



Financial Results for Fiscal Year Ended March 31, 2026

SUGIMOTO & CO., LTD.

9932

April 27, 2026

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- Earnings Forecast for Fiscal Year Ending March 31, 2027

Overview of Financial Results for Fiscal Year Ended March 31, 2026



- Factors contributing to change in net sales:
Despite the robust performance of AI- and semiconductor-related industries, net sales declined modestly as other sectors took a more cautious approach to investment.
- Factors contributing to change in operating profit:
Operating profit decreased due to costs associated with the development of new businesses, expenses related to internal digital transformation, recruitment-related costs, and an increase in personnel costs.
- Factors for B/S changes:
Short-term borrowings increased to cover a decrease in accounts receivable and expense payments, including those related to the implementation of the new core system.
- Dividend policy:
The total annual dividend for the fiscal year ended March 31, 2026 was 54 yen per share, comprising an interim dividend of 27 yen and a year-end dividend of 27 yen (both as originally planned).

Net sales

48,611 million yen

(1.7% decrease YoY)

Operating profit

2,047 million yen

(14.5% decrease YoY)

Key indicators

Dividend per share

Interim: 27 yen

Year-end: 27 yen

(Annual: 54 yen)

EPS: 117.29 yen

Overview of Financial Results for Fiscal Year Ended March 31, 2026

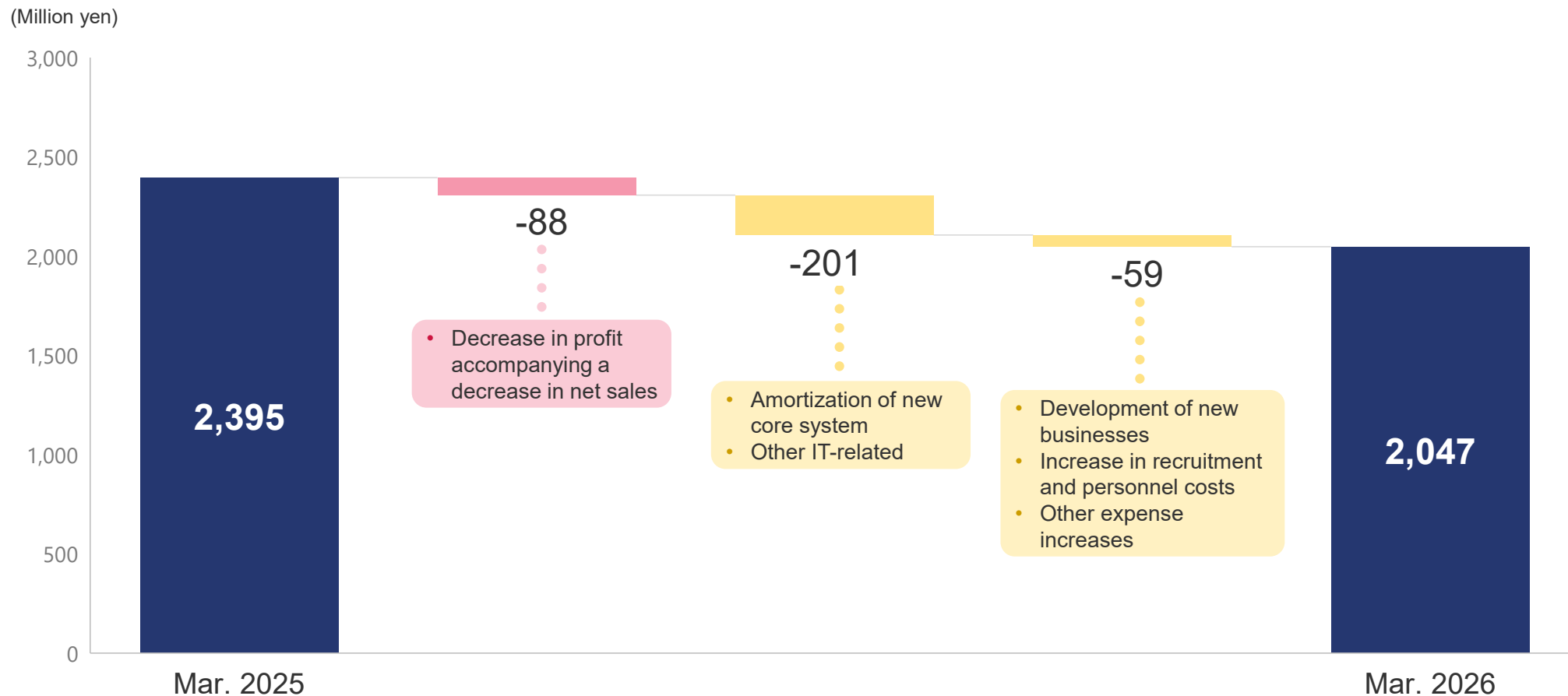
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- Despite the robust performance of the generative AI- and semiconductor-related industries, net sales declined modestly as other sectors took a more cautious approach to capital investment
- Operating profit decreased due to costs associated with the development of new businesses, expenses related to internal digital transformation, recruitment-related costs, and an increase in personnel costs

(Million yen)

	Mar. 2025	Mar. 2026	YoY Change	YoY Change (%)
Net sales	49,465	48,611	-853	-1.7%
Operating profit	2,395	2,047	-347	-14.5%
Ordinary profit	2,906	2,550	-355	-12.2%
Profit attributable to owners of parent	1,917	2,112	+195	+10.2%
ROE (%)	5.4	6.1	+0.7	+13.0%
EPS (Yen)	98.18 [*]	117.29	+19.11	+19.5%

- Factors contributing to decrease: In addition to a decrease in profit accompanying lower net sales, expenses increased, including costs for developing new businesses, recruitment, and personnel costs

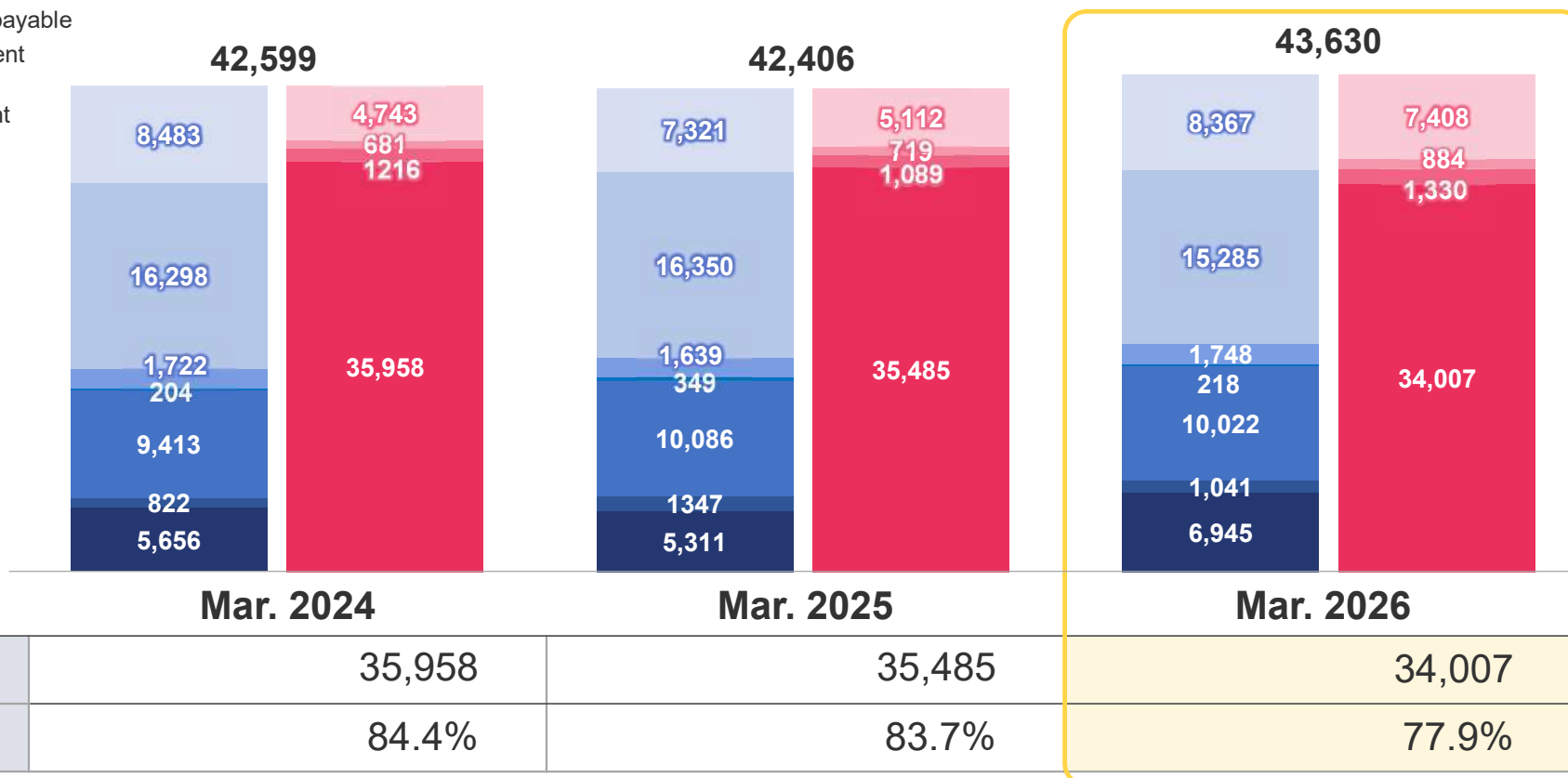


- Control of the equity ratio through active share buybacks, with a focus on optimizing the capital structure

Consolidated balance sheet

(Million yen)

- Cash and deposits
- Accounts receivable
- Inventory
- Other current assets
- Property, plant and equipment
- Intangible assets
- Investments and other assets
- Accounts payable
- Other current liabilities
- Non-current liabilities
- Net assets

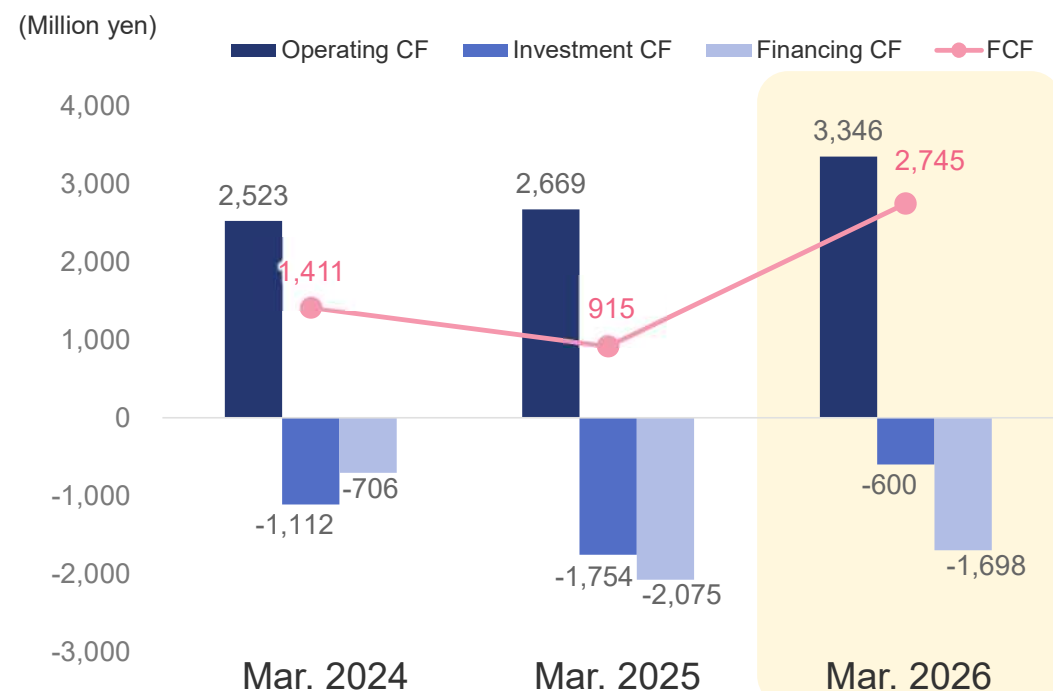


Cash Flow Statement

- Net cash inflow from operating activities was 3,346 million yen due to a decrease in accounts receivable
- Net cash outflow from investing activities decreased due to a decline in the acquisition of property, plant and equipment and intangible assets
- Free cash flow increased due to a decrease in accounts receivable and the sale of investment securities
- Net cash outflow from financing activities decreased due to short-term borrowings and the purchase of treasury shares

Cash flow statement

	(Million yen)	
	Mar. 2025	Mar. 2026
Net cash provided by (used in) operating activities	2,669	3,346
Net cash provided by (used in) investing activities	-1,754	-600
Net cash provided by (used in) financing activities	-2,075	-1,698
Net increase (decrease) in cash and cash equivalents	-1,161	1,046
Cash and cash equivalents at end of period	7,253	8,300



Earnings Forecast for Fiscal Year Ending March 31, 2027

Earnings Forecast for Fiscal Year Ending March 31, 2027

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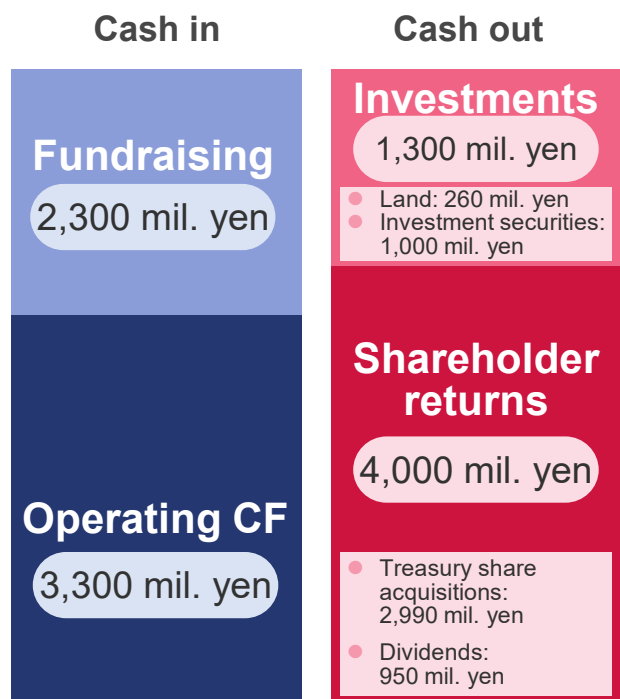
- We forecast net sales growth, driven mainly by our focus on AI- and semiconductor-related industries
- We forecast operating profit at the same level as in the fiscal year ended March 31, 2026 due to increases in depreciation and amortization expenses (new core system and buildings) and investment in human capital

(Million yen)

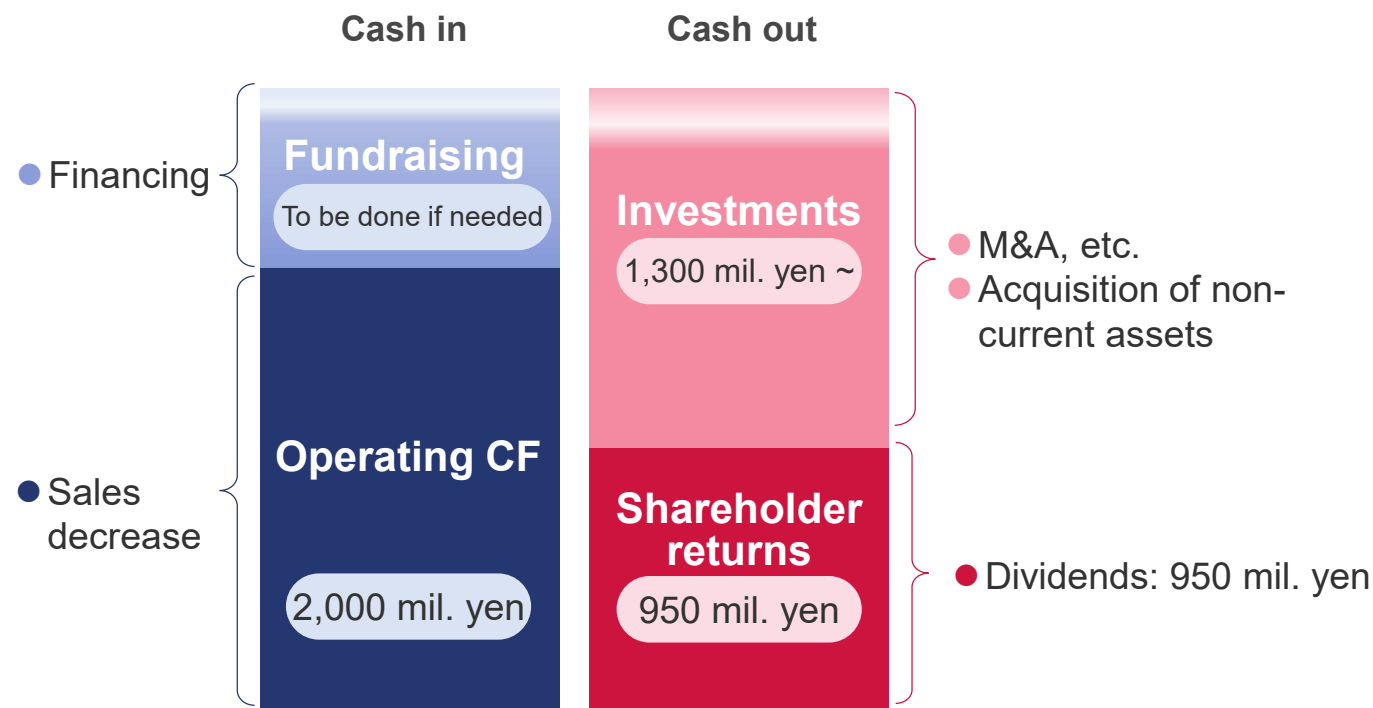
	Mar. 2026 (Results)	Mar. 2027 (Forecast)	YoY Change	YoY Change (%)
Net sales	48,611	51,100	+2,488	+5.1%
Operating profit	2,047	2,070	+22	+1.1%
Ordinary profit	2,550	2,565	+14	+0.6%
Profit attributable to owners of parent	2,112	1,736	-376	-17.8%
EPS (Yen)	117.29	99.32	-17.97	-15.3%

- In the fiscal year ending March 31, 2027, we plan to continue allocating funds to active growth investments, including M&A, and shareholder returns
- Going forward, we will expand leverage by continuing to actively pursue external financing

Mar. 2026

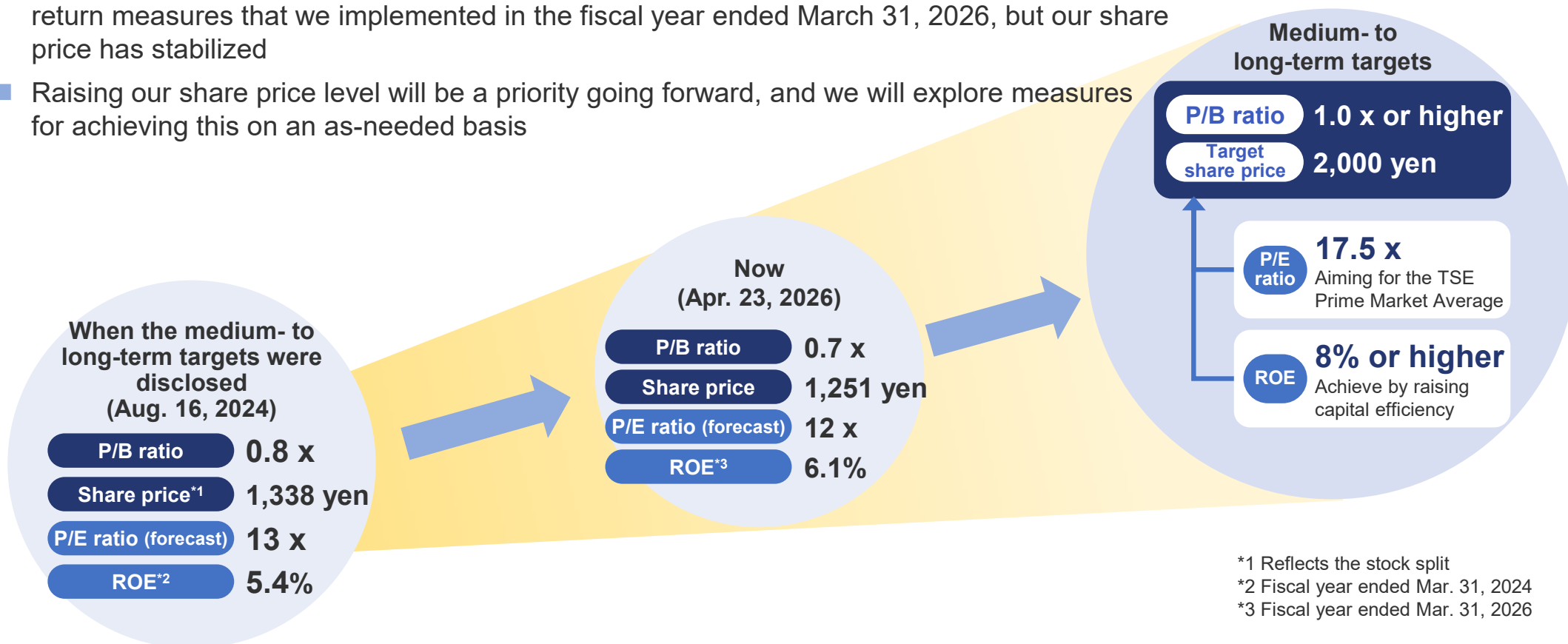


Mar. 2027



Indicator Targets for the Medium to Long Term

- Steadily implement measures for realizing the medium- to long-term indicators published in August 2024 —“Measures to achieve management that takes capital costs and share price into account”
- Our P/B ratio improved to above 1.0 (peak share price: 2,015 yen, P/B ratio: approx. 1.06) as a result of the shareholder return measures that we implemented in the fiscal year ended March 31, 2026, but our share price has stabilized
- Raising our share price level will be a priority going forward, and we will explore measures for achieving this on an as-needed basis



*1 Reflects the stock split
 *2 Fiscal year ended Mar. 31, 2024
 *3 Fiscal year ended Mar. 31, 2026

Progress of the KPI of Each Measure (As of April 2026)

- We continue to make steady progress in our capital policy initiatives. We plan to achieve the medium- to long-term payout ratio target in the fiscal year ending March 31, 2027.
- The next medium-term management plan will be determined based on the results of the 4th Medium-Term Management Plan

P/B Ratio	ROE	Limit excessive retention of shareholders' equity	Capital policies/ financial strategy	Enhance shareholder returns • Increase the payout ratio and proactively perform share buybacks	Actual	Plan	KPI
					Mar. 2026	Mar. 2027	
P/B Ratio	ROE	Growth of net sales and improvement of margin	Growth strategy	Expansion of net sales and improvement of earnings capacity due to smooth execution of medium-term management plan • Enhance existing businesses • Expansion of new products and services and development of new markets • Proactive growth investments (Including M&A)	<ul style="list-style-type: none"> • Payout ratio: 45.2% • Performed share buybacks (3,000 mil. yen) 	<ul style="list-style-type: none"> • Payout ratio: 55.4% (Annual dividend: 54 yen) 	Maintain payout ratio of 50% or higher*
					1 : 2	—	
	P/E Ratio	Improvement of expected growth rate	Non-financial strategy	Comprehensive information disclosure	Comprehensive information disclosure	Net sales: 48,611 mil. yen Operating profit: 2,047 mil. yen	Net sales: 51,100 mil. yen Operating profit: 2,070 mil. yen
Reduced cost of equity	Comprehensive information disclosure	• Continue disclosure of financial results briefing materials				• Continue disclosure of financial results briefing materials	Comprehensive information disclosure

In progress Achieved

*The minimum dividend per share shall be 35 yen (after reflecting the stock split)

These materials are intended to provide information about our current plans and performance forecasts. Such future plans and forecast figures are made by the Company based on currently available information.

The actual results are subject to a variety of factors and conditions and may not be the same as the plan. These materials are not intended to confirm or guarantee the results described herein.

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