

Summary of Financial Results (Japan GAAP) [Consolidated] For the Third Quarter of Fiscal Year Ending March 31, 2026

February 6, 2026

Company name: IDEC CORPORATION URL <http://jp.idec.com/>
 Stock exchange listing: Tokyo Stock Exchange – Prime Market
 Stock code: 6652
 Representative: Toshiyuki Funaki, Chairman and Chief Executive Officer
 Contact: Yasuyuki Ogawa, Global Finance Division General Manager (Tel. +81-06-6398-2500)
 Scheduled date for dividend payment: –
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for analysts)

(Amounts less than one million yen are omitted.)

1. Consolidated financial results for the nine months ended December 31, 2025

(From April 1 to December 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	53,017	7.2	4,380	90.4	4,913	107.6	2,886	78.6
December 31, 2024	49,470	(9.0)	2,301	(50.5)	2,367	(53.2)	1,616	(53.0)

(Note) Comprehensive income: Nine months ended December 31, 2025 8,212 million yen 172.9%
 Nine months ended December 31, 2024 3,009 million yen (58.6%)

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
December 31, 2025	97.78	97.75
December 31, 2024	54.84	54.74

(2) Consolidated financial position

	Total assets	Net assets	Shareholder's equity ratio
As of	Millions of yen	Millions of yen	%
December 31, 2025	110,484	68,261	61.2
March 31, 2025	107,216	63,810	58.9

(Reference) Shareholders' equity: As of December 31, 2025 67,670 million yen
 As of March 31, 2025 63,197 million yen

2. Dividends

	Dividends per share				
	End of first quarter	End of second quarter	End of third quarter	End of fiscal year	Annual (Total)
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	–	65.00	–	65.00	130.00
Fiscal year ended March 31, 2026	–	65.00	–		
Fiscal year ending March 31, 2026 (Forecast)			–	65.00	130.00

(Note) Changes in the forecasted cash dividends in this quarter: None

3. Forecast of consolidated results for the fiscal year ending March 31, 2026
(From April 1, 2025 to March 31, 2026)

(Percentages indicate changes from the previous year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	68,700	2.0	4,750	30.0	5,020	44.4	3,450	93.9	117.06

(Note) Revisions of the forecast most recently announced: None

* Notes

(1) Significant changes in the scope of consolidation during the period under review: Yes

New: – company (company name) –, Excluded: 1 company (company name) APEM, Inc.

Note: For details, please refer to “2. Consolidated Quarterly Financial Statements (3) Notes on the Consolidated Quarterly Financial Statements (Notes – Significant changes in scope of consolidation)” on page 9 of the attached materials.

(2) Applying of specific accounting of the consolidated quarterly financial statements: Yes

(3) Changes in accounting policies, accounting estimates and retrospective restatements

(a) Changes in accounting policies based on revisions of accounting standards: None

(b) Changes in accounting policies other than ones based on revisions of accounting standards: None

(c) Changes in accounting estimates: None

(d) Retrospective restatements: None

(4) Number of issued and outstanding shares (common shares)

(a) Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	31,374,485 shares	As of March 31, 2025	33,224,485 shares
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(b) Number of treasury shares at the end of the period

As of December 31, 2025	1,846,155 shares	As of March 31, 2025	3,733,699 shares
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(c) Average number of shares during the period

Nine months ended December 31, 2025	29,515,878 shares	Nine months ended December 31, 2024	29,468,701 shares
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* Review of accompanying quarterly consolidated financial statements by certified public accountants or auditing firms: None

* Proper use of earnings forecasts, and other special matters

Explanations or other items pertaining to appropriate use of business performance forecasts. The business performance forecasts and certain other statements contained in this document are forward-looking statements, which are based on information currently available to the Company and certain assumptions determined to be reasonable by the Company. For a variety of reasons, actual performance may differ substantially from these forecasts. They do not constitute a guarantee that the Company will achieve these forecasts or other forward-looking statements.

* 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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1. Overview of business performance, etc.

(1) Overview of business results for this quarter

During this third quarter under review, the Japanese economy showed a moderate recovery trend given the improved employment and income environment although prices continued to rise. On the other hand, the economic outlook remains uncertain due to concerns about an economic recession caused by the U.S. tariff policy, sluggish demand mainly in the manufacturing industry in Europe, and the stagnant real estate market in China.

The Group is working to transform into a brand new IDEC as it focuses on shifting toward a more customer-centric business structure and improving the ability to respond to changes in the market across the globe under its medium-term plan that started this fiscal year and is working as one to implement structural reforms that will realize sustainable growth.

Under these circumstances, The Group's domestic net sales increased by 471 million yen year on year to total 17,940 million yen (up 2.7% year on year) as advance orders started to roll in due to a gradual recovery in demand from major industries while distributors' inventories were eliminated, despite the impact of the transfer of group company businesses. Overseas net sales increased 3,075 million yen year on year to reach 35,076 million yen (up 9.6% year on year) due to sales growth in the Asia-Pacific region and North America. The factors behind this sales increase include the normalization of distributors' inventories and growing demand in the automobile and semiconductor industries in China as well as the impact of additional tariffs in the U.S. being passed on to sales prices. As a result, consolidated net sales for this third quarter under review totaled 53,017 million yen (up 7.2% year on year).

In terms of profit, operating profit increased 2,079 million yen year on year to total 4,380 million yen (up 90.4% year on year) due to the positive impact of increased sales. Ordinary profit increased 2,546 million yen to reach 4,913 million yen (up 107.6% year on year) due to the recording of foreign exchange gains, and profit attributable to owners of the parent increased 1,270 million yen to total 2,886 million yen (up 78.6% year on year).

The above results for this third quarter under review are as shown below.

	Nine months ended December 31, 2024	Nine months ended December 31, 2025	increase/ decrease	Rate of Change
Net sales (Millions of yen)	49,470	53,017	+3,546	+7.2%
Gross profit (Millions of yen)	21,396	23,605	+2,209	+10.3%
Gross income margin(%)	43.3	44.5	+1.2	-
Operating profit (Millions of yen)	2,301	4,380	+2,079	+90.4%
Operating income margin(%)	4.7	8.3	+3.6	-
Ordinary profit (Millions of yen)	2,367	4,913	+2,546	+107.6%
Profit attributable to owners of parent (Millions of yen)	1,616	2,886	+1,270	+78.6%

(Exchange Rate)

Average exchange rate for USD	152.64	148.71	(3.93)	-
Average exchange rate for EUR	164.88	171.83	+6.95	-
Average exchange rate for CNY	21.16	20.77	(0.39)	-

Results by segment for this third quarter under review are as follows.

【Japan】

In Japan, net sales increased 277 million yen to total 19,682 million yen (up 1.4% year on year) as advance orders started to roll in due to a gradual recovery in demand from major industries while distributors' inventories were eliminated, despite the impact of the transfer of group company businesses. Operating profit increased 775 million yen to hit 1,389 million yen (up 126.5% year on year) partly due to structural reforms.

【Americas】

In North America, net sales increased 1,149 million yen year on year to reach 11,551 million yen (up 11.0% year on year) due to the impact of additional tariffs in the U.S. being passed on to sales prices, as well as progress in eliminating order backlogs in the third quarter. However, operating profit decreased by 91 million yen year on year to hit 927 million yen (down 9.0% year on year) due to an increase in the SG&A ratio caused by such factors as the strengthening of the organizational structure.

【Europe, Middle East and Africa(EMEA)】

In the European market, net sales increased 73 million yen year on year to hit 11,215 million yen (up 0.7% year on year), and operating loss totaled 411 million yen (versus an operating loss of 528 million yen for the same period of the previous fiscal year). This was due to the weak yen, despite a decline in demand from major industries caused by the economic downturn and geopolitical risks.

【Asia Pacific】

In the Asia-Pacific region, net sales increased 2,046 million yen year on year to total 10,568 million yen (up 24.0% year on year), and operating profit rose 1,478 million yen year on year to hit 2,224 million yen (up 198.4% year on year) as distributors' inventories were optimized while demand from the automobile and semiconductor industries in China grew.

Net sales by product category for this third quarter under review are as follows.

The "Other" product category has been eliminated since the first consolidated quarter due to the sale of IDEC SYSTEMS & CONTROLS CORPORATION in the previous consolidated fiscal year.

【HMI】

Net sales increased 772 million yen year on year to total 24,675 million yen (up 3.2% year on year) due to the normalization of distributors' inventories and steady growth in sales of industrial switches for factory automation, although the economic slowdown and declining demand in the special-purpose vehicle industry in Europe

*This product category includes control switches, joysticks, indicator lights, and programmable displays, which are key human-machine interfaces (HMIs).

【Industrial relays & components】

Net sales were up 1,198 million yen year on year to hit 9,456 million yen (up 14.5% year on year) due to steady sales of industrial relays in the Asia-Pacific region, our key market, as well as in the North American market.

*This product category includes switching power supplies, terminal blocks, control relays/sockets, and circuit protectors, which are built into control panels for controlling and operating machines and production lines and are used as the basis for control parts of machines and equipment.

【Automation & sensing】

Net sales decreased 580 million yen year on year to total 578 million yen (down 9.2% year on year) due to a decrease in new orders for our mainstay programmable logic controllers due to inventory adjustments at OEMs although the steady growth in North America, which is our main market.

*This product category includes products designed to contribute to the automation of equipment used in a wide range of industrial and consumer applications, programmable controllers, which act as the brains of machines and equipment, and automatic identification devices, which are used in retail, logistics, and various other areas.

【Safety & explosion protection】

Net sales increased 1,365 million yen year on year to reach 9,324 million yen (up 17.2% year on year) due to steady sales of safety-related products in our key markets of Japan and the Asia-Pacific region, especially in China.

*This product category includes safety components, such as emergency stop pushbutton switches, safety switches, and enabling devices, which protect the safety of industrial sites, as well as explosion-protection devices that prevent accidents at sites where explosive gases exist, such as oil and chemical plants.

【Systems】

Net sales increased 1,425 million yen year on year to reach 3,851 million yen (up 58.8% year on year) due to an increase in sales of control panels for semiconductor manufacturing facilities, logistics facilities, etc. in Japan and the Asia-Pacific region.

*This category includes various systems custom-made with IDEC products according to customer needs as well as collaborative robot system solutions that combine safety components and safety technologies to create optimal systems.

(2) Overview of financial position for this quarter

(Assets, liabilities, and net assets)

Total assets at the end of this third quarter under review came to 110,484 million yen, an increase of 3,267 million yen since the end of the previous fiscal year. This was mainly due to an increase of 3,916 million yen in plant and equipment and intangible assets, 2,588 million yen in inventories, and 1,325 million yen in notes and accounts receivable – trade, and contract assets, despite a decrease of 4,107 million yen in cash and deposit.

Liabilities decreased by 1,183 million yen from the end of the previous fiscal year to total 42,223 million yen. This fall was mainly due to a decrease of 627 million yen in accounts payable – other, 309 million yen in borrowings, and 232 million yen in accrued expenses.

Net assets increased 4,451 million yen from the end of the previous fiscal year to reach 68,261 million yen mainly due to an increase of 5,314 million yen in foreign currency translation adjustments, despite a decrease of 950 million yen in retained earnings.

(3) Explanation of future forecast information such as consolidated financial results forecasts

There is no change to the consolidated earnings forecast for the fiscal year ending March 2026, which was announced in the "Consolidated Financial Results for the Fiscal Year Ended March 31, 2025" dated May 15, 2025.

2. Consolidated Quarterly Financial Statements

(1) Consolidated Quarterly Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	19,208	15,100
Notes and accounts receivable - trade, and contract assets	10,364	11,690
Electronically recorded monetary claims - operating	635	771
Merchandise and finished goods	11,226	12,719
Work in process	1,468	1,904
Raw materials and supplies	5,813	6,472
Other	2,834	2,301
Allowance for doubtful accounts	(71)	(25)
Total current assets	51,480	50,935
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	14,164	14,140
Machinery, equipment and vehicles, net	3,134	3,004
Tools, furniture and fixtures, net	1,779	1,705
Land	7,340	7,498
Leased assets, net	164	179
Right-of-use assets, net	1,434	1,578
Construction in progress	432	2,484
Total property, plant and equipment	28,451	30,592
Intangible assets		
Trademark right	2,318	2,467
Customer-related intangible assets	7,231	7,694
Software	874	872
Software in progress	2,016	2,452
Goodwill	11,212	11,909
Other	995	1,025
Total intangible assets	24,648	26,422
Investments and other assets		
Investment securities	605	667
Retirement benefit asset	397	403
Deferred tax assets	1,037	827
Other	618	658
Allowance for doubtful accounts	(23)	(23)
Total investments and other assets	2,636	2,533
Total non-current assets	55,736	59,548
Total assets	107,216	110,484

(Millions of yen)

	As of March 31, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	3,784	4,012
Electronically recorded obligations - operating	682	793
Short-term borrowings	10,985	8,300
Current portion of long-term borrowings	3,698	6,028
Lease liabilities	559	532
Accounts payable - other	1,397	769
Accrued expenses	3,381	3,148
Income taxes payable	796	643
Contract liabilities	434	468
Deposits received	184	259
Provision for product warranties	45	40
Other	1,711	1,539
Total current liabilities	27,662	26,535
Non-current liabilities		
Long-term borrowings	9,857	9,903
Lease liabilities	1,125	1,299
Deferred tax liabilities	2,800	2,761
Provision for retirement benefits for directors (and other officers)	31	31
Retirement benefit liability	1,307	1,208
Asset retirement obligations	78	81
Other	544	401
Total non-current liabilities	15,744	15,688
Total liabilities	43,406	42,223
Net assets		
Shareholders' equity		
Share capital	10,056	10,056
Capital surplus	9,620	6,243
Retained earnings	39,026	38,076
Treasury shares	(6,870)	(3,397)
Total shareholders' equity	51,832	50,979
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	21	38
Foreign currency translation adjustment	11,315	16,629
Remeasurements of defined benefit plans	27	23
Total accumulated other comprehensive income	11,364	16,690
Share acquisition rights	612	590
Total net assets	63,810	68,261
Total liabilities and net assets	107,216	110,484

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

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Net sales	49,470	53,017
Cost of sales	28,073	29,411
Gross profit	21,396	23,605
Selling, general and administrative expenses	19,095	19,225
Operating profit	2,301	4,380
Non-operating income		
Interest and dividend income	109	236
Share of profit of entities accounted for using equity method	71	86
Foreign exchange gains	223	582
Gain on valuation of derivatives	108	156
Other	169	250
Total non-operating income	683	1,311
Non-operating expenses		
Interest expenses	152	304
Derivative losses	186	227
Other	278	246
Total non-operating expenses	617	778
Ordinary profit	2,367	4,913
Extraordinary income		
Gain on sale of non-current assets	230	22
Gain on reversal of share acquisition rights	6	130
Insurance claim income	290	-
Total extraordinary income	526	153
Extraordinary losses		
Loss on sale of non-current assets	1	-
Loss on abandonment of non-current assets	5	0
Business restructuring expenses	283	-
Settlement payments	-	297
Total extraordinary losses	290	298
Profit before income taxes	2,603	4,768
Income taxes - current	1,202	1,993
Income taxes - deferred	(215)	(110)
Total income taxes	987	1,882
Profit	1,616	2,886
Profit attributable to owners of parent	1,616	2,886

(Consolidated Quarterly Statements of Comprehensive Income)

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Profit	1,616	2,886
Other comprehensive income		
Valuation difference on available-for-sale securities	34	16
Foreign currency translation adjustment	1,344	5,314
Remeasurements of defined benefit plans, net of tax	15	(4)
Total other comprehensive income	1,393	5,326
Comprehensive income	3,009	8,212
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,009	8,212

(3) Notes on the Consolidated Quarterly Financial Statements

[Notes - Uncertainties of entity's ability to continue as going concern]

No items to report

[Notes - Significant changes in scope of consolidation]

During the first quarter consolidated accounting period, APEM, Inc., which was a consolidated subsidiary of the Company, was dissolved due to an absorption merger with IDEC CORPORATION, a consolidated subsidiary of the Company, as the surviving company, and therefore has been excluded from the scope of consolidation.

[Notes - When there are significant changes in amounts of equity]

At the board of directors meeting held on May 15, 2025, the Company resolved to cancel treasury shares pursuant to the provisions of Article 178 of the Companies Act, and on May 23, 2025, executed the cancellation of 1,850,000 treasury shares.

As a result, during this third quarter of the cumulative consolidated accounting period, capital surplus and treasury stock each decreased by 3,404 million yen.

[Notes - Accounting treatments specific to quarterly financial statements]

(Calculation of Income tax expense)

Some consolidated subsidiaries have adopted a method for reasonably estimating the effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year that includes the third quarter under review and multiplying quarterly profit before income taxes by this estimated effective tax rate.

[Notes - Quarterly consolidated statement of cash flows]

The Company has not prepared the quarterly consolidated statement of cash flows for the third quarter under review. Depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the third quarter under review are as follows.

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Depreciation	3,059	2,979
Amortization of goodwill	746	777

[Notes – Business combinations]

(Common control transactions, etc.)

Absorption-type merger between consolidated subsidiaries

On April 1, 2025, the Company carried out an absorption-type merger between its consolidated subsidiaries, IDEC Corporation and APEM, Inc., with IDEC Corporation being the surviving company and APEM, Inc. being the absorbed company.

(1) Overview of the transaction

① Names of the companies involved in the merger and description of their businesses

Name of the combining entity: IDEC Corporation

Business: Sales of control equipment

Name of the combined entity: APEM, Inc.

Business: Development, manufacture, and sales of control equipment

② Date of the business combination

April 1, 2025

③ Legal form of the business combination

Absorption-type merger with IDEC Corporation as the surviving company and APEM, Inc. as the absorbed company

④ Name of the entity after the combination

IDEC Corporation

⑤ Other matters related to the overview of the transaction

The purpose of the integration of the two companies is to pursue further synergies in the North American business.

(2) Overview of accounting procedures carried out

In accordance with the Accounting Standard for Business Combinations (ASBJ Statement No. 21, January 16, 2019) and the Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures (ASBJ Guidance No. 10, November 1, 2024), the transaction was treated as a transaction under common control.

[Notes - Segment information, etc.]

[Segment Information]

I Nine months ended December 31, 2024 (From April 1, 2024 to December 31, 2024)

1. Disclosure of sales and profit (loss) for each reportable segment

(Millions of yen)

	Reportable segments					Adjustments	Consolidated total
	Japan	Americas	EMEA	Asia Pacific	Total		
Net Sales							
Revenue from Contracts with Customers	19,404	10,402	11,141	8,521	49,470	-	49,470
Other income	-	-	-	-	-	-	-
Revenues from external customers	19,404	10,402	11,141	8,521	49,470	-	49,470
Transactions with other segments	5,839	636	2,339	3,794	12,609	(12,609)	-
Total	25,244	11,038	13,481	12,316	62,080	(12,609)	49,470
Segment profit(loss)	613	1,019	(528)	745	1,849	451	2,301

(Notes) 1. Adjustments of segment profit(loss) 451 million yen represents intersegment transactions.

2. Segment profit(loss) has been adjusted to be consistent with the operating profit reported in the consolidated statements of income.

3. These are mainly performance obligations that are satisfied at a point in time, but some performance obligations are satisfied over a period of time.

The amounts recognized as performance obligations satisfied over time are insignificant.

II Nine months ended December 31, 2025 (From April 1, 2025 to December 31, 2025)

1. Disclosure of sales and profit (loss) for each reportable segment

(Millions of yen)

	Reportable segments					Adjustments	Consolidated total
	Japan	Americas	EMEA	Asia Pacific	Total		
Net Sales							
Revenue from Contracts with Customers	19,682	11,551	11,215	10,568	53,017	-	53,017
Other income	-	-	-	-	-	-	-
Revenues from external customers	19,682	11,551	11,215	10,568	53,017	-	53,017
Transactions with other segments	6,653	401	2,123	5,457	14,635	(14,635)	-
Total	26,335	11,952	13,339	16,025	67,653	(14,635)	53,017
Segment profit(loss)	1,389	927	(411)	2,224	4,128	251	4,380

(Notes) 1. Adjustments of segment profit(loss) 251 million yen represents intersegment transactions.

2. Segment profit(loss) has been adjusted to be consistent with the operating profit reported in the consolidated statements of income.

3. These are mainly performance obligations that are satisfied at a point in time, but some performance obligations are satisfied over a period of time.

The amounts recognized as performance obligations satisfied over time are insignificant.

3. Supplementary Information

(1) Summary of consolidated performance

① Nine months ended December 31, 2024 and December 31, 2025

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	YoY	Full year	YoY	Third quarter	YoY	Full year (Forecast)	YoY
Net sales	49,470	91.0	67,380	92.7	53,017	107.2	68,700	102.0
Operating profit	2,301	49.5	3,652	58.2	4,380	190.4	4,750	130.0
Ordinary profit	2,367	46.8	3,477	50.2	4,913	207.6	5,020	144.4
Profit attributable to owners of parent	1,616	47.0	1,778	40.4	2,886	178.6	3,450	193.9

② Quarterly trends

(Millions of yen)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	First quarter	Second quarter	Third quarter	Fourth quarter	First quarter	Second quarter	Third quarter	Fourth quarter
Net sales	15,962	17,126	16,381	17,909	15,736	18,374	18,906	—
Operating profit	272	1,278	750	1,351	324	2,286	1,769	—
Ordinary profit	494	969	903	1,110	627	2,282	2,003	—
Profit attributable to owners of parent	300	980	334	162	465	1,290	1,130	—

(2) Net sales by products

① Nine months ended December 31, 2024 and December 31, 2025

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	YoY	Full year	YoY	Third quarter	YoY	Full year (Forecast)	YoY
HMI	23,902	94.6	31,842	93.8	24,675	103.2	33,000	103.6
Industrial relays & components	8,258	95.6	11,294	97.1	9,456	114.5	11,500	101.8
Automation & sensing	6,288	82.2	8,705	87.9	5,708	90.8	8,500	97.6
Safety & explosion protection	7,959	91.1	11,045	94.8	9,324	117.2	11,500	104.1
Systems	2,425	81.0	3,479	87.7	3,851	158.8	4,200	120.7
Others	635	60.9	1,013	62.8	—	—	—	—
Total	49,470	91.0	67,380	92.7	53,017	107.2	68,700	102.0

②Quarterly trends

(Millions of yen)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	First quarter	Second quarter	Third quarter	Fourth quarter	First quarter	Second quarter	Third quarter	Fourth quarter
HMI	8,149	8,229	7,524	7,940	7,554	8,522	8,597	–
Industrial relays & components	2,533	2,953	2,771	3,035	2,905	3,376	3,175	–
Automation & sensing	2,071	2,102	2,114	2,416	1,504	1,937	2,266	–
Safety & explosion protection	2,350	2,855	2,753	3,085	2,742	3,305	3,276	–
Systems	714	820	891	1,054	1,029	1,232	1,589	–
Others	142	165	326	378	–	–	–	–
Total	15,962	17,126	16,381	17,909	15,736	18,374	18,906	–

(3)Net sales by regions

①Nine months ended December 31, 2024 and December 31, 2025

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	YoY	Full year	YoY	Third quarter	YoY	Full year (Forecast)	YoY
Japan	17,469	86.3	24,294	90.3	17,940	102.7	24,800	102.1
Overseas								
Americas	10,588	100.9	14,389	101.6	11,706	110.6	–	–
EMEA	10,832	94.6	14,512	93.1	11,053	102.0	–	–
Asia Pacific	10,579	87.1	14,184	88.3	12,316	116.4	–	–
Total Overseas	32,000	93.9	43,085	94.1	35,076	109.6	43,900	101.9
Total	49,470	91.0	67,380	92.7	53,017	107.2	68,700	102.0

②Quarterly trends

(Millions of yen)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	First quarter	Second quarter	Third quarter	Fourth quarter	First quarter	Second quarter	Third quarter	Fourth quarter
Japan	4,937	6,201	6,331	6,824	5,444	6,026	6,469	–
Overseas								
Americas	3,572	3,528	3,488	3,800	3,055	4,256	4,394	–
EMEA	3,977	3,591	3,264	3,679	3,400	3,726	3,926	–
Asia Pacific	3,474	3,806	3,297	3,604	3,835	4,365	4,115	–
Total Overseas	11,025	10,925	10,050	11,085	10,291	12,348	12,436	–
Total	15,962	17,126	16,381	17,909	15,736	18,374	18,906	–

(4) Orders received and orders backlog

(Millions of yen, %)

	Third quarter of fiscal year ending March 31, 2025				Third quarter of fiscal year ending March 31, 2026			
	Orders received	YoY	Orders backlog	YoY	Orders received	YoY	Orders backlog	YoY
Japan	20,100	116.2	6,831	97.4	20,038	99.7	5,627	82.4
Americas	10,001	120.4	2,453	88.5	11,813	118.1	2,873	117.1
EMEA	10,649	100.0	7,500	86.8	11,431	107.4	7,738	103.2
Asia Pacific	8,275	110.0	2,742	89.7	8,880	107.3	2,665	97.2
Total	49,027	112.0	19,528	90.9	52,164	106.4	18,906	96.8

(5) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	First quarter	Second quarter	Third quarter	Fourth quarter	First quarter	Second quarter	Third quarter	Fourth quarter
Cash flows from operating activities	4,036	2,704	2,924	1,582	1,795	493	1,567	—
Cash flows from investing activities	(347)	(735)	(5,317)	2,302	(857)	(1,101)	(1,563)	—
Cash flows from financing activities	(3,309)	(941)	1,600	(254)	(3,072)	(1,730)	51	—
Cash and cash equivalents	15,957	16,131	16,031	19,194	16,394	14,274	15,069	—

(6) Capital expenditure

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	YoY	Full year	YoY	Third quarter	YoY	Full year (Forecast)	YoY
Consolidated	9,719	435.1	10,782	364.2	3,923	40.4	8,300	77.0

(7) Depreciation and amortization expense

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	YoY	Full year	YoY	Third quarter	YoY	Full year (Forecast)	YoY
Consolidated	3,059	104.9	4,091	104.4	2,979	97.4	4,100	100.2

(8) R&D expense

(Millions of yen, %)

	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2026			
	Third quarter	Sales Ratio	Full year	Sales Ratio	Third quarter	Sales Ratio	Full year (Forecast)	Sales Ratio
Consolidated	2,179	4.4	2,936	4.4	2,180	4.1	3,200	4.7