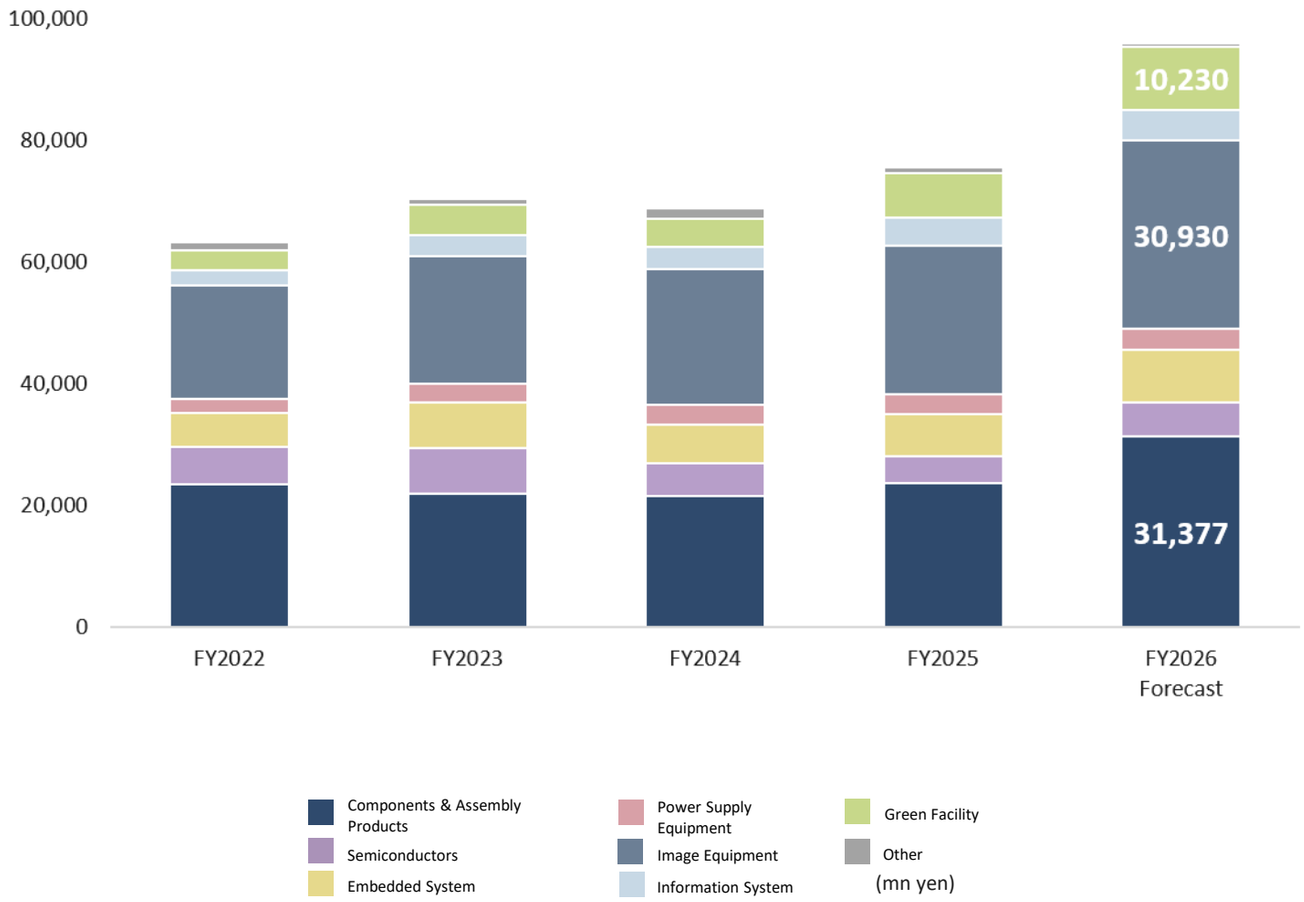
	FY2022	FY2023	FY2024	FY2025	FY2026 Forecast
Electronic Equipment & Components	59,960	65,314	64,100	68,171	**85,699**
New Business (Green Facility)	3,312	5,052	4,678	7,300	**10,230**
Machinery & Manufacturing Equipment	24,367	21,789	24,764	27,671	**28,070**
Total	87,639	92,156	93,542	103,142	**124,000**

(Note)

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the total amounts do not match the sum of their individual components.

Figures for the Green Facility category are presented separately and not included in the Electronic Equipment & Components segment.

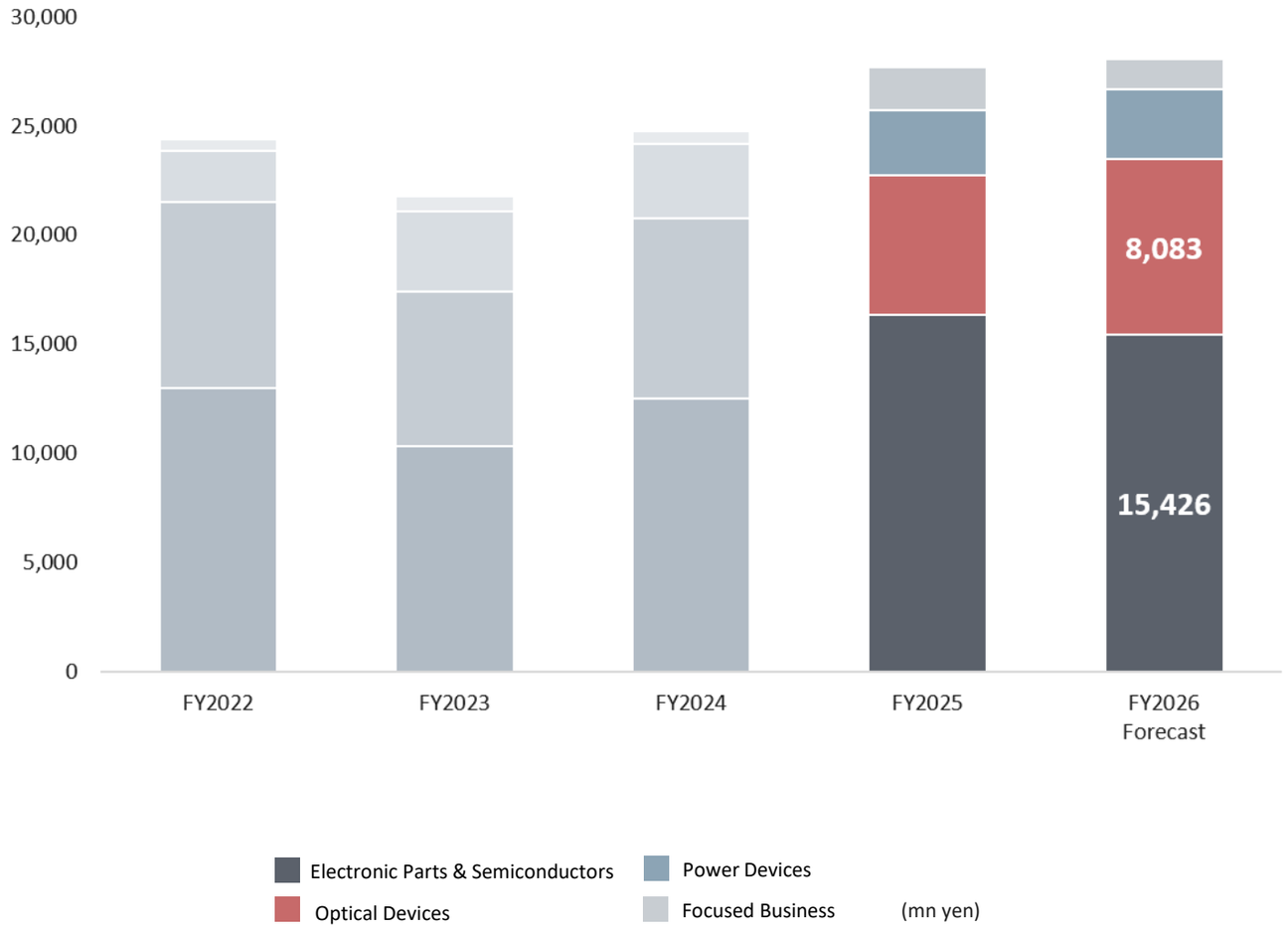
Net Sales Forecast by Product Segment (Electronic Equipment & Components)



	FY2022	FY2023	FY2024	FY2025	FY2026 Forecast
Components & Assembly Products	23,434	21,954	21,485	23,579	**31,377**
Semiconductors	6,269	7,387	5,405	4,593	**5,601**
Embedded System	5,442	7,507	6,452	6,742	**8,598**
Power Supply Equipment	2,297	3,221	3,247	3,431	**3,374**
Image Equipment	18,761	20,846	22,198	24,212	**30,930**
Information System	2,421	3,418	3,669	4,748	**5,125**
Green Facility	3,312	5,052	4,678	7,300	**10,230**
Other	1,332	978	1,639	862	**691**
Total	63,272	70,366	68,778	75,471	**95,929**

(Note)
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Net Sales Forecast by Product Segment (Machinery & Manufacturing Equipment)



	FY2022	FY2023	FY2024	FY2025	FY2026 Forecast
Electronic Parts & Semiconductors	12,971	10,298	12,505	16,320	**15,426**
Optical Devices	8,553	7,094	8,249	6,415	**8,083**
Power Devices	2,313	3,677	3,423	3,008	**3,146**
Focused Business	529	719	586	1,928	**1,413**
Total	24,367	21,789	24,764	27,671	**28,070**

(Note)

As figures are calculated in thousands of yen and rounded to the nearest million yen, the total amounts do not match the sum of their individual components.

We changed the presentation and classification of segments in FY2026.

(Figures up to FY2024 are based on previous product segments.)

Notice

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Integrated Report

Shared Research

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