

Summary of Consolidated Financial Results for the Second Quarter (Interim Period) Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo and Nagoya Stock Exchange
 Securities Code: 6615
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 Scheduled submission date of semi-annual report: November 12, 2025
 Scheduled date to commence dividend payments: December 12, 2025
 Preparation of supplementary explanatory materials for financial results: Yes
 Holding of financial results briefing session: None

(Yen amounts are rounded down to millions unless otherwise noted.)

1. Financial Highlights for FY2026 Second Quarter (April 1, 2025 - September 30, 2025)

(1) Consolidated Financial Results (Cumulative) (Percentages indicate year-on-year changes.)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent	
Second Quarter Ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	56,192	(13.9)	766	0.1	638	—	415	—
September 30, 2024	65,231	(2.4)	765	40.9	(199)	—	(458)	—

Note: Comprehensive income: For the second quarter ended September 30, 2025: ¥ 727 million [—%]

For the second quarter ended September 30, 2024: ¥ (478) million [—%]

	Basic Earnings per share	Diluted Earnings per share
Second Quarter Ended	Yen	Yen
September 30, 2025	13.97	—
September 30, 2024	(17.06)	—

2. Consolidated Financial Position

	Total Assets	Net Assets	Equity-to-Asset Ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	72,724	15,881	21.8
March 31, 2025	73,626	15,317	20.7

Reference: Equity: As of September 30, 2025: ¥15,823 million

As of March 31, 2025: ¥15,261 million

2. Dividends

	Annual Dividends per share				
	First Quarter-End	Second Quarter-End	Third Quarter-End	Fiscal Year-End	Total
Fiscal Year Ended	Yen	Yen	Yen	Yen	Yen
March 31, 2025	—	5.00	—	5.00	10.00
Fiscal Year Ending	—	5.00	—	—	—
March 31, 2026	—	—	—	—	—
Fiscal Year Ending	—	—	—	—	—
March 31, 2026 (Forecast)	—	—	—	5.00	10.00

(Notes) 1. Changes in the dividend forecast from the latest announcement: None

2. The "Dividends" above is the dividend for common stock. For the status of dividends on class shares (unlisted) with different rights from the common shares issued by the Company, please refer to "Dividends for class shares" below.

3. Forecasts of Consolidated Financial Results for FY2026 (April 1, 2025 - March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent		Basic Earnings per share
Full Year	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
	115,000	(12.8)	1,800	(16.2)	1,500	(8.9)	1,000	—	33.96

(Notes) Changes in the forecast from the latest announcement: None

*Notes

- (1) Significant changes in the scope of consolidation during the current consolidated cumulative quarter:
None
- (2) Adoption of accounting processing specific to the preparation of quarterly consolidated financial statements: Yes
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - (ii) Changes in accounting policies due to reasons other than (i): None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None
- (4) Number of Issued Shares (Common Shares)
 - (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	28,277,620 shares
As of March 31, 2025	28,277,620 shares
 - (ii) Number of treasury shares at the end of the period

As of September 30, 2025	137,886 shares
As of March 31, 2025	137,886 shares
 - (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended September 30, 2025	28,139,734 shares
Three months ended September 30, 2024	28,277,534 shares

* Review by a certified public accountant or audit firm of the quarterly consolidated financial statements attached hereto: None

*Regarding proper use of performance forecasts and other special matters

The statements regarding the future such as the performance perspective described in this document are based on our currently available information and certain assumptions that we deem reasonable. Actual business results may differ significantly due to numerous factors. Regarding assumed conditions for performance forecasts as well as precautions upon using performance forecasts, please refer to "1. Overview of this Quarterly Financial Results (3) Overview of Forecast for FY2026" on page 5 in the document.

(Reference) Dividends for class shares

Dividends per share for class shares whose legal relations are different from common share are indicated in the following.

Type A Prioritized Stock	Annual Dividends per share					Dividends (Total)
	First Quarter-End	Second Quarter-End	Third Quarter-End	Fiscal Year-End	Total	
Fiscal Year Ending March 31, 2025	Yen —	Yen 3,710.00	Yen —	Yen 3,690.00	Yen 7,400.00	Millions of yen 44
Fiscal Year Ending March 31, 2026	—	3,710.00	—	—	—	—
Fiscal Year Ending March 31, 2026 (Forecast)	—	—	—	3,690.00	7,400.00	44

(Notes) The Company issued Class A Preferred Shares through a third-party allotment on March 30, 2021.

1. Overview of this Quarterly Financial Results

(1) Overview of Business Results

The business environment surrounding the Group during the current interim consolidated fiscal period remains uncertain due to factors such as sluggish demand in the Chinese market, the impact of US tariff policies, rising resource prices, and concerns about an economic downturn.

As a result, net sales for the second quarter of the current consolidated cumulative period were 56,192 million yen (a decrease of 13.9% compared to the same period of the previous year). In terms of profit and loss, operating profit has been 766 million yen (an increase of 0.1% compared to the same period of the previous year). Ordinary income was 638 million yen (compared with an ordinary loss of 199 million yen in the same period of the previous year). Net income attributable to owners of parent was 415 million yen (compared to net income attributable to owners of parent of 458 million yen in the same period last year).

We are engaged in the EMS business and other businesses. Since most of our business is with EMS, segment information is omitted.

Net sales of EMS business by product and of other businesses are shown as in the following. The amount of net sales is based on figures after eliminating consolidated offsets.

i) EMS Business

Net sales of the EMS business, which is our major business, have been 55,835 million yen (a decrease of 13.9% compared to the same period of the previous year). The results by product category are outlined below.

(Automotive Equipment)

Net sales decreased due to sluggish demand in the Chinese market and the end of production of some models, resulting in net sales of 29,229 million yen (a decrease of 17.5% compared to the same period of the previous year).

(Industrial Equipment)

Although production of control equipment products was strong, net sales were 8,299 million yen (a decrease of 16.9% compared to the same period of the previous year) due to the fact that revenue from transactions with some customers was recorded on a net basis as an agent transaction from the first quarter of the consolidated accounting period.

(Office Automation Equipment)

Production of products for multifunction printer and laser printers was strong, but some customers in the Chinese market made production adjustments, resulting in sales of 18,161 million yen (a decrease of 5.5% compared to the same period of the previous year).

(Others)

The main business is development for amusement, and sales were 145 million yen (a decrease of 24.5% compared to the same period of the previous year).

ii) Other Businesses

Net sales for the staffing business have been 357 million yen (a decrease of 6.4% compared to the same period of the previous year).

(2) Overview of Financial Condition

i) Assets, liabilities, and net assets

At the end of the second quarter of FY2025, consolidated total assets have been 72,724 million yen (a decrease of 902 million yen compared to the end of the previous consolidated fiscal year). This is mainly due to a decrease in inventory assets.

Liabilities have been 56,842 million yen (a decrease of 1,466 million yen compared to the end of the previous consolidated fiscal year). This was mainly due to a decrease in income taxes payable, etc. despite an increase in short-term loans payable.

Net assets have been 15,881 million yen (an increase of 564 million yen compared to the end of the previous consolidated fiscal year). This was mainly due to an increase in foreign currency translation adjustments and retained earnings.

ii) Cash Flow

Cash and cash equivalents at the end of the second quarter of the current consolidated cumulative period decreased by 298 million yen compared to the end of the previous consolidated fiscal year to 11,261 million yen.

The status of each cash flow during the second quarter consolidated cumulative period is as follows.

(Cash Flow through Operating Activities)

Cash flow through operating activities has been 1,883 million yen income. This was mainly due to income taxes paid and to a decrease in trade receivables and an increase in trade payables.

(Cash Flow through Investment Activities)

Cash flow through investing activities has been 1,838 million yen expenditure. This is mainly due to the acquisition of tangible fixed assets.

(Cash Flow through Financial Activities)

Cash flow through financing activities has been 208 million yen expenditure. This is mainly due to the repayment of long-term borrowings.

(3) Overview of Forecast for FY2026

There has been no change with the May 15, 2025 released forecasts for FY2026 consolidated financial results. Our projections are based on exchange rates of 140 yen to the U.S. dollar for the forecasts.

2. Quarterly Consolidated Financial Statements

(1) Quarterly Consolidated Balance Sheet

(Millions of yen)

	FY2025 (As of March 31, 2025)	FY2026 Second Quarter (As of September 30, 2025)
Assets		
Current assets		
Cash and deposits	11,559	11,261
Notes and accounts receivable - trade, and contract assets	12,383	11,821
Finished goods	2,107	2,422
Work in process	420	515
Raw materials and supplies	15,439	13,933
Accounts receivable - other	648	575
Consumption taxes refund receivable	1,036	1,234
Other	2,140	2,603
Total current assets	45,736	44,367
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	6,522	6,561
Machinery, equipment and vehicles, net	9,283	9,392
Other, net	3,603	3,843
Total property, plant and equipment	19,408	19,797
Intangible assets	891	877
Investments and other assets		
Investment property, net	6,608	6,523
Distressed receivables	—	9
Allowance for doubtful accounts	—	(9)
Other	981	1,158
Total investments and other assets	7,589	7,681
Total non-current assets	27,889	28,356
Total assets	73,626	72,724
Liabilities		
Current liabilities		
Notes and accounts payable - trade	16,225	16,981
Short-term borrowings	18,486	20,115
Current portion of long-term borrowings	1,982	1,982
Income taxes payable	3,290	217
Provision for bonuses	653	968
Provision for bonuses for directors (and other officers)	—	22
Other	5,398	5,344
Total current liabilities	46,036	45,631
Non-current liabilities		
Long-term borrowings	10,794	9,803
Retirement benefit liability	789	831
Deferred tax liabilities	13	(0)
Other	673	576
Total non-current liabilities	12,271	11,210
Total liabilities	58,308	56,842
Net assets		
Shareholders' equity		
Share capital	4,729	4,729
Capital surplus	4,782	4,782
Retained earnings	4,838	5,090
Treasury shares	(44)	(44)
Total shareholders' equity	14,305	14,557
Accumulated other comprehensive income		
Foreign currency translation adjustment	990	1,289
Remeasurements of defined benefit plans	(34)	(23)

	(Millions of yen)	
	FY2025 (As of March 31, 2025)	FY2026 Second Quarter (As of September 30, 2025)
Total accumulated other comprehensive income	955	1,266
Share acquisition rights	29	29
Non-controlling interests	26	28
Total net assets	15,317	15,881
Total liabilities and net assets	73,626	72,724

(2) Quarterly Consolidated Statements of Income and Quarterly Comprehensive Income

(Quarterly Consolidated Statements of Income)

(Second Quarter Period)

(Millions of yen)

	FY2025 Second Quarter (April 1, 2024 - September 30, 2024)	FY2026 Second Quarter (April 1, 2025 - September 30, 2025)
Net sales	65,231	56,192
Cost of sales	61,830	52,766
Gross profit	3,401	3,426
Selling, general and administrative expenses	2,635	2,660
Operating profit	765	766
Non-operating income		
Interest income	100	52
Dividend income	0	1
Rental income from land and buildings	572	613
Other	61	43
Total non-operating income	735	710
Non-operating expenses		
Interest expenses	344	219
Rental expenses	490	524
Foreign exchange losses	747	37
Other	117	56
Total non-operating expenses	1,700	838
Ordinary profit (loss)	(199)	638
Extraordinary income		
Gain on sale of non-current assets	2	67
Total extraordinary income	2	67
Extraordinary losses		
Loss on retirement of non-current assets	56	3
Loss on sale of non-current assets	16	19
Extra retirement payments	33	6
Total extraordinary losses	106	30
Profit (loss) before income taxes	(302)	675
Income taxes	153	258
Profit (loss)	(456)	417
Profit attributable to non-controlling interests	1	2
Profit (loss) attributable to owners of parent	(458)	415

(Quarterly Comprehensive Income)

(Second Quarter Period)

(Millions of yen)

	FY2025 Second Quarter (April 1, 2024 - September 30, 2024)	FY2026 Second Quarter (April 1, 2025 - September 30, 2025)
Profit (loss)	(456)	417
Other comprehensive income		
Foreign currency translation adjustment	(20)	298
Remeasurements of defined benefit plans, net of tax	(1)	11
Total other comprehensive income	(22)	310
Comprehensive income	(478)	727
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	(480)	725
Comprehensive income attributable to non-controlling interests	2	2

(3) Quarterly Consolidated Statement of Cash Flows

(Millions of yen)

	FY2025 Second Quarter (April 1, 2024 - September 30, 2024)	FY2026 Second Quarter (April 1, 2025 - September 30, 2025)
Cash flows from operating activities		
Profit (loss) before income taxes	(302)	675
Depreciation	1,660	1,684
Increase (decrease) in provision for bonuses	225	304
Increase (decrease) in provision for bonuses for directors (and other officers)	—	22
Increase (decrease) in retirement benefit liability	(29)	46
Interest and dividend income	(101)	(53)
Interest expenses	344	219
Foreign exchange losses (gains)	371	408
Loss (gain) on sale of non-current assets	13	(47)
Loss on retirement of non-current assets	56	3
Decrease (increase) in trade receivables	2,013	604
Decrease (increase) in inventories	1,648	1,176
Increase (decrease) in trade payables	2,073	638
Decrease (increase) in accounts receivable - other	100	74
Increase (decrease) in accounts payable - other	206	(242)
Other, net	(8)	(115)
Subtotal	8,272	5,399
Interest and dividends received	101	53
Interest paid	(351)	(219)
Income taxes refund (paid)	(276)	(3,350)
Net cash provided by (used in) operating activities	7,746	1,883
Cash flows from investing activities		
Purchase of property, plant and equipment	(889)	(1,484)
Purchase of intangible assets	(174)	(97)
Proceeds from sale of property, plant and equipment	67	59
Proceeds from sale of investment securities	2	0
Purchase of investment property	(88)	(91)
Other, net	(166)	(225)
Net cash provided by (used in) investing activities	(1,249)	(1,838)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(601)	1,049
Repayments of long-term borrowings	(944)	(991)
Purchase of treasury shares	(1,002)	—
Dividends paid	(334)	(163)
Repayments of lease liabilities	(113)	(103)
Net cash provided by (used in) financing activities	(2,995)	(208)
Effect of exchange rate change on cash and cash equivalents	90	(135)
Net increase (decrease) in cash and cash equivalents	3,590	(298)
Cash and cash equivalents at beginning of period	10,266	11,559
Cash and cash equivalents at end of period	13,856	11,261