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## Consolidated Financial Results for the Nine Months Ended December 31, 2025 [Japanese GAAP]



February 3, 2026

Company name: DAIHEN Corporation

Stock exchange listing: Tokyo Stock Exchange, Fukuoka Stock Exchange

Stock exchange code: 6622

URL: <https://www.daihen.co.jp/>

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Scheduled date of commencing dividend payments: -

Availability of supplementary explanatory materials on financial results: Not available

Schedule of financial results briefing session: Not scheduled

(Amounts of less than one million yen are rounded down.)

### 1. Consolidated Financial Results for the Nine Months Ended December 31, 2025 (April 1, 2025 – December 31, 2025)

(1) Consolidated Operating Results (cumulative) (% indicates changes from the previous corresponding period.)

|                                     | Net sales     | Operating profit | Ordinary profit | Profit attributable to owners of parent |
|-------------------------------------|---------------|------------------|-----------------|---|
|                                     | Million yen % | Million yen %    | Million yen %   | Million yen %                           |
| Nine months ended December 31, 2025 | 163,423 4.9   | 12,478 21.7      | 13,878 23.5     | 9,366 22.4                              |
| December 31, 2024                   | 155,825 22.5  | 10,256 31.2      | 11,241 32.0     | 7,653 (32.1)                            |

(Note) Comprehensive income: Nine months ended December 31, 2025: 17,026 million yen [53.8%]

Nine months ended December 31, 2024: 11,069 million yen [(18.3)%]

|                                     | Basic earnings per share | Diluted earnings per share |
|-------------------------------------|--------------------------|----------------------------|
|                                     | Yen                      | Yen                        |
| Nine months ended December 31, 2025 | 391.82                   | –                          |
| December 31, 2024                   | 314.76                   | –                          |

### (2) Consolidated Financial Position

|                         | Total assets | Net assets  | Equity ratio |
|-------------------------|--------------|-------------|--------------|
|                         | Million yen  | Million yen | %            |
| As of December 31, 2025 | 304,248      | 166,381     | 49.4         |
| As of March 31, 2025    | 290,234      | 153,285     | 47.7         |

(Reference) Equity: As of December 31, 2025: 150,330 million yen

As of March 31, 2025: 138,371 million yen

## 2. Dividends

|  | Annual dividends |                 |                 |              |               |
|--|------------------|-----------------|-----------------|--------------|---------------|
|  | 1st quarter-end  | 2nd quarter-end | 3rd quarter-end | Year-end     | Total         |
| Fiscal year ended<br>March 31, 2025                | Yen<br>—         | Yen<br>82.50    | Yen<br>—        | Yen<br>82.50 | Yen<br>165.00 |
| Fiscal year ending<br>March 31, 2026               | —                | 84.00           | —               |              |               |
| Fiscal year ending<br>March 31, 2026<br>(Forecast) |                  |                 |                 | 92.00        | 176.00        |

(Note) Revision to the forecast for dividends announced most recently: None

## 3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 – March 31, 2026)

(% indicates changes from the previous corresponding period.)

|           | Net sales   |     | Operating profit |      | Ordinary profit |      | Profit attributable to owners of parent |      | Basic earnings per share |
|-----------|-------------|-----|------------------|------|-----------------|------|---|------|--------------------------|
|           | Million yen | %   | Million yen      | %    | Million yen     | %    | Million yen                             | %    | Yen                      |
| Full year | 235,000     | 3.8 | 18,500           | 14.4 | 19,000          | 10.6 | 14,000                                  | 17.0 | 585.61                   |

(Note) Revision to the financial results forecast announced most recently: None

**\* Notes:**

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

Newly included: 1 company (DAIHEN MEXICO S.A. de C.V.), Excluded: – ( )

(2) Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements:

Yes

(Note) For details, please see “2. Quarterly Consolidated Financial Statements and Principal Notes (3) Notes to Quarterly Consolidated Financial Statements (Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)” on page 8 of the attachments.

(3) Changes in accounting policies, changes in accounting estimates and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: None

2) Changes in accounting policies other than 1) above: Yes

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(Note) For details, please see “2. Quarterly Consolidated Financial Statements and Principal Notes (3) Notes to Quarterly Consolidated Financial Statements (Changes in accounting policies)” on page 8 of the attachments.

(4) Total number of issued shares (common shares)

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

As of December 31, 2025: 25,203,291 shares

As of March 31, 2025: 25,203,291 shares

2) Total number of treasury shares at the end of the period:

As of December 31, 2025: 1,296,125 shares

As of March 31, 2025: 1,299,159 shares

3) Average number of shares during the period:

Nine months ended December 31, 2025: 23,906,438 shares

Nine months ended December 31, 2024: 24,316,413 shares

(Note) The total number of treasury shares at the end of the period includes 112,300 shares of the Company as of December 31, 2025 and 113,500 shares of the Company as of March 31, 2025 held by the employee stock benefit trust.

In addition, the treasury shares deducted for calculating the average number of shares during the period include shares of the Company held by the trust.

\* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: None

**\* Explanation of the proper use of financial results forecast and other notes**

The earnings forecasts and other forward-looking statements contained in this report are based on information available to the Company on the date of this report's release and certain premises that the Company deems to be reasonable. Actual financial results, etc. may differ significantly due to a wide range of factors. For details on the earnings forecasts of the Company, please see “1. Overview of Operating Results, etc. (3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information” on page 3 of the attachments.

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## 1. Overview of Operating Results, etc.

### (1) Explanation of Quarterly Operating Results

The performance of DAIHEN Corporation (the “Company”) and its subsidiaries (collectively, the “DAIHEN Group”) for the nine months ended December 31, 2025 was orders received of 197,567 million yen (up 10.9% year-on-year) and net sales of 163,423 million yen (up 4.9% year-on-year), reflecting the strong electrical infrastructure-related and semiconductor-related investment. In income results, operating profit was 12,478 million yen (up 21.7% year-on-year), ordinary profit was 13,878 million yen (up 23.5% year-on-year), and profit attributable to owners of parent was 9,366 million yen (up 22.4% year-on-year), driven by higher net sales and the effects of cost reduction measures.

The performance of each segment is as follows.

#### 1) Energy Management

Net sales were 86,659 million yen (up 3.4% year-on-year) and operating profit was 9,634 million yen (up 20.2% year-on-year), driven by growing demand for power receiving and distribution systems against the backdrop of expansion of investment in renewable energy and construction of new data centers, among other factors.

#### 2) Factory Automation

Net sales were 22,570 million yen (up 5.0% year-on-year) and operating profit was 738 million yen (up 9.9% year-on-year), reflecting the results of development of new customers in the U.S., China, etc., despite continued postponement of investments related to the automobile sector in Japan and Europe.

#### 3) Material Processing

Net sales were 54,084 million yen (up 7.2% year-on-year) and operating profit was 5,461 million yen (up 10.6% year-on-year), supported by a high level of demand for RF generator systems driven by growing investment in advanced semiconductors for generative AI.

#### 4) Other

Net sales were 149 million yen and operating profit was 13 million yen. There were no significant changes from the corresponding period of the previous year.

(Reference) Performance by Segment

| Segment             | Orders Received |            | Net Sales |            | Operating Profit |            | (Million yen) |
|---------------------|-----------------|------------|-----------|------------|------------------|------------|---------------|
|                     | Amount          | YoY change | Amount    | YoY change | Amount           | YoY change |               |
| Energy Management   | 111,297         | +18.2%     | 86,659    | +3.4%      | 9,634            | +20.2%     |               |
| Factory Automation  | 26,019          | (1.5)%     | 22,570    | +5.0%      | 738              | +9.9%      |               |
| Material Processing | 60,100          | +4.8%      | 54,084    | +7.2%      | 5,461            | +10.6%     |               |
| Other               | 149             | +3.7%      | 149       | +3.7%      | 13               | (55.5)%    |               |
| Company Total       | 197,567         | +10.9%     | 163,423   | +4.9%      | 12,478           | +21.7%     |               |

(2) Explanation of Quarterly Financial Position

Total assets at the end of the nine months ended December 31, 2025 increased by 14,013 million yen from the end of the previous fiscal year to 304,248 million yen. This is primarily attributable to increases in inventories and buildings and structures, while notes and accounts receivable - trade decreased.

Total liabilities at the end of the nine months ended December 31, 2025 increased by 917 million yen from the end of the previous fiscal year to 137,866 million yen. This is primarily attributable to an increase in borrowings, while notes and accounts payable - trade and provision for bonuses decreased.

Total net assets at the end of the nine months ended December 31, 2025 increased by 13,096 million yen from the end of the previous fiscal year to 166,381 million yen. This is primarily attributable to increases in retained earnings and foreign currency translation adjustment. The equity ratio increased by 1.7 percentage points from 47.7% to 49.4%.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information

No changes have been made to the consolidated financial results forecast for the full year ending March 31, 2026 announced on November 6, 2025. Should a revision of the consolidated financial results forecast become necessary, the Company will promptly disclose it.

(Note) The average exchange rate assumed for the period from January 1, 2026 to March 31, 2026 is the same as the rate announced on May 8, 2025 (145 yen per US dollar).

## 2. Quarterly Consolidated Financial Statements and Principal Notes

### (1) Quarterly Consolidated Balance Sheets

(Million yen)

|  | As of March 31, 2025  | As of December 31, 2025 |
|--|-----------------------|-------------------------|
| <b>Assets</b>                          |                       |                         |
| Current assets                         |                       |                         |
| Cash and deposits                      | 30,354                | 31,626                  |
| Notes and accounts receivable - trade  | 55,477                | 45,584                  |
| Merchandise and finished goods         | 31,329                | 40,698                  |
| Work in process                        | 19,573                | 23,209                  |
| Raw materials and supplies             | 50,805                | 50,716                  |
| Other                                  | 7,283                 | 10,135                  |
| Allowance for doubtful accounts        | (1,255)               | (2,377)                 |
| Total current assets                   | <u>193,568</u>        | <u>199,593</u>          |
| Non-current assets                     |                       |                         |
| Property, plant and equipment          |                       |                         |
| Buildings and structures, net          | 22,929                | 25,116                  |
| Machinery, equipment and vehicles, net | 9,708                 | 10,579                  |
| Tools, furniture and fixtures, net     | 2,309                 | 2,689                   |
| Land                                   | 13,693                | 13,847                  |
| Leased assets, net                     | 368                   | 397                     |
| Construction in progress               | 4,011                 | 5,757                   |
| Total property, plant and equipment    | <u>53,021</u>         | <u>58,389</u>           |
| Intangible assets                      |                       |                         |
| Goodwill                               | 525                   | 539                     |
| Software                               | 2,354                 | 2,276                   |
| Other                                  | 2,187                 | 2,477                   |
| Total intangible assets                | <u>5,067</u>          | <u>5,293</u>            |
| Investments and other assets           |                       |                         |
| Investment securities                  | 15,980                | 18,458                  |
| Investments in capital                 | 681                   | 682                     |
| Long-term prepaid expenses             | 338                   | 366                     |
| Retirement benefit asset               | 18,507                | 18,122                  |
| Deferred tax assets                    | 1,387                 | 1,503                   |
| Other                                  | 1,712                 | 1,868                   |
| Allowance for doubtful accounts        | (29)                  | (29)                    |
| Total investments and other assets     | <u>38,577</u>         | <u>40,973</u>           |
| Total non-current assets               | <u>96,666</u>         | <u>104,655</u>          |
| <b>Total assets</b>                    | <b><u>290,234</u></b> | <b><u>304,248</u></b>   |

(Million yen)

|   | As of March 31, 2025 | As of December 31, 2025 |
|---|----------------------|-------------------------|
| <b>Liabilities</b>  |                      |                         |
| <b>Current liabilities</b>  |                      |                         |
| Notes and accounts payable - trade  | 21,581               | 17,259                  |
| Electronically recorded obligations - operating                                 | 15,264               | 12,294                  |
| Short-term borrowings   | 23,885               | 33,766                  |
| Current portion of long-term borrowings   | 6,037                | 8,136                   |
| Lease liabilities   | 122                  | 134                     |
| Income taxes payable  | 3,510                | 1,920                   |
| Provision for bonuses   | 5,144                | 2,059                   |
| Provision for bonuses for directors (and other officers)                        | 143                  | 54                      |
| Provision for loss on construction contracts                                    | 165                  | 157                     |
| Other   | 11,035               | 13,670                  |
| <b>Total current liabilities</b>  | <b>86,891</b>        | <b>89,455</b>           |
| <b>Non-current liabilities</b>  |                      |                         |
| Long-term borrowings  | 38,668               | 37,117                  |
| Lease liabilities   | 232                  | 291                     |
| Deferred tax liabilities  | 4,426                | 5,168                   |
| Provision for retirement benefits for directors (and other officers)            | 103                  | 84                      |
| Provision for loss on guarantees  | 613                  | –                       |
| Provision for share awards  | 163                  | 397                     |
| Provision for construction expenses related to earthquake resistance renovation | 563                  | 437                     |
| Provision for product safety measures   | 2                    | 2                       |
| Retirement benefit liability  | 3,265                | 2,936                   |
| Asset retirement obligations  | 121                  | 121                     |
| Other   | 1,897                | 1,854                   |
| <b>Total non-current liabilities</b>  | <b>50,057</b>        | <b>48,411</b>           |
| <b>Total liabilities</b>  | <b>136,949</b>       | <b>137,866</b>          |
| <b>Net assets</b>   |                      |                         |
| <b>Shareholders' equity</b>   |                      |                         |
| Share capital   | 10,596               | 10,596                  |
| Capital surplus   | 10,074               | 10,083                  |
| Retained earnings   | 101,796              | 107,329                 |
| Treasury shares   | (4,926)              | (4,914)                 |
| <b>Total shareholders' equity</b>   | <b>117,540</b>       | <b>123,094</b>          |
| <b>Accumulated other comprehensive income</b>                                   |                      |                         |
| Valuation difference on available-for-sale securities                           | 6,039                | 7,885                   |
| Deferred gains or losses on hedges  | –                    | (8)                     |
| Foreign currency translation adjustment   | 9,293                | 14,356                  |
| Remeasurements of defined benefit plans   | 5,497                | 5,002                   |
| <b>Total accumulated other comprehensive income</b>                             | <b>20,831</b>        | <b>27,235</b>           |
| <b>Non-controlling interests</b>  | <b>14,913</b>        | <b>16,051</b>           |
| <b>Total net assets</b>   | <b>153,285</b>       | <b>166,381</b>          |
| <b>Total liabilities and net assets</b>   | <b>290,234</b>       | <b>304,248</b>          |

(2) Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statements of Income

Nine Months Ended December 31

(Million yen)

|  | For the nine months ended<br>December 31, 2024 | For the nine months ended<br>December 31, 2025 |
|--|--|--|
| Net sales  | 155,825  | 163,423  |
| Cost of sales                                    | 110,614  | 115,128  |
| Gross profit                                     | 45,211   | 48,295   |
| Selling, general and administrative expenses     | 34,954   | 35,817   |
| Operating profit                                 | 10,256   | 12,478   |
| Non-operating income                             |  |  |
| Interest and dividend income                     | 698  | 881  |
| Foreign exchange gains                           | 189  | 660  |
| Subsidy income                                   | 431  | 315  |
| Other  | 873  | 899  |
| Total non-operating income                       | 2,192  | 2,757  |
| Non-operating expenses                           |  |  |
| Interest expenses                                | 627  | 783  |
| Compensation expenses for damage                 | 119  | –  |
| Other  | 460  | 574  |
| Total non-operating expenses                     | 1,207  | 1,357  |
| Ordinary profit                                  | 11,241   | 13,878   |
| Extraordinary income                             |  |  |
| Gain on sale of investment securities            | 681  | 1,171  |
| Reversal of provision for loss on guarantees     | 120  | 613  |
| Total extraordinary income                       | 802  | 1,785  |
| Extraordinary losses                             |  |  |
| Provision of allowance for doubtful accounts     | 315  | 1,115  |
| Extra payments for early retirements             | –  | 81   |
| Loss on revision of retirement benefit plan      | 96   | –  |
| Total extraordinary losses                       | 411  | 1,196  |
| Profit before income taxes                       | 11,632   | 14,467   |
| Income taxes                                     | 3,312  | 3,993  |
| Profit   | 8,319  | 10,473   |
| Profit attributable to non-controlling interests | 665  | 1,106  |
| Profit attributable to owners of parent          | 7,653  | 9,366  |

Quarterly Consolidated Statements of Comprehensive Income

Nine Months Ended December 31

(Million yen)

|  | For the nine months ended<br>December 31, 2024 | For the nine months ended<br>December 31, 2025 |
|--|--|--|
| Profit   | 8,319  | 10,473   |
| Other comprehensive income   |  |  |
| Valuation difference on available-for-sale securities                                | 468  | 1,955  |
| Deferred gains or losses on hedges   | (3)  | (8)  |
| Foreign currency translation adjustment  | 2,792  | 5,047  |
| Remeasurements of defined benefit plans, net of tax                                  | (513)  | (452)  |
| Share of other comprehensive income of entities<br>accounted for using equity method | 6  | 10   |
| Total other comprehensive income   | 2,750  | 6,553  |
| Comprehensive income   | 11,069   | 17,026   |
| Comprehensive income attributable to   |  |  |
| Comprehensive income attributable to owners of parent                                | 10,409   | 15,753   |
| Comprehensive income attributable to non-controlling<br>interests                    | 660  | 1,273  |

(3) Notes to Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

Not applicable.

(Changes in scope of consolidation or application of equity method)

DAIHEN MEXICO S.A. de C.V. has been included in the scope of consolidation from the three months ended June 30, 2025 due to its increased importance.

(Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)

· Calculation of tax expenses

The Company employs a method of making a reasonable estimation of the effective tax rate after application of tax effect accounting to profit before income taxes for the current fiscal year and multiplying profit before income taxes by said effective tax rate.

However, if the use of said effective tax rate to calculate tax expenses leads to a markedly unreasonable result, material differences that do not fall under temporary differences are added to or deducted from the profit before income taxes, and tax expenses are calculated by multiplying the resulting amount by the statutory effective tax rate.

(Changes in accounting policies)

· Change in inventory valuation method

The Company previously employed the last purchase cost method (book value is written down according to declines in profitability) for valuing merchandise, raw materials, and supplies included in inventories. However, the Company has changed to the weighted average cost method (book value is written down according to declines in profitability) effective from the beginning of the three months ended June 30, 2025.

This change in the valuation method was made in connection with the introduction of a new cost management system, with the aim of achieving more accurate inventory valuation and periodic profit and loss calculation that responds to fluctuations in raw material prices.

Since it is practically impossible to retrospectively apply the weighted average cost method to prior consolidated fiscal years and to calculate cumulative effect of such retrospective application, the Company has used the book value at the end of the previous consolidated fiscal year as the beginning balance for the three months ended June 30, 2025, and applies the weighted average cost method from the beginning of the three months ended June 30, 2025 to the future.

The impact of this change in accounting policy is immaterial.

(Segment information, etc.)

I. For the nine months ended December 31, 2024

1. Information on net sales and profit (loss) by reportable segment

(Million yen)

|   | Reportable segment   |                       |                        |         | Other<br>(Note) | Total   |
|---|----------------------|-----------------------|------------------------|---------|-----------------|---------|
|   | Energy<br>Management | Factory<br>Automation | Material<br>Processing | Total   |                 |         |
| Net sales                               |                      |                       |                        |         |                 |         |
| Net sales to outside customers          | 83,810               | 21,441                | 50,429                 | 155,681 | 144             | 155,825 |
| Inter-segment net sales or<br>transfers | —                    | 49                    | 4                      | 54      | —               | 54      |
| Total                                   | 83,810               | 21,491                | 50,433                 | 155,735 | 144             | 155,880 |
| Segment profit                          | 8,018                | 671                   | 4,938                  | 13,628  | 31              | 13,659  |

(Note) “Other” refers to business segments not included in the reportable segments and includes the real estate leasing business, etc.

2. Information on the difference between total of the profit or loss amounts of reportable segments and the amounts recorded in the Quarterly Consolidated Statements of Income and the main contents of the difference (matters concerning variation adjustment)

(Million yen)

| Profit  | Amount  |
|---|---------|
| Reportable Segment Total  | 13,628  |
| Profit in “Other” category                                      | 31      |
| Elimination of inter-segment transactions                       | 1       |
| Company-wide expenses (Note)                                    | (3,404) |
| Operating profit in Quarterly Consolidated Statements of Income | 10,256  |

(Note) “Company-wide expenses” are mainly general and administrative expenses that do not belong to the reportable segments.

3. Information on impairment loss on non-current assets or goodwill by reportable segment

(Material changes in goodwill amount)

For the business combination with Lorch Schweißtechnik GmbH, which was executed on January 1, 2024 (Date of the Business Combination), provisional accounting treatment was applied in the previous fiscal year and has since been finalized during the six months ended September 30, 2025. Due to this finalization, the amount of goodwill in Material Processing has decreased by 1,449 million yen.

II. For the nine months ended December 31, 2025

1. Information on net sales and profit (loss) by reportable segment

(Million yen)

|   | Reportable segment   |                       |                        |         | Other<br>(Note) | Total   |
|---|----------------------|-----------------------|------------------------|---------|-----------------|---------|
|   | Energy<br>Management | Factory<br>Automation | Material<br>Processing | Total   |                 |         |
| Net sales                               |                      |                       |                        |         |                 |         |
| Net sales to outside customers          | 86,659               | 22,534                | 54,080                 | 163,274 | 149             | 163,423 |
| Inter-segment net sales or<br>transfers | —                    | 36                    | 4                      | 40      | —               | 40      |
| Total                                   | 86,659               | 22,570                | 54,084                 | 163,314 | 149             | 163,464 |
| Segment profit                          | 9,634                | 738                   | 5,461                  | 15,834  | 13              | 15,848  |

(Note) "Other" refers to business segments not included in the reportable segments and includes the real estate leasing business, etc.

2. Information on the difference between total of the profit or loss amounts of reportable segments and the amounts recorded in the Quarterly Consolidated Statements of Income and the main contents of the difference (matters concerning variation adjustment)

(Million yen)

| Profit  | Amount  |
|---|---------|
| Reportable Segment Total  | 15,834  |
| Profit in "Other" category                                      | 13      |
| Elimination of inter-segment transactions                       | (0)     |
| Company-wide expenses (Note)                                    | (3,369) |
| Operating profit in Quarterly Consolidated Statements of Income | 12,478  |

(Note) "Company-wide expenses" are mainly general and administrative expenses that do not belong to the reportable segments.

3. Information on impairment loss on non-current assets or goodwill by reportable segment

Not applicable.

(Notes to the statements of cash flows)

Quarterly consolidated statements of cash flows for the nine months ended December 31, 2025 have not been prepared. Depreciation (including amortization related to intangible assets excluding goodwill) and amortization of goodwill for the nine months ended December 31, 2025 are as follows.

(Million yen)

|                          | For the nine months ended<br>December 31, 2024 | For the nine months ended<br>December 31, 2025 |
|--------------------------|--|--|
| Depreciation             | 4,787  | 4,878  |
| Amortization of goodwill | 51   | 54   |

(Revenue recognition)

Information that disaggregates revenue from contracts with customers

For the nine months ended December 31, 2024

(Million yen)

|                                       | Reportable segment   |                       |                        |         | Other<br>(Note) | Total   |
|---------------------------------------|----------------------|-----------------------|------------------------|---------|-----------------|---------|
|                                       | Energy<br>Management | Factory<br>Automation | Material<br>Processing | Total   |                 |         |
| Japan                                 | 79,449               | 5,602                 | 37,868                 | 122,921 | 5               | 122,926 |
| North America                         | —                    | 1,880                 | 1,800                  | 3,681   | —               | 3,681   |
| Asia                                  | 4,361                | 10,750                | 5,692                  | 20,803  | —               | 20,803  |
| Other                                 | 0                    | 3,207                 | 5,067                  | 8,274   | —               | 8,274   |
| Revenue from contracts with customers | 83,810               | 21,441                | 50,429                 | 155,681 | 5               | 155,686 |
| Other revenue                         | —                    | —                     | —                      | —       | 138             | 138     |
| Net sales to outside customers        | 83,810               | 21,441                | 50,429                 | 155,681 | 144             | 155,825 |

(Note) “Other” refers to business segments not included in the reportable segments and includes the real estate leasing business, etc.

For the nine months ended December 31, 2025

(Million yen)

|                                       | Reportable segment   |                       |                        |         | Other<br>(Note) | Total   |
|---------------------------------------|----------------------|-----------------------|------------------------|---------|-----------------|---------|
|                                       | Energy<br>Management | Factory<br>Automation | Material<br>Processing | Total   |                 |         |
| Japan                                 | 82,768               | 5,141                 | 40,345                 | 128,255 | 5               | 128,260 |
| North America                         | —                    | 2,415                 | 2,621                  | 5,037   | —               | 5,037   |
| Asia                                  | 3,890                | 11,840                | 5,896                  | 21,628  | —               | 21,628  |
| Other                                 | —                    | 3,137                 | 5,215                  | 8,353   | —               | 8,353   |
| Revenue from contracts with customers | 86,659               | 22,534                | 54,080                 | 163,274 | 5               | 163,279 |
| Other revenue                         | —                    | —                     | —                      | —       | 144             | 144     |
| Net sales to outside customers        | 86,659               | 22,534                | 54,080                 | 163,274 | 149             | 163,423 |

(Note) “Other” refers to business segments not included in the reportable segments and includes the real estate leasing business, etc.