# Consolidated Financial Results for the Fiscal Year Ended September 30, 2026 (Japanese GAAP)

November 11, 2026

| | |
|---|---|
| Company name: | TOYO Corporation |
| Listing: | Tokyo Stock Exchange |
| Securities code: | 8151 |
| URL: | https://www.toyo.co.jp/english |
| Representative: | Toshiya Kohno, Representative Director, President and CEO |
| Contact: | Toshiaki Matsui, Director, Senior Executive Officer and CFO |
| Telephone: | +81-3-3279-0771 |
| Scheduled date of annual general meeting of shareholders: | December 23, 2026 |
| Scheduled date to commence dividend payments: | December 24, 2026 |
| Scheduled date to file annual securities report: | December 22, 2026 |
| Preparation of supplementary materials on financial results: | Yes |
| Holding of financial results briefing: | Yes (for institutional investors) |

(Yen amounts are rounded down to millions)

**1. Consolidated financial results for the fiscal year ended September 30, 2026 (from October 1, 2025 to September 30, 2026)**

(1) Consolidated operating results (Percentages indicate year-on-year changes)

| | Net sales | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | |
|---|---|---|---|---|---|---|---|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Fiscal year ended September 30, 2026 | 38,371 | 17.9 | 3,512 | 83.5 | 3,716 | 87.2 | 2,397 | 100.5 |
| Fiscal year ended September 30, 2025 | 32,559 | (7.1) | 1,914 | (43.1) | 1,985 | (41.2) | 1,195 | (52.6) |

(Note) Comprehensive income: For the fiscal year ended September 30, 2026: ¥2,880 million (84.6%)
For the fiscal year ended September 30, 2025: ¥1,560 million (–34.5%)

| | Basic earnings per share | Diluted earnings per share | Rate of return on equity | Ordinary profit to total assets ratio | Operating profit to net sales ratio |
|---|---|---|---|---|---|
| | Yen | Yen | % | % | % |
| Fiscal year ended September 30, 2026 | 111.46 | 111.06 | 8.6 | 9.2 | 9.2 |
| Fiscal year ended September 30, 2025 | 55.55 | 55.32 | 4.3 | 5.0 | 5.9 |

(2) Consolidated financial position

| | Total assets | Net assets | Equity-to-asset ratio | Net assets per share |
|---|---|---|---|---|
| | Millions of yen | Millions of yen | % | Yen |
| As of September 30, 2026 | 41,252 | 28,121 | 67.9 | 1,340.99 |
| As of September 30, 2025 | 39,937 | 28,119 | 70.1 | 1,299.65 |

(Reference) Equity As of September 30, 2026: ¥28,007 million
As of September 30, 2025: ¥28,004 million

(3) Consolidated cash flows

| | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|---|---|---|---|---|
| | Millions of yen | Millions of yen | Millions of yen | Millions of yen |
| Fiscal year ended September 30, 2026 | 6,120 | (1,363) | (4,474) | 3,921 |
| Fiscal year ended September 30, 2025 | 2,195 | (770) | (972) | 3,657 |

**2. Cash dividends**

| | Annual dividends | | | | | Total dividends (annual) | Payout ratio (consolidated) | Ratio of total dividends to equity (consolidated) |
|---|---|---|---|---|---|---|---|---|
| | First quarter-end | Second quarter-end | Third quarter-end | Fiscal year-end | Total | | | |
| | Yen | Yen | Yen | Yen | Yen | Millions of yen | % | % |
| Fiscal year ended September 30, 2025 | – | 30.00 | – | 39.00 | 69.00 | 1,486 | 124.2 | 5.3 |
| Fiscal year ended September 30, 2026 | – | 30.00 | – | 40.00 | 70.00 | 1,483 | 62.8 | 5.3 |
| Fiscal year ending September 30, 2027 (forecast) | – | 30.00 | – | 41.00 | 71.00 | | 42.4 | |

**3. Consolidated financial results forecast for the fiscal year ending September 30, 2027 (from October 1, 2026 to September 30, 2027)**

(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 | % | Yen |
| Full year | 50,000 | 30.3 | 5,000 | 42.3 | 4,850 | 30.5 | 3,500 | 46.0 | 167.58 |

**Notes:**

(1) Significant changes in the scope of consolidation during the period: None

(2) 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 due to accounting estimation changes: None

(iv) Restatement: None

(3) Number of issued shares (common stock)

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

| | |
|---|---|
| As of September 30, 2026 | 22,085,000 |
| As of September 30, 2025 | 26,085,000 |

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

| | |
|---|---|
| As of September 30, 2026 | 1,199,568 |
| As of September 30, 2025 | 4,537,161 |

(iii) Average number of shares outstanding during the period

| | |
|---|---|
| Fiscal year ended September 30, 2026 | 21,508,409 |
| Fiscal year ended September 30, 2025 | 21,524,493 |

(Reference) Summary of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended September 30, 2026 (from October 1, 2025 to September 30, 2026)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes)

| | Net sales | | Operating profit | | Ordinary profit | | Profit | |
|---|---|---|---|---|---|---|---|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Fiscal year ended September 30, 2026 | 34,748 | 15.6 | 3,085 | 44.9 | 3,256 | 44.0 | 2,174 | 41.2 |
| Fiscal year ended September 30, 2025 | 30,052 | (2.8) | 2,129 | (19.9) | 2,262 | (14.9) | 1,540 | (17.9) |

| | Basic earnings per share | Diluted earnings per share |
|---|---|---|
| | Yen | Yen |
| Fiscal year ended September 30, 2026 | 101.09 | 100.72 |
| Fiscal year ended September 30, 2025 | 71.57 | 71.28 |

(2) Non-consolidated financial position

| | Total assets | Net assets | Equity-to-asset ratio | Net assets per share |
|---|---|---|---|---|
| | Millions of yen | Millions of yen | % | Yen |
| As of September 30, 2026 | 39,171 | 27,540 | 70.1 | 1,315.42 |
| As of September 30, 2025 | 38,609 | 28,120 | 72.6 | 1,301.71 |

(Reference) Equity As of September 30, 2026: ¥27,473 million

As of September 30, 2025: ¥28,049 million

This financial results report is out of scope of audit by certified public accountants or an audit firm.

*Explanation related to the appropriate use of the financial results forecast and other specific matters

The financial results forecast and other forward-looking statements herein are based on information currently available to the Company and certain assumptions deemed reasonable by the Company. Actual results may differ materially from the forecast due to various factors.

## Table of Contents


1. Overview of operating results, etc. ..... 2
(1) Overview of operating results for the fiscal year under review ..... 2
(2) Overview of financial position for the fiscal year under review ..... 3
(3) Overview of cash flows for the fiscal year under review ..... 4
(4) Outlook ..... 5
(5) Basic policy on profit distribution and dividends for the current and next fiscal years ..... 5
2. Basic approach to the selection of accounting standards ..... 6
3. Consolidated financial statements and principal notes ..... 7
(1) Consolidated balance sheet ..... 7
(2) Consolidated statements of income and comprehensive income ..... 9
Consolidated statement of income ..... 9
Consolidated statement of comprehensive income ..... 10
(3) Consolidated statement of changes in equity ..... 11
(4) Consolidated statement of cash flows ..... 13
(5) Notes to consolidated financial statements ..... 15
(Notes on going concern assumption) ..... 15
(Segment information, etc.) ..... 15
(Per share information) ..... 19
(Significant subsequent events) ..... 20

## 1. Overview of operating results, etc.

### (1) Overview of operating results for the fiscal year under review

TOYO Corporation ("the Company") is advancing its three-year medium-term management plan "TY2027," which runs through the fiscal year ending September 30, 2027, and is accelerating its growth strategy toward achieving its management targets of net sales of ¥45 billion, operating profit of ¥4.5 billion, and ROE of 11%.

In the current fiscal year, consolidated net sales reached a record high of ¥38,371 million (up 17.9% year on year). This broke down as domestic sales of ¥36,565 million (up 18.4% year on year) and overseas sales (mainly to the US and China) of ¥1,805 million (up 7.9% year on year). The Company steadily worked through the order backlog at the beginning of the period, and sales increased in almost all business segments, led by the Advanced Mobility and ICT / Information Security businesses. The consolidation of SONICGUARD, which became a subsidiary in January, also contributed to earnings.

Segment profit increased in all business segments. Operating profit rose sharply to ¥3,512 million (up 83.5% year on year), reflecting the positive effects of higher sales, an improved gross profit margin and other factors. Non-operating income, including foreign exchange gains, lifted ordinary profit to ¥3,716 million (up 87.2% year on year), while profit attributable to owners of parent reached ¥2,397 million (up 100.5% year on year).

New orders were ¥39,573 million (down 1.4% year on year), on par with the previous fiscal year, when the Company received a special large-scale defense-related project. Several large-scale projects were delayed as domestic and overseas automakers, the Company's principal customers, reviewed their investments in response to US tariffs, shifts in EV policy and rising material costs. The order backlog was ¥25,827 million (up 4.9% year on year), above the level at the end of the previous fiscal year.

Middle East instability had a minimal impact on the Company during the current fiscal year. Research and development investment at the automakers mentioned above is recovering at present, but the Company will continue to monitor developments, together with foreign exchange rates, where the yen continues to weaken. In the Chinese market, the business was affected by restrained capital expenditure amid sluggish economic conditions and by the Chinese government's policy favoring domestic products. The Company will work to recover ground by switching to a lineup of higher value-added products.

From the current fiscal year, the name of the reportable segment previously referred to as "Ocean / Defense & Security" has changed to "Defense & Security / Ocean." This change is limited to the name of the reportable segment and does not affect the segment information.

The results by segment were as follows.

(Advanced Mobility)

In the Advanced Mobility business, sales increased significantly. For AD/ADAS (Autonomous Driving / Advanced Driver-Assistance System) evaluation systems, centered on Rototest products, the Company recognized part of an overseas project originally scheduled for the previous fiscal year, as well as a large-scale domestic project. Sales also reflected the recognition of a large-scale EV charging project and growth in vibration and noise measurement products in the defense and aerospace sectors. Segment profit rose substantially, reflecting higher sales and an increase in high-margin projects, such as solution proposals for EV charging. As a result, sales were ¥9,569 million (up 26.0% year on year) and segment profit was ¥1,663 million (up 135.1% year on year).

(Sustainable Energy)

In the Sustainable Energy business, although core electrochemical measurement and hydrogen-related systems lacked momentum, partly because of weak business in China, the business as a whole performed steadily as cryogenic measurement equipment for superconducting quantum computers grew, and sales increased. Segment profit also rose, helped by lower selling, general and administrative expenses. As a result, sales were ¥6,190 million (up 6.0% year on year) and segment profit was ¥1,128 million (up 19.6% year on year).

(ICT / Information Security)

In the ICT / Information Security business, core network performance testing products for major telecommunications carriers performed as planned, and SYNESIS, a high-capacity packet capture device developed in-house, recorded its highest-ever sales. SONICGUARD, which became a consolidated subsidiary, lifted earnings, and cybersecurity-related products also increased, including the recognition of large-scale projects. As a result, sales were ¥9,324 million (up 14.8% year on year) and segment profit was ¥888 million (up 29.4% year on year).

(EMC & Antenna Systems)

In the EMC & Antenna Systems business, the Company recognized multiple large-scale projects, including for major automakers in Japan, and sales increased. Segment profit also increased because of growth in large-scale projects and calibration service projects and the absence of development costs for new products that were recorded in the previous fiscal year. As a result, sales were ¥4,981 million (up 12.5% year on year) and segment profit was ¥439 million (up 160.4% year on year).

(Defense & Security / Ocean)

In the Defense & Security / Ocean business, sales increased substantially, driven by the recognition of multiple large-scale defense-related projects and strong performance in multibeam echosounders. The Company continued to add staff for future business growth, but profitability recovered as one-time costs related to the large-scale project received in the previous fiscal year decreased in the current fiscal year, and segment profit increased. As a result, sales were ¥3,564 million (up 31.7% year on year) and segment profit was ¥397 million (up 57.8% year on year).

(Software Quality & Productivity)

In the Software Quality & Productivity business, maintenance contract renewals for source code static analysis tools and other products slowed, but version control tools for game developers performed steadily, and sales were on par with the previous fiscal year. Segment profit increased as profit margin improved through price revisions and a change in settlement currency. As a result, sales were ¥2,378 million (down 0.2% year on year) and segment profit was ¥416 million (up 18.9% year on year).

(Others)

In the Others business, although life science-related products lacked momentum, electron microscopes for materials science applications grew significantly, and sales increased. This also drove a substantial rise in segment profit. In the quantum business, the Company itself decided to introduce two quantum computers and will use them for joint research and use case development to promote sales. In the quantum sensing field, the Company is also advancing joint development with national research institutions and distributor agreements with overseas manufacturers, and has laid the groundwork for business expansion. As a result, sales were ¥2,362 million (up 59.2% year on year) and segment profit was ¥410 million (up 1,286.5% year on year).

## (2) Overview of financial position for the fiscal year under review

Assets, liabilities, and net assets

Total assets at the end of the current fiscal year were ¥41,252 million, up ¥1,315 million from the end of the previous fiscal year. The main positive factors were an increase of ¥963 million in cash and deposits, an increase of ¥916 million in merchandise and finished goods, an increase of ¥594 million in investment securities, an increase of ¥459 million in retirement benefit asset and an increase of ¥437 million in construction in progress. Meanwhile, the main negative factors were a decrease of ¥705 million in securities, a decrease of ¥700 million in long-term time deposits and a decrease of ¥539 million in other current assets.

Liabilities were ¥13,130 million, up ¥1,313 million from the end of the previous fiscal year. The main positive factors were an increase of ¥1,441 million in contract liabilities, an increase of ¥464 million in income taxes payable and an increase of ¥425 million in notes and accounts payable - trade.

Meanwhile, the main negative factor was a decrease of ¥1,100 million in short-term borrowings.

Net assets were ¥28,121 million, up ¥1 million from the end of the previous fiscal year. The main positive factors were a decrease of ¥4,156 million in treasury shares, an increase of ¥366 million in remeasurements of defined benefit plans and an increase of ¥177 million in valuation difference on available-for-sale securities. Meanwhile, the main negative factors were a decrease of ¥4,620 million in retained earnings and a decrease of ¥53 million in deferred gains or losses on hedges.

### (3) Overview of cash flows for the fiscal year under review

At the end of the current fiscal year, cash and cash equivalents were ¥3,921 million, up ¥263 million from the end of the previous fiscal year.

The cash flows for the current fiscal year and the main factors were as follows.

(Cash flows from operating activities)

The main components of cash inflow were profit before income taxes of ¥3,705 million and an increase in contract liabilities of ¥1,398 million. The main components of cash outflow were income taxes paid of ¥959 million and an increase in inventories of ¥454 million.

As a result, operating activities produced a net cash inflow of ¥6,120 million.

(Cash flows from investing activities)

The main components of cash inflows were proceeds from sale of securities of ¥711 million and proceeds from sale of property, plant and equipment of ¥16 million. The main components of cash outflows were expenditures of ¥955 million for the purchase of property, plant and equipment and ¥519 million for the purchase of investment securities.

As a result, investing activities produced a net cash outflow of ¥1,363 million.

(Cash flows from financing activities)

The main components of cash outflows were ¥1,535 million in expenditures for the purchase of treasury shares, ¥1,488 million in dividends paid and a net decrease in short-term borrowings of ¥1,450 million.

As a result, financing activities produced a net cash outflow of ¥4,474 million.

(Reference) Trends in cash flow-related indicators

| | | FY9/22 | FY9/23 | FY9/24 | FY9/25 | FY9/26 |
|---|---|---|---|---|---|---|
| Equity-to-asset ratio | (%) | 70.4 | 70.6 | 71.6 | 70.1 | 67.9 |
| Equity-to-asset ratio based on market value | (%) | 68.0 | 73.0 | 88.8 | 86.2 | 94.6 |
| Cash flow to interest-bearing debt ratio | (%) | － | － | 205.5 | 81.3 | 382.6 |
| Interest coverage ratio | (x) | － | － | 764.6 | 125.3 | 212.3 |

(Note) Equity-to-asset ratio: Equity / Total assets

Market-based equity ratio: Total market capitalization / Total assets

Cash flow to interest-bearing debt ratio: Operating cash flow / Interest-bearing debt

Interest coverage ratio: Operating cash flow / Interest payments

*All indicators are calculated using consolidated financial figures.

*Total market capitalization is calculated as the closing share price at the end of the period multiplied by the number of shares issued at the end of the period (excluding treasury shares).

*Operating cash flow is cash flows from operating activities in the consolidated statement of cash flows. Interest-bearing debt covers all liabilities on the consolidated balance sheet on which interest is paid. Interest payments are interest paid in the consolidated statement of cash flows.

*The cash flow to interest-bearing debt ratio for FY9/22 is not shown because the Company had no interest-bearing debt. The interest coverage ratio for FY9/22 is not shown because there were no interest payments.

*The cash flow to interest-bearing debt ratio and the interest coverage ratio for FY9/23 are not shown because operating cash flow was negative.

## (4) Outlook

As its vision for 2030, the Group has set the long-term vision “BT600-2030” (consolidated net sales of ¥60 billion plus alpha, consolidated operating profit of ¥7.5 billion and ROE of 15.0%). It is currently advancing the medium-term management plan “TY2027” (the fiscal years ending September 30, 2025 to September 30, 2027), whose final year, the fiscal year ending September 30, 2027, is the midpoint to 2030. The Group will execute its growth strategy around three pillars: business strategy, financial and capital strategy, and sustainability management. Through this strategy, it will continuously increase corporate value.

(i) Business strategy

The Group will expand its business mainly in fields such as advanced mobility, sustainable energy and defense. To add further value to and differentiate its products and services, it will promote recurring business that can be expected to generate stable revenue on a continuing basis and expand the provision of unique solutions based on its in-house products. The Group will also strengthen overseas business development, including by establishing new bases, and will continue to take an active approach to M&A to accelerate its growth strategy.

(ii) Financial and capital strategy

The Group’s policy is to use at least 50% of the funds generated from operating cash flow, asset sales and bank borrowings for growth investment, including M&A. It will also actively advance human capital investment, capital expenditure and DX / AI investment to strengthen its management base, aiming to grow its business and improve capital profitability.

The Company allocates profits for shareholder returns strategically and stably. Its dividend policy is a DOE (dividends on equity) of 5% or more, and it aims for continuous dividend increases. Most recently, the Company repurchased 730,000 of its own shares for ¥1,499.86 million between August 6, 2026 and August 24, 2026. It will continue to consider repurchases as appropriate, balancing them with growth investment.

(iii) Sustainability management

The Company shares the awareness across the organization that business activities based on its corporate philosophy are directly linked to promoting sustainability. It has set five priority issues (materialities) that it should focus on, from the perspectives of solving social issues through business and strengthening its management base, and is working on various measures. To accelerate these efforts under the medium-term management plan “TY2027,” it has set the items it will focus on most as the Sustainability Medium-Term Plan “STY2027.” The whole Company is promoting its priority issues of “contributing to technological innovation,” “promoting environmental conservation” and “establishing a sustainable management base.” Specific targets include expanding sales of solutions that contribute to advanced mobility development and the realization of a decarbonized society, reducing greenhouse gas emissions, increasing the ratio of women in management positions and obtaining certification as an Outstanding Organization of KENKO Investment for Health. The Company will continue to strengthen its sustainability initiatives, aiming to improve corporate value on a sustained basis and realize a sustainable society.

In the fiscal year ended September 30, 2026, the second year of “TY2027,” the Company returned to a growth trajectory and laid the groundwork for achieving “BT600-2030.” In the final year, it will continue to advance each growth strategy and work to achieve the management indicators of “TY2027.” For the financial results forecast for the fiscal year ending September 30, 2027, the order backlog at the beginning of the period has built up to a high level, and the Company plans to recognize large-scale defense-related projects and to consolidate a new subsidiary. The Company therefore expects net sales of ¥50,000 million, operating profit of ¥5,000 million, ordinary profit of ¥4,850 million and profit attributable to owners of parent of ¥3,500 million.

## (5) Basic policy on profit distribution and dividends for the current and next fiscal years

On dividends, the Company’s dividend policy under “TY2027” (the fiscal years ended September 30, 2025 to ending September 30, 2027) is a DOE of 5% or more, and it aims for stable and continuous dividend increases. Under this policy, the annual dividend for the fiscal year ended September 30, 2026 is planned at ¥70 per share. The interim dividend of ¥30 for the fiscal year ended September 30, 2026 was paid on June 9, 2026 based on a resolution of the Board of Directors on May 13, 2026. The annual dividend for the fiscal year ending September 30, 2027 is planned at ¥71 per share (including an interim dividend of ¥30), which would be the tenth consecutive year of dividend increases.

## 2. Basic approach to the selection of accounting standards

The Group’s policy is to prepare its consolidated financial statements under Japanese GAAP for the time being, taking into consideration the comparability of its consolidated financial statements over time and with other companies.

The Company will respond appropriately to the application of International Financial Reporting Standards (IFRS), taking into account domestic and overseas conditions.

## 3. Consolidated financial statements and principal notes

(1) Consolidated balance sheet

(Thousands of yen)

| | FY9/25<br>As of September 30, 2025 | FY9/26<br>As of September 30, 2026 |
|---|---|---|
| Assets | | |
| Current assets | | |
| Cash and deposits | 3,657,789 | 4,621,330 |
| Notes and accounts receivable - trade, and contract assets | 5,401,096 | 5,479,717 |
| Electronically recorded monetary claims - operating | 427,328 | 326,251 |
| Securities | 2,082,301 | 1,376,545 |
| Merchandise and finished goods | 3,785,008 | 4,701,585 |
| Prepaid expenses | 2,059,602 | 2,203,452 |
| Other | 2,079,242 | 1,539,307 |
| Allowance for doubtful accounts | (2,000) | (1,300) |
| Total current assets | 19,490,370 | 20,246,889 |
| Non-current assets | | |
| Property, plant and equipment | | |
| Buildings and structures | 2,338,140 | 2,402,780 |
| Accumulated depreciation and impairment | (1,509,654) | (1,566,211) |
| Buildings and structures, net | 828,485 | 836,568 |
| Vehicles | 9,562 | 14,617 |
| Accumulated depreciation | (8,060) | (11,882) |
| Vehicles, net | 1,501 | 2,735 |
| Tools, furniture and fixtures | 4,588,900 | 4,738,756 |
| Accumulated depreciation and impairment | (3,776,198) | (3,874,308) |
| Tools, furniture and fixtures, net | 812,702 | 864,447 |
| Land | 4,716,725 | 4,660,233 |
| Construction in progress | 6,539,403 | 6,976,579 |
| Total property, plant and equipment | 12,898,819 | 13,340,565 |
| Intangible assets | | |
| Goodwill | 1,482,923 | 1,402,135 |
| Software | 717,802 | 507,906 |
| Software in progress | 98,348 | 265,947 |
| Other | 88,082 | 110,765 |
| Total intangible assets | 2,387,157 | 2,286,754 |
| Investments and other assets | | |
| Investment securities | 2,392,783 | 2,987,724 |
| Retirement benefit asset | 736,629 | 1,195,965 |
| Deferred tax assets | 859,356 | 696,770 |
| Long-term time deposits | 700,157 | － |
| Other | 504,371 | 534,695 |
| Allowance for doubtful accounts | (32,599) | (37,311) |
| Total investments and other assets | 5,160,700 | 5,377,844 |
| Total non-current assets | 20,446,676 | 21,005,164 |
| Total assets | 39,937,046 | 41,252,054 |

(Thousands of yen)

| | FY9/25<br>As of September 30, 2025 | FY9/26<br>As of September 30, 2026 |
|---|---|---|
| Liabilities | | |
| Current liabilities | | |
| Notes and accounts payable - trade | 1,744,170 | 2,169,547 |
| Electronically recorded obligations - operating | － | 76,148 |
| Income taxes payable | 580,372 | 1,044,754 |
| Contract liabilities | 3,616,754 | 5,058,493 |
| Short-term borrowings | 2,700,000 | 1,600,000 |
| Provision for bonuses | 983,290 | 1,156,312 |
| Provision for bonuses for directors (and other officers) | 63,310 | 96,098 |
| Provision for shareholder benefit program | － | 60,000 |
| Other | 1,123,438 | 887,934 |
| Total current liabilities | 10,811,336 | 12,149,289 |
| Non-current liabilities | | |
| Retirement benefit liability | 799,848 | 715,128 |
| Deferred tax liabilities | － | 13,509 |
| Other | 206,172 | 252,854 |
| Total non-current liabilities | 1,006,020 | 981,492 |
| Total liabilities | 11,817,357 | 13,130,781 |
| Net assets | | |
| Shareholders' equity | | |
| Share capital | 4,158,000 | 4,158,000 |
| Capital surplus | 4,616,989 | 4,603,500 |
| Retained earnings | 24,866,224 | 20,245,944 |
| Treasury shares | (5,825,821) | (1,669,682) |
| Total shareholders' equity | 27,815,392 | 27,337,762 |
| Accumulated other comprehensive income | | |
| Valuation difference on available-for-sale securities | 119,227 | 296,963 |
| Deferred gains or losses on hedges | 41,734 | (11,319) |
| Foreign currency translation adjustment | 25,248 | 13,782 |
| Remeasurements of defined benefit plans | 3,050 | 369,864 |
| Total accumulated other comprehensive income | 189,261 | 669,291 |
| Share acquisition rights | 71,786 | 67,383 |
| Non-controlling interests | 43,249 | 46,836 |
| Total net assets | 28,119,689 | 28,121,272 |
| Total liabilities and net assets | 39,937,046 | 41,252,054 |

## (2) Consolidated statements of income and comprehensive income

Consolidated statement of income

(Thousands of yen)

| | FY9/25 (Oct 1, 2024–Sept 30, 2025) | FY9/26 (Oct 1, 2025–Sept 30, 2026) |
|---|---|---|
| Net sales | 32,559,176 | 38,371,025 |
| Cost of sales | 18,351,196 | 21,322,662 |
| Gross profit | 14,207,979 | 17,048,363 |
| Selling, general and administrative expenses | 12,293,335 | 13,535,622 |
| Operating profit | 1,914,644 | 3,512,740 |
| Non-operating income | | |
| Interest income | 40,055 | 37,559 |
| Dividend income | 26,922 | 36,933 |
| Gain on investments in investment partnerships | 14,446 | – |
| Foreign exchange gains | 65,673 | 148,648 |
| Reversal of compensation expenses | – | 70,000 |
| Other | 71,897 | 84,827 |
| Total non-operating income | 218,995 | 377,968 |
| Non-operating expenses | | |
| Interest expenses | 18,822 | 29,979 |
| Commission for purchase of treasury shares | 16,748 | 34,551 |
| Loss on investments in investment partnerships | – | 108,448 |
| Compensation expenses | 110,000 | – |
| Other | 2,873 | 1,015 |
| Total non-operating expenses | 148,444 | 173,994 |
| Ordinary profit | 1,985,195 | 3,716,714 |
| Extraordinary income | | |
| Gain on sale of non-current assets | 19,552 | 16,249 |
| Gain on sale of investment securities | 13,847 | 81,336 |
| Total extraordinary income | 33,400 | 97,585 |
| Extraordinary losses | | |
| Impairment losses | – | 59,738 |
| Loss on disposal of non-current assets | 4,532 | 4,116 |
| Loss on valuation of investment securities | 57,974 | 44,775 |
| Total extraordinary losses | 62,506 | 108,630 |
| Profit before income taxes | 1,956,090 | 3,705,669 |
| Income taxes - current | 900,585 | 1,361,571 |
| Income taxes - deferred | (133,866) | (54,367) |
| Total income taxes | 766,719 | 1,307,203 |
| Profit | 1,189,370 | 2,398,465 |
| Profit (loss) attributable to non-controlling interests | (6,224) | 1,141 |
| Profit attributable to owners of parent | 1,195,595 | 2,397,324 |

Consolidated statement of comprehensive income

(Thousands of yen)

| | FY9/25 (Oct 1, 2024–Sept 30, 2025) | FY9/26 (Oct 1, 2025–Sept 30, 2026) |
|---|---|---|
| Profit | 1,189,370 | 2,398,465 |
| Other comprehensive income | | |
| Valuation difference on available-for-sale securities | 101,825 | 177,736 |
| Deferred gains or losses on hedges | 136,597 | (53,053) |
| Foreign currency translation adjustment | 174,303 | (9,020) |
| Remeasurements of defined benefit plans, net of tax | (41,328) | 366,814 |
| Total other comprehensive income | 371,398 | 482,476 |
| Comprehensive income | 1,560,768 | 2,880,942 |
| Comprehensive income attributable to | | |
| Comprehensive income attributable to owners of parent | 1,564,956 | 2,877,354 |
| Comprehensive income attributable to non-controlling interests | (4,187) | 3,587 |

## (3) Consolidated statement of changes in equity

FY9/25 (October 1, 2024 to September 30, 2025)

(Thousands of yen)

| | Shareholders' equity | | | | |
|---|---|---|---|---|---|
| | Share capital | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 4,158,000 | 4,611,997 | 25,242,691 | (5,830,415) | 28,182,273 |
| Changes during period | | | | | |
| Dividends of surplus | | | (1,572,061) | | (1,572,061) |
| Profit attributable to owners of parent | | | 1,195,595 | | 1,195,595 |
| Purchase of treasury shares | | | | (83,615) | (83,615) |
| Disposal of treasury shares | | 4,992 | | 88,209 | 93,201 |
| Cancellation of treasury shares | | | | | – |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | – | 4,992 | (376,466) | 4,593 | (366,880) |
| Balance at end of period | 4,158,000 | 4,616,989 | 24,866,224 | (5,825,821) | 27,815,392 |

| | Accumulated other comprehensive income | | | | | Share acquisition rights | Non-controlling interests | Total net assets |
|---|---|---|---|---|---|---|---|---|
| | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | | | |
| Balance at beginning of period | 17,401 | (94,863) | (147,017) | 44,379 | (180,099) | 77,998 | 47,436 | 28,127,608 |
| Changes during period | | | | | | | | |
| Dividends of surplus | | | | | | | | (1,572,061) |
| Profit attributable to owners of parent | | | | | | | | 1,195,595 |
| Purchase of treasury shares | | | | | | | | (83,615) |
| Disposal of treasury shares | | | | | | | | 93,201 |
| Cancellation of treasury shares | | | | | | | | – |
| Net changes in items other than shareholders' equity | 101,825 | 136,597 | 172,266 | (41,328) | 369,361 | (6,211) | (4,187) | 358,962 |
| Total changes during period | 101,825 | 136,597 | 172,266 | (41,328) | 369,361 | (6,211) | (4,187) | (7,918) |
| Balance at end of period | 119,227 | 41,734 | 25,248 | 3,050 | 189,261 | 71,786 | 43,249 | 28,119,689 |

FY9/26 (October 1, 2025 to September 30, 2026)

(Thousands of yen)

| | Shareholders' equity | | | | |
|---|---|---|---|---|---|
| | Share capital | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 4,158,000 | 4,616,989 | 24,866,224 | (5,825,821) | 27,815,392 |
| Changes during period | | | | | |
| Dividends of surplus | | | (1,488,513) | | (1,488,513) |
| Profit attributable to owners of parent | | | 2,397,324 | | 2,397,324 |
| Purchase of treasury shares | | | | (1,500,954) | (1,500,954) |
| Disposal of treasury shares | | 24,923 | | 89,589 | 114,512 |
| Cancellation of treasury shares | | (38,413) | (5,529,090) | 5,567,504 | – |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | – | (13,489) | (4,620,279) | 4,156,138 | (477,630) |
| Balance at end of period | 4,158,000 | 4,603,500 | 20,245,944 | (1,669,682) | 27,337,762 |

| | Accumulated other comprehensive income | | | | | Share acquisition rights | Non-controlling interests | Total net assets |
|---|---|---|---|---|---|---|---|---|
| | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | | | |
| Balance at beginning of period | 119,227 | 41,734 | 25,248 | 3,050 | 189,261 | 71,786 | 43,249 | 28,119,689 |
| Changes during period | | | | | | | | |
| Dividends of surplus | | | | | | | | (1,488,513) |
| Profit attributable to owners of parent | | | | | | | | 2,397,324 |
| Purchase of treasury shares | | | | | | | | (1,500,954) |
| Disposal of treasury shares | | | | | | | | 114,512 |
| Cancellation of treasury shares | | | | | | | | – |
| Net changes in items other than shareholders' equity | 177,736 | (53,053) | (11,466) | 366,814 | 480,029 | (4,403) | 3,587 | 479,213 |
| Total changes during period | 177,736 | (53,053) | (11,466) | 366,814 | 480,029 | (4,403) | 3,587 | 1,582 |
| Balance at end of period | 296,963 | (11,319) | 13,782 | 369,864 | 669,291 | 67,383 | 46,836 | 28,121,272 |

(4) Consolidated statement of cash flows

(Thousands of yen)

| | FY9/25 (Oct 1, 2024–Sept 30, 2025) | FY9/26 (Oct 1, 2025–Sept 30, 2026) |
|---|---|---|
| Cash flows from operating activities | | |
| Profit before income taxes | 1,956,090 | 3,705,669 |
| Depreciation | 978,824 | 918,984 |
| Impairment losses | – | 59,738 |
| Amortization of goodwill | 200,364 | 207,636 |
| Increase (decrease) in allowance for doubtful accounts | (781) | 3,654 |
| Increase (decrease) in provision for bonuses | (108,103) | 168,027 |
| Increase (decrease) in provision for bonuses for directors (and other officers) | (46,690) | 32,788 |
| Increase (decrease) in retirement benefit liability | (7,580) | (3,909) |
| Increase (decrease) in provision for shareholder benefit program | – | 60,000 |
| Interest and dividend income | (66,977) | (74,492) |
| Interest expenses | 18,822 | 29,979 |
| Compensation expenses | 110,000 | – |
| Reversal of compensation expenses | – | (70,000) |
| Loss (gain) on investments in investment partnerships | (14,446) | 108,448 |
| Loss (gain) on sale of investment securities | (13,847) | (81,336) |
| Loss (gain) on valuation of investment securities | 57,974 | 44,775 |
| Loss (gain) on sale and retirement of non-current assets | (15,020) | (12,132) |
| Decrease (increase) in accounts receivable - trade, and contract assets | 752,627 | 146,983 |
| Decrease (increase) in inventories | 239,878 | (454,272) |
| Increase (decrease) in trade payables | 37,584 | 384,348 |
| Increase (decrease) in contract liabilities | 530,354 | 1,398,437 |
| Other | (1,529,977) | 484,665 |
| Subtotal | 3,079,095 | 7,057,994 |
| Interest and dividends received | 68,048 | 76,260 |
| Interest paid | (17,957) | (29,176) |
| Income taxes paid | (937,957) | (959,916) |
| Income taxes refund | 3,795 | 15,723 |
| Compensation expenses paid | – | (40,000) |
| Cash flows from operating activities | 2,195,024 | 6,120,885 |
| Cash flows from investing activities | | |
| Proceeds from sale of securities | 517,240 | 711,000 |
| Purchase of property, plant and equipment | (470,050) | (955,172) |
| Proceeds from sale of property, plant and equipment | 131,911 | 16,491 |
| Purchase of intangible assets | (407,389) | (381,851) |
| Purchase of investment securities | (553,328) | (519,683) |
| Proceeds from sale of investment securities | 37,030 | 10,215 |
| Purchase of shares of subsidiaries resulting in change in scope of consolidation | – | (250,123) |
| Other | (25,618) | 5,658 |
| Cash flows from investing activities | (770,204) | (1,363,466) |

(Thousands of yen)

| | FY9/25 (Oct 1, 2024–Sept 30, 2025) | FY9/26 (Oct 1, 2025–Sept 30, 2026) |
|---|---|---|
| Cash flows from financing activities | | |
| Net increase (decrease) in short-term borrowings | 700,000 | (1,450,300) |
| Purchase of treasury shares | (100,364) | (1,535,505) |
| Dividends paid | (1,572,061) | (1,488,513) |
| Proceeds from exercise of employee share options | 8 | 5 |
| Cash flows from financing activities | (972,417) | (4,474,313) |
| Effect of exchange rate change on cash and cash equivalents | 113,695 | (19,565) |
| Net increase (decrease) in cash and cash equivalents | 566,098 | 263,540 |
| Cash and cash equivalents at beginning of period | 3,091,691 | 3,657,789 |
| Cash and cash equivalents at end of period | 3,657,789 | 3,921,330 |

## (5) Notes to consolidated financial statements

(Notes on going concern assumption)

Not applicable.

(Segment information, etc.)

[Segment information]

1. Overview of reportable segments

(1) Method of determining reportable segments

The reportable segments of the Group are the constituent units of the Group for which separate financial information is available, and which the Board of Directors periodically reviews in order to determine the allocation of management resources and evaluate business performance. The Group's main business is the provision of products and solutions related to various measurements both domestically and overseas, the development of its own original products and solutions, and related support, maintenance, repair, and calibration, and it develops strategies for each business and develops business activities.

Accordingly, the Group's constituent units comprise segments by technology field, and the Group has seven reportable segments based on the similarity of the type and nature of the technologies: "Advanced Mobility," "Sustainable Energy," "ICT / Information Security," "EMC & Antenna Systems," "Defense & Security / Ocean," "Software Quality & Productivity" and "Others."

(2) Products and services belonging to each reportable segment

(Advanced Mobility)

The segment provides solutions for advanced measurement and analysis and for management and use of experimental data that support cutting-edge research and development toward building the next-generation mobility society. It contributes to the advancement of autonomous driving technology and advanced driver-assistance systems (ADAS), improvements in EV (electric vehicle) performance, and the development of eVTOL (electric vertical takeoff and landing) aircraft, known as flying cars. It also supports technological innovation across a wide range of industries through measurement and analysis of "noise and vibration" and "safety and durability" in transportation equipment and industrial machinery, as well as in the aerospace and semiconductor fields.

(Sustainable Energy)

The segment provides solutions that support technology development for building new energy infrastructure, such as renewable energy and EVs, toward realizing carbon neutrality by 2050. It offers a wide range of high-precision measurement and evaluation systems and data analysis tools, from basic research to product development, for secondary batteries such as rechargeable all-solid-state batteries, energy devices such as hydrogen fuel cells, and next-generation electronic materials used in power semiconductors and organic electronics.

(ICT / Information Security)

In ICT, the segment offers a wide range of advanced solutions that meet the latest technical standards, including test systems and analysis and monitoring systems for network performance testing, operations visualization and information security, which ensure quality and establish safe operation in information and communications technology. In information security, it delivers value in real time through service-solution and engineering-type services as well as new services that use the latest IT technologies (cloud, OSS, machine learning and big data analytics), covering everything from threat detection and analysis to support for countermeasures.

(EMC & Antenna Systems)

The segment provides electromagnetic wave and wireless communication measurement solutions. In EMC (electromagnetic compatibility) for electronic equipment such as automobiles, information and communications equipment, home appliances and medical devices, it meets a wide range of needs, from EMC compliance test systems and facilities and test environments to compliance testing and calibration services. It also provides wireless communication performance evaluation solutions, such as OTA (Over the Air) measurement systems for 5G and connected cars, and total support for large parabolic antenna ground systems and for antenna systems for satellite communications, defense and aerospace, from installation to maintenance and calibration.

(Defense & Security / Ocean)

In defense, the segment provides defense equipment and related systems with no offensive capability, using the world's most advanced technology, and contributes to Japan's security by strengthening national defense capability on land, at sea and in the air. In the ocean field, it provides a variety of measurement instruments and solutions related to the sea, whether on the sea surface, underwater, on the seabed or in port areas, contributing to marine surveys, offshore wind power generation, fisheries and more.

(Software Quality & Productivity)

The segment provides products and services that support the entire software development lifecycle and contribute to improving quality and productivity. It also offers solutions that support cybersecurity measures for in-vehicle software. In response to the global progress of digital transformation (DX) and the use of AI, it provides the latest security solutions required at software development sites to realize safe and secure systems.

(Others)

The segment provides quantum solutions centered on quantum computers and quantum sensing, which are expected to become widespread, and promotes the social implementation of quantum technology through the introduction and use of quantum computers and collaboration with related companies and research institutions. In addition, as solutions for the life science field, it also offers a digital planning tool (preoperative planning support) using 2D and 3D images in orthopedics and an image reading support system for chest X-ray and CT images. It also provides electron microscopes and an in-house developed oil particle counter that monitors oil contamination in wind power generation, automobiles and production equipment.

(3) Changes to reportable segments

From the current fiscal year, the name of the reportable segment previously referred to as “Ocean / Defense & Security” has changed to “Defense & Security / Ocean.” This change is limited to the name of the reportable segment and does not affect the segment information. The segment information for the previous fiscal year is also presented using the new reportable segment name.

2. Method of calculating net sales, profit (loss) and assets by reportable segment

The accounting methods for the reported business segments are largely the same as those described in “Significant matters forming the basis for preparing consolidated financial statements.”

Segment profit is based on operating profit.

3. Information on net sales, profit (loss) and assets by reportable segment and breakdown of revenue

FY9/25 (October 1, 2024 to September 30, 2025)

(Thousands of yen)

| | Reportable segments | | | |
|---|---|---|---|---|
| | Advanced Mobility | Sustainable Energy | ICT / Information Security | EMC & Antenna Systems |
| Net sales | | | | |
| Goods or services transferred at a point in time | 6,972,118 | 5,804,070 | 6,064,039 | 4,373,983 |
| Goods or services transferred over a period of time | 623,709 | 37,695 | 2,056,733 | 53,816 |
| Revenue from contracts with customers | 7,595,828 | 5,841,765 | 8,120,772 | 4,427,800 |
| Other revenue (Note) | – | – | – | – |
| Net sales | 7,595,828 | 5,841,765 | 8,120,772 | 4,427,800 |
| Segment profit | 707,740 | 943,224 | 686,893 | 168,861 |

(Thousands of yen)

| | Reportable segments | | | Total |
|---|---|---|---|---|
| | Defense & Security / Ocean | Software Quality & Productivity | Other | |
| Net sales | | | | |
| Goods or services transferred at a point in time | 2,488,606 | 1,117,472 | 1,322,287 | 28,142,578 |
| Goods or services transferred over a period of time | 217,921 | 1,265,298 | 124,495 | 4,379,670 |
| Revenue from contracts with customers | 2,706,528 | 2,382,771 | 1,446,782 | 32,522,249 |
| Other revenue (Note) | – | – | 36,927 | 36,927 |
| Net sales | 2,706,528 | 2,382,771 | 1,483,709 | 32,559,176 |
| Segment profit | 251,830 | 349,871 | 29,634 | 3,138,056 |

(Note) “Other revenue” includes revenue related to leases, etc.

FY9/26 (October 1, 2025 to September 30, 2026)

(Thousands of yen)

| | Reportable segments | | | |
|---|---|---|---|---|
| | Advanced Mobility | Sustainable Energy | ICT / Information Security | EMC & Antenna Systems |
| Net sales | | | | |
| Goods or services transferred at a point in time | 8,853,424 | 6,164,942 | 7,140,845 | 4,962,807 |
| Goods or services transferred over a period of time | 715,595 | 25,945 | 2,183,417 | 18,546 |
| Revenue from contracts with customers | 9,569,020 | 6,190,887 | 9,324,262 | 4,981,353 |
| Other revenue (Note) | – | – | – | – |
| Net sales | 9,569,020 | 6,190,887 | 9,324,262 | 4,981,353 |
| Segment profit | 1,663,881 | 1,128,481 | 888,539 | 439,652 |

(Thousands of yen)

| | Reportable segments | | | Total |
|---|---|---|---|---|
| | Defense & Security / Ocean | Software Quality & Productivity | Other | |
| Net sales | | | | |
| Goods or services transferred at a point in time | 3,346,488 | 1,036,558 | 2,197,589 | 33,702,656 |
| Goods or services transferred over a period of time | 218,313 | 1,341,625 | 125,659 | 4,629,104 |
| Revenue from contracts with customers | 3,564,802 | 2,378,184 | 2,323,249 | 38,331,760 |
| Other revenue (Note) | – | – | 39,264 | 39,264 |
| Net sales | 3,564,802 | 2,378,184 | 2,362,514 | 38,371,025 |
| Segment profit | 397,408 | 416,036 | 410,875 | 5,344,876 |

(Note) “Other revenue” includes revenue related to leases, etc.

4. Differences between the total of reportable segments and the amounts recorded in the consolidated financial statements, and the main components of those differences (matters related to reconciliation of differences)

(Thousands of yen)

| Profit | FY9/25 | FY9/26 |
|---|---|---|
| Total of reportable segments | 3,138,056 | 5,344,876 |
| Corporate expenses (Note) | (1,223,412) | (1,832,135) |
| Operating profit in the consolidated financial statements | 1,914,644 | 3,512,740 |

(Note) “Corporate expenses” mainly include operating expenses that are not attributable to the reportable segments.

(Per share information)

| FY9/25 (Oct 1, 2024–Sept 30, 2025) | | FY9/26 (Oct 1, 2025–Sept 30, 2026) | |
|---|---|---|---|
| Net assets per share | ¥1,299.65 | Net assets per share | ¥1,340.99 |
| Basic earnings per share | ¥55.55 | Basic earnings per share | ¥111.46 |
| Diluted earnings per share | ¥55.32 | Diluted earnings per share | ¥111.06 |

(Note) 1. The basis for calculating net assets per share is as follows.

| | FY9/25 As of September 30, 2025 | FY9/26 As of September 30, 2026 |
|---|---|---|
| Total net assets on the consolidated balance sheet (thousands of yen) | 28,119,689 | 28,121,272 |
| Net assets attributable to common stock (thousands of yen) | 28,004,654 | 28,007,053 |
| Main components of the difference (thousands of yen) | | |
| Share acquisition rights | 71,786 | 67,383 |
| Non-controlling interests | 43,249 | 46,836 |
| Number of issued shares of common stock (shares) | 26,085,000 | 22,085,000 |
| Number of treasury shares of common stock (shares) | 4,537,161 | 1,199,568 |
| Number of shares of common stock used to calculate net assets per share (shares) | 21,547,839 | 20,885,432 |

2. The basis for calculating basic earnings per share and diluted earnings per share is as follows.

| | FY9/25 (Oct 1, 2024–Sept 30, 2025) | FY9/26 (Oct 1, 2025–Sept 30, 2026) |
|---|---|---|
| Basic earnings per share | | |
| Profit attributable to owners of parent (thousands of yen) | 1,195,595 | 2,397,324 |
| Amount not attributable to common shareholders (thousands of yen) | – | – |
| Profit attributable to owners of parent relating to common stock (thousands of yen) | 1,195,595 | 2,397,324 |
| Average number of shares of common stock outstanding during the period (shares) | 21,524,493 | 21,508,409 |
| | | |
| Diluted earnings per share | | |
| Adjustment to profit attributable to owners of parent (thousands of yen) | – | – |
| Increase in number of shares of common stock (shares) | 87,681 | 78,188 |
| (of which, share acquisition rights (shares)) | (87,681) | (78,188) |
| Outline of potential shares not included in the calculation of diluted earnings per share because they have no dilutive effect | ———— | |

(Significant subsequent events)

(Business combination through acquisition)

On October 29, 2026, the Company's Board of Directors resolved to acquire all shares of Aloka Co., Ltd. (head office: Musashino-shi, Tokyo; "Aloka") and make it a subsidiary, and the Company concluded a share transfer agreement on the same date.

1. Purpose of share acquisition

Aloka is a specialist manufacturer of radiation measurement equipment whose main customers include government agencies, local governments, medical institutions and research institutions. Backed by its technology and brand strength, it holds high market shares in its main product areas and has built a solid position in the domestic market. The market for this equipment is expected to offer growing business opportunities over the medium to long term. Demand drivers include safety management at nuclear power plants and related facilities; the use of radiation in medicine and nuclear medicine; radiation detection for defense and homeland security; and statutory inspection, calibration and replacement. The Company has therefore decided to acquire all shares of Aloka.

Under its medium-term management plan "TY2027," with the final year ending September 30, 2027, the Company positions M&A as a key measure in its growth strategy and has been actively considering and executing acquisitions. With this share acquisition, Aloka will become the Group's largest subsidiary by business scale. It will also contribute significantly to the goals set out in "TY2027": acquiring new businesses that accelerate growth, advancing proprietary products and the recurring business, and expanding overseas business.

Going forward, the Company will also draw on Group resources to take Aloka products into overseas markets and expand them there. It also aims to contribute to next-generation cancer treatment using radiation, and to develop new products needed for fusion power facilities, which are expected to help meet rising electricity demand from AI data centers and other sources. With the addition of the radiation measurement business, the Company will continue to advance medium- to long-term growth and enhance corporate value across the Group.

2. Name, business activities, and scale of the acquired company

Name of the acquired company: Aloka Co., Ltd.

Business activities: Manufacture, sale and maintenance of radiation measurement equipment

Share capital: ¥100 million

3. Number of shares acquired, ownership ratio after acquisition and acquisition price

Number of shares acquired: 100 shares

Ownership ratio after acquisition: 100%

Acquisition price: At the request of the counterparty, this information is not disclosed at this time. It will be disclosed after the share transfer has been completed.

4. Schedule

Date of board resolution: October 29, 2026

Share transfer agreement date: October 29, 2026

Share transfer date: November 18, 2026 (scheduled)