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November 7, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange, Prime Market
 Securities code: 6258
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 Scheduled date to file semi-annual securities report: November 7, 2025
 Scheduled date to commence dividend payments: –
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for securities analysts, institutional investors, and the press)

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

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	45,648	13.1	4,822	74.4	5,011	85.0	3,437	90.5
September 30, 2024	40,365	7.9	2,765	(11.1)	2,708	(17.5)	1,803	(21.7)

Note: Comprehensive income For the six months ended September 30, 2025: ¥3,064 million [8.7%]
 For the six months ended September 30, 2024: ¥2,820 million [(8.6)%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	112.35	—
September 30, 2024	57.89	—

Note: The Company conducted a 3-for-1 share split of its common shares on April 1, 2025. “Basic earnings per share” is calculated assuming that the share split was conducted at the beginning of the previous fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	135,126	70,747	52.2
March 31, 2025	130,278	68,839	52.7

Reference: Equity
 As of September 30, 2025: ¥70,530 million
 As of March 31, 2025: ¥68,611 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	0.00	—	120.00	120.00
Fiscal year ending March 31, 2026	—	0.00			
Fiscal year ending March 31, 2026 (Forecast)			—	65.00	65.00

Notes: 1 Revisions to the forecast of cash dividends most recently announced: None

2 The Company conducted a 3-for-1 share split of its common shares on April 1, 2025. For the fiscal year ended March 31, 2025, the actual dividend amounts before the share split are shown.

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to 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
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
Fiscal year ending March 31, 2026	96,000	8.5	8,400	21.8	8,200	19.0	5,700	19.3	Yen 184.11

Note: Revisions to the earnings forecasts most recently announced: None

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (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 other reasons: 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	32,268,270 shares
As of March 31, 2025	32,268,270 shares

- (ii) Number of treasury shares at the end of the period

As of September 30, 2025	1,642,518 shares
As of March 31, 2025	1,677,879 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	30,596,170 shares
Six months ended September 30, 2024	31,161,158 shares

- Notes: 1. The Company conducted a 3-for-1 share split of its common shares on April 1, 2025. “Total number of issued shares at the end of the period,” “Number of treasury shares at the end of the period,” and “Average number of shares outstanding during the period” are calculated assuming that the share split was conducted at the beginning of the previous fiscal year.
2. Number of treasury shares at the end of period includes the number of the Company’s shares held by the Board Benefit Trust (180,300 shares as of March 31, 2025 and 287,500 shares as of September 30, 2025).

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

- * Proper use of earnings forecasts, and other special matters

(Notes on forward-looking statements)

Forward-looking statements in this material, including earnings forecasts, are based on information currently available to the Company and on certain assumptions deemed reasonable. Actual results may differ significantly due to various factors. For the assumptions underlying the forecast, please refer to “(3) Explanation of future forecast information such as consolidated financial results forecasts” in “1. Overview of the operating results” on page 3 of the Attached Materials.

(Access to presentation materials and contents of the financial results briefing)

The Company will hold a financial results briefing for securities analysts, institutional investors, and the press on Friday, November 14, 2025.

The presentation materials of the financial results briefing will be posted on the Company’s website.

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1. Overview of the operating results

(1) Overview of the operating results for the period under review

During the six-month period, there was the overall sense of uncertainty over the future of the economic situation surrounding the Group due to ongoing factors including prolonged geopolitical risks, surging prices of resource and energy, and the impact of tariff policies in the U.S. In the U.S., inflationary pressures and other factors have brought about a clear slowdown in both personal consumption and capital investment, and downward pressure on corporate earnings and household purchasing power has intensified. In Europe, high energy prices and policy uncertainties suppressed consumption and investment activities, and although there was a moderate recovery trend, an atmosphere of stagnation remained. In China, the impact of U.S. tariff policies and the real estate recession limited growth, along with capital investment and personal consumption. In Japan, capital investment remained firm, with software investment at a particularly high level, and machinery and construction investment also remained solid. In addition, personal consumption recovered moderately from inflationary pressure caused by high prices.

In this business environment, the Group has launched a new Mid-Term Management Plan in the current fiscal year, which sets forth five strategic pillars: “expansion of the business scale in the semiconductor-related business,” “enhancement of profitability in the made-to-order business,” “further strengthening of the earnings base,” “expansion of the mass-production business,” and “establishment of business divisions from new businesses.” Through this plan, we aim to realize a highly profitable business structure and expand our business areas to generate sustainable and stable profits.

During the six-month period, net sales increased from the same period of the previous fiscal year due to increases in sales of production equipment for electric vehicles (EVs), production equipment for internal combustion engines, and wafer transfer equipment in the semiconductor-related business. Profits in the semiconductor-related business decreased from the same period of the previous year, while profits in the automobile-related business increased from the same period of the previous fiscal year. As a result, net sales for the six-month period were ¥45,648 million (up 13.1% year on year), operating profit was ¥4,822 million (up 74.4% year on year), ordinary profit was ¥5,011 million (up 85.0% year on year), and profit attributable to owners of parent was ¥3,437 million (up 90.5% year on year).

Segment information is as follows.

(i) Automobile-related business

Sales related to engines and inverters increased following the receipt of a large project for engine assembly equipment and in-vehicle electronic components assembly equipment. Sales of charging and discharging-related equipment for batteries also remained firm, continuing from the previous fiscal year. As a result, net sales were ¥22,134 million (up 17.1% year on year), and operating profit was ¥3,248 million (up 150.1% year on year).

(ii) Semiconductor-related business

Sales remained firm, especially for wafer transfer equipment, due to continued orders for generative AI-related, but profits decreased from the same period of the previous fiscal year due to delays in price pass-through, increased warranty expenses for certain products, and a reevaluation of inventories. As a result, net sales were ¥16,412 million (up 15.8% year on year), and operating profit was ¥1,045 million (down 42.0% year on year).

(iii) Other automatic labor-saving equipment

Production of flat panel displays (FPD)-related equipment progressed steadily, but sales related to home appliances decreased. Operating profit turned positive compared to operating loss in the same period of the previous fiscal year due to improved cost ratios of FPD-related equipment. As a result, net sales were ¥5,979 million (down 3.3% year on year), and operating profit was ¥465 million (operating loss of ¥308 million for the same period of the previous fiscal year).

(2) Overview of the financial position for the period under review

(i) Status of assets, liabilities and net assets

(Assets)

Total assets as of September 30, 2025 increased ¥4,847 million from the end of the previous fiscal year to ¥135,126 million. The main breakdown was an increase of ¥3,390 million in trade receivables (notes and accounts receivable - trade, and contract assets, and electronically recorded monetary claims - operating), an increase of ¥2,574 million in inventories, and a decrease of ¥1,004 million in cash and deposits.

(Liabilities)

Liabilities increased ¥2,939 million from the end of the previous fiscal year to ¥64,378 million. The main breakdown was an increase of ¥4,131 million in contract liabilities, a decrease of ¥746 million in trade payables (notes and accounts payable - trade and electronically recorded obligations - operating), and a decrease of ¥624 million in debt with interest (short-term borrowings and long-term borrowings).

(Net assets)

Net assets increased ¥1,908 million from the end of the previous fiscal year to ¥70,747 million. The main breakdown was an increase of ¥2,206 million in retained earnings due to the recording of ¥3,437 million in profit attributable to owners of parent and ¥1,230 million in dividends paid, and a decrease of ¥582 million in foreign currency translation adjustment due to the impact of the appreciation of the yen. As a result, the equity-to-asset ratio fell to 52.2% from 52.7% at the end of the previous fiscal year.

(ii) Status of cash flows

Cash and cash equivalents (hereinafter referred to as “cash”) as of September 30, 2025 decreased ¥1,004 million from the end of the previous fiscal year to ¥11,877 million.

(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥2,351 million (compared with ¥916 million provided in the previous fiscal year). Main factors were an increase of ¥5,267 million in accounts receivable - trade, and contract assets, an increase of ¥4,197 million in contract liabilities, and an increase of ¥2,519 million in inventories, against profit before income taxes of ¥5,017 million.

(Cash flows from investing activities)

Net cash used in investing activities totaled ¥932 million (compared with ¥1,675 million used in the previous fiscal year), mainly due to ¥742 million used in purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities amounted to ¥2,080 million (compared with ¥2,112 million used in the previous fiscal year), mainly due to ¥159 million of proceeds from short-term borrowings, ¥7,500 million of proceeds from long-term borrowings, ¥8,278 million of repayments of long-term borrowings, and ¥1,229 million of dividends paid.

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

There is no change to the earnings forecasts for the fiscal year ending March 31, 2026, disclosed on May 9, 2025.

2. Semi-annual consolidated financial statements and major notes

(1) Semi-annual consolidated balance sheet

(Thousands of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	12,882,428	11,877,666
Notes and accounts receivable - trade, and contract assets	44,596,112	50,787,479
Electronically recorded monetary claims - operating	11,965,637	9,164,359
Inventories	15,510,221	18,084,451
Other	3,094,638	2,332,893
Allowance for doubtful accounts	(13,748)	(9,066)
Total current assets	88,035,288	92,237,783
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	12,636,883	12,282,481
Machinery, equipment and vehicles, net	2,386,206	2,155,329
Tools, furniture and fixtures, net	1,130,831	1,051,457
Land	9,944,275	9,943,309
Construction in progress	494,577	849,027
Total property, plant and equipment	26,592,773	26,281,604
Intangible assets		
Leasehold interests in land	25,781	25,781
Software	371,567	327,935
Other	763,394	820,986
Total intangible assets	1,160,743	1,174,703
Investments and other assets		
Investment securities	2,738,741	3,265,019
Distressed receivables	1,118	1,143
Retirement benefit asset	10,572,605	11,124,780
Deferred tax assets	195,042	186,160
Other	1,591,563	1,440,075
Allowance for doubtful accounts	(609,318)	(585,002)
Total investments and other assets	14,489,752	15,432,177
Total non-current assets	42,243,270	42,888,485
Total assets	130,278,558	135,126,269

(Thousands of yen)

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	6,052,772	5,451,692
Electronically recorded obligations - operating	4,522,012	4,376,803
Short-term borrowings	8,946,206	9,100,000
Current portion of long-term borrowings	13,384,190	13,173,376
Accounts payable - other	903,309	845,526
Accrued expenses	3,722,672	3,511,907
Income taxes payable	878,625	1,452,446
Contract liabilities	2,255,037	6,386,736
Provision for bonuses	228,864	148,475
Provision for bonuses for directors (and other officers)	142,048	59,773
Provision for product warranties	1,111,156	1,290,483
Provision for loss on construction contracts	30,167	20,102
Other	1,118,248	967,816
Total current liabilities	43,295,311	46,785,140
Non-current liabilities		
Long-term borrowings	11,836,458	11,269,002
Provision for share awards for directors (and other officers)	259,575	217,574
Deferred tax liabilities	2,325,024	2,605,762
Deferred tax liabilities for land revaluation	2,023,008	2,082,781
Other	1,699,909	1,418,241
Total non-current liabilities	18,143,975	17,593,363
Total liabilities	61,439,287	64,378,503
Net assets		
Shareholders' equity		
Share capital	2,633,962	2,633,962
Capital surplus	14,319,556	14,333,762
Retained earnings	44,518,866	46,725,335
Treasury shares	(3,411,808)	(3,351,058)
Total shareholders' equity	58,060,578	60,342,002
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,240,903	1,579,216
Deferred gains or losses on hedges	(15,700)	1,373
Revaluation reserve for land	4,500,520	4,440,747
Foreign currency translation adjustment	3,159,086	2,577,028
Remeasurements of defined benefit plans	1,666,345	1,589,751
Total accumulated other comprehensive income	10,551,155	10,188,117
Non-controlling interests	227,537	217,645
Total net assets	68,839,271	70,747,765
Total liabilities and net assets	130,278,558	135,126,269

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income

(Semi-annual consolidated statement of income)

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	40,365,677	45,648,144
Cost of sales	31,924,263	35,126,078
Gross profit	8,441,414	10,522,066
Selling, general and administrative expenses	5,676,394	5,699,626
Operating profit	2,765,020	4,822,439
Non-operating income		
Interest income	19,065	7,482
Dividend income	27,109	38,878
Foreign exchange gains	–	147,461
Rental income	69,848	81,385
Other	57,700	69,115
Total non-operating income	173,724	344,324
Non-operating expenses		
Interest expenses	102,368	143,638
Foreign exchange losses	119,887	–
Other	8,052	11,493
Total non-operating expenses	230,307	155,131
Ordinary profit	2,708,436	5,011,632
Extraordinary income		
Gain on sale of non-current assets	30,224	9,714
Insurance claim income	20,701	–
Total extraordinary income	50,925	9,714
Extraordinary losses		
Loss on retirement of non-current assets	21,170	3,609
Loss on sale of non-current assets	211	273
Total extraordinary losses	21,382	3,883
Profit before income taxes	2,737,979	5,017,463
Income taxes	963,493	1,586,423
Profit	1,774,486	3,431,039
Loss attributable to non-controlling interests	(29,459)	(6,350)
Profit attributable to owners of parent	1,803,946	3,437,390

(Semi-annual consolidated statement of comprehensive income)

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit	1,774,486	3,431,039
Other comprehensive income		
Valuation difference on available-for-sale securities	(130,468)	338,313
Deferred gains or losses on hedges	102,066	17,074
Revaluation reserve for land	—	(59,773)
Foreign currency translation adjustment	1,146,756	(584,524)
Remeasurements of defined benefit plans, net of tax	(72,389)	(77,669)
Total other comprehensive income	1,045,965	(366,579)
Comprehensive income	2,820,451	3,064,459
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,848,672	3,074,352
Comprehensive income attributable to non-controlling interests	(28,220)	(9,892)

(3) Semi-annual consolidated statement of cash flows

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	2,737,979	5,017,463
Depreciation	967,813	941,120
Increase (decrease) in allowance for doubtful accounts	(11,930)	(34,842)
Increase (decrease) in provision for bonuses	(63,106)	(81,898)
Increase (decrease) in provision for bonuses for directors (and other officers)	(54,488)	(82,274)
Increase (decrease) in provision for product warranties	56,920	166,686
Increase (decrease) in provision for loss on construction contracts	18,460	(9,992)
Increase (decrease) in provision for share awards for directors (and other officers)	40,636	33,028
Decrease (increase) in retirement benefit asset	(646,648)	(665,477)
Interest and dividend income	(46,175)	(46,361)
Interest expenses	102,368	143,638
Foreign exchange losses (gains)	(196,094)	(17,557)
Loss (gain) on sale of non-current assets	(30,012)	(9,440)
Loss on retirement of non-current assets	21,170	3,609
Decrease (increase) in accounts receivable - trade, and contract assets	2,444,127	(5,267,829)
Decrease (increase) in inventories	280,830	(2,519,489)
Increase (decrease) in trade payables	(4,492,752)	878,765
Increase (decrease) in accrued expenses	(239,264)	(187,815)
Increase (decrease) in contract liabilities	(903,805)	4,197,269
Other, net	2,023,432	859,309
Subtotal	2,009,461	3,317,912
Interest and dividends received	45,155	38,870
Interest paid	(110,591)	(150,464)
Income taxes paid	(1,027,703)	(854,367)
Net cash provided by (used in) operating activities	916,322	2,351,950
Cash flows from investing activities		
Purchase of investment securities	–	(10,000)
Proceeds from sale of investment securities	50	–
Purchase of property, plant and equipment	(1,501,094)	(742,953)
Proceeds from sale of property, plant and equipment	68,381	40,209
Purchase of intangible assets	(242,869)	(211,869)
Long-term loan advances to employees	–	(7,940)
Net cash provided by (used in) investing activities	(1,675,531)	(932,553)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(6,576,402)	159,212
Proceeds from long-term borrowings	13,000,000	7,500,000
Repayments of long-term borrowings	(7,257,346)	(8,278,270)
Purchase of treasury shares	(621)	(72)
Dividends paid	(1,044,017)	(1,229,365)
Other, net	(233,920)	(231,532)
Net cash provided by (used in) financing activities	(2,112,306)	(2,080,028)
Effect of exchange rate change on cash and cash equivalents	675,113	(344,130)
Net increase (decrease) in cash and cash equivalents	(2,196,401)	(1,004,761)
Cash and cash equivalents at beginning of period	10,652,754	12,882,428
Cash and cash equivalents at end of period	8,456,353	11,877,666

(4) Notes on semi-annual consolidated financial statements
(Notes on segment information, etc.)

I Six months ended September 30, 2024

1. Information on the amount of net sales and profit or loss by reportable segment and information on the decomposition of revenue

(Thousands of yen)

	Reportable segments				Other (Note)	Total
	Automobile- related business	Semiconductor- related business	Other automatic labor-saving equipment	Total		
Net sales						
Goods or services transferred at a point in time	1,420,896	12,549,456	2,964,857	16,935,209	909,597	17,844,807
Goods or services transferred over time	17,474,152	1,624,610	3,221,719	22,320,482	190,723	22,511,205
Revenue from contracts with customers	18,895,049	14,174,066	6,186,576	39,255,692	1,100,320	40,356,012
Other revenue	—	—	—	—	9,665	9,665
Sales to external customers	18,895,049	14,174,066	6,186,576	39,255,692	1,109,985	40,365,677
Intersegment sales and transfers	—	—	—	—	268	268
Total	18,895,049	14,174,066	6,186,576	39,255,692	1,110,253	40,365,946
Segment profit (loss)	1,298,849	1,801,751	(308,920)	2,791,680	(28,940)	2,762,740

Note: The “Other” classification is a segment that is not included in reportable segments and includes the solar power generation related operations and the point and customer management system related operations of the Company’s subsidiary.

2. Difference between the total amount of profit or loss of reportable segments and the amount recorded in the semi-annual consolidated statement of income, and the main details of the difference (matters concerning variance adjustment)

(Thousands of yen)

Profit	Amount
Reportable segment total	2,791,680
Profit of the “Other” classification	(28,940)
Elimination of intersegment transactions	2,280
Operating profit in the semi-annual consolidated statement of income	2,765,020

II Six months ended September 30, 2025

1. Information on the amount of net sales and profit or loss by reportable segment and information on the decomposition of revenue

(Thousands of yen)

	Reportable segments				Other (Note)	Total
	Automobile- related business	Semiconductor- related business	Other automatic labor-saving equipment	Total		
Net sales						
Goods or services transferred at a point in time	554,980	14,292,191	1,674,323	16,521,495	987,000	17,508,496
Goods or services transferred over time	21,579,158	2,120,482	4,305,018	28,004,660	125,827	28,130,487
Revenue from contracts with customers	22,134,139	16,412,674	5,979,342	44,526,155	1,112,828	45,638,984
Other revenue	—	—	—	—	9,160	9,160
Sales to external customers	22,134,139	16,412,674	5,979,342	44,526,155	1,121,988	45,648,144
Intersegment sales and transfers	—	—	—	—	278	278
Total	22,134,139	16,412,674	5,979,342	44,526,155	1,122,267	45,648,423
Segment profit (loss)	3,248,869	1,045,159	465,084	4,759,113	61,046	4,820,159

Note: The “Other” classification is a segment that is not included in reportable segments and includes the solar power generation related operations and the point and customer management system related operations of the Company’s subsidiary.

2. Difference between the total amount of profit or loss of reportable segments and the amount recorded in the semi-annual consolidated statement of income, and the main details of the difference (matters concerning variance adjustment)

(Thousands of yen)

Profit	Amount
Reportable segment total	4,759,113
Profit of the “Other” classification	61,046
Elimination of intersegment transactions	2,280
Operating profit in the semi-annual consolidated statement of income	4,822,439

(Notes when there is a significant change in the amount of shareholders’ equity)

Not applicable.

(Notes on going concern assumption)

Not applicable.

3. Supplementary Information

Status of production, orders received, and sales

(1) Production results

The table below shows production results by segment in the six-month period.

Name of segment	Six months ended September 30, 2025 (Thousands of yen)	Year-on-year (%)
Automobile-related business	22,441,172	117.2
Semiconductor-related business	17,454,690	115.5
Other automatic labor-saving equipment	6,078,801	99.2
Others	1,065,402	103.3
Total	47,040,066	113.5

Note: Amounts are based on selling prices and manufacturing costs before intersegment transfers.

(2) Orders received

The table below shows orders received by segment in the six-month period.

Name of segment	Orders received (Thousands of yen)	Year-on-year (%)	Order backlog (Thousands of yen)	Year-on-year (%)
Automobile-related business	24,374,798	98.5	32,442,975	72.1
Semiconductor-related business	12,725,961	95.0	15,327,268	82.0
Other automatic labor-saving equipment	5,177,954	109.6	5,748,590	118.9
Others	1,150,465	102.4	695,541	138.5
Total	43,429,179	98.8	54,214,376	78.6

Note: Amounts are based on selling prices.

(3) Sales results

The table below shows sales results by segment in the six-month period.

Name of segment	Six months ended September 30, 2025 (Thousands of yen)	Year-on-year (%)
Automobile-related business	22,134,139	117.1
Semiconductor-related business	16,412,674	115.8
Other automatic labor-saving equipment	5,979,342	96.7
Others	1,121,988	101.1
Total	45,648,144	113.1

Note: Intersegment transactions are offset and eliminated.