



Think Automation and beyond...

Financial Results for the Third Quarter FY2026

(April 1 – December 31, 2025)

February 6, 2026
IDEC CORPORATION
Securities code : 6652



We will now begin the IDEC Corporation Financial Results Briefing for the Third Quarter of the Fiscal Year Ending March 2026.

My name is Rieko Motoyama from the Corporate Communications Office, and I will be serving as today's moderator.

Please allow me to introduce the attendees for today's session:

Takao Funaki, Managing Director

Yasuyuki Ogawa, Division General Manager of the Global Finance Division

Thank you for joining us.

Today, we will first provide an overview of the financial results for the third quarter, followed by a Q&A

session.

We appreciate your attention and participation.

| | | | |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|
| Net Sales | ■ Net Sales | <u>JPY53 billion</u> | (YoY +7.2%) |
| | – In Japan, sales increased as channel inventory was reduced and demand in major industries gradually recovered despite the impact of the business transfers. | | |
| | – In China, sales continued to perform strongly due to the ongoing normalization of channel inventories and the expanding demand in the automotive and semiconductor industries. | | |
| | – In the U.S., sales expanded due to the successful pass-through of additional U.S. tariff costs to selling prices. | | |
| Profit | ■ Operating Profit | <u>JPY4.4 billion</u> | (YoY +90.4%) |
| | ■ Ordinary Profit | <u>JPY4.9 billion</u> | (YoY +107.6%) |
| | ■ Net Profit* | <u>JPY2.9 billion</u> | (YoY +78.6%) |
| | <small>*Profit attributable to owners of parent</small> | | |
| – Profits improved significantly due to the increase in revenue. | | | |

Now, I would like to present an overview of the financial results.

Regarding the cumulative results for the third quarter, in Japan, the reduction of channel inventory has progressed, and demand in key industries has been gradually recovering.

As a result, even though sales from the solar power generation business group company—whose business was transferred in March 2025—are no longer included this fiscal year, overall sales increased.

In China, channel inventory levels have been normalizing, and demand in the vehicle and semiconductor industries has been expanding.

Consequently, performance has remained strong.

In the U.S., sales also increased, partly due to the successful pass-through of additional U.S. tariff costs to selling prices.

As a result of these factors, consolidated net sales for the cumulative third quarter increased by 7.2% YoY, reaching JPY 53.0 billion.

In terms of profit, operating profit grew significantly, increasing by 90.4% YoY to JPY 4.4 billion, driven by higher sales, resulting in substantial gains in both revenue and profit.

Consolidated Performance [Consolidated Statement of Income] - 1



| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 Cumulative 3Q | | FY2026 Cumulative 3Q | | |
|--------------------------------------------------------------------------------|-------------------------|-------------|-------------------------|---------------|----------------|
| | Actual | Sales Ratio | Actual | Sales Ratio | YoY |
| Net Sales | 49,470 | 100.0% | 53,017 | 100.0% | +7.2% |
| Gross Profit | 21,396 | 43.3% | 23,605 | 44.5% | + 10.3% |
| SG&A | 19,095 | 38.6% | 19,225 | 36.3% | +0.7% |
| Operating Profit | 2,301 | 4.7% | 4,380 | 8.3% | + 90.4% |
| Ordinary Profit | 2,367 | 4.8% | 4,913 | 9.3% | +107.6% |
| Profit attributable to owners of parent | 1,616 | 3.3% | 2,886 | 5.4% | + 78.6% |
| Basic earnings per share (JPY) | 54.84 | — | 97.78 | — | +42.94 |
| Average exchange rate for USD | 152.64 | | 148.71 | | -3.93 |
| Average exchange rate for EUR | 164.88 | | 171.83 | | +6.95 |
| Average exchange rate for CNY | 21.16 | | 20.77 | | -0.39 |

Copyright IDEC Corporation. All rights reserved.

3

The business results are shown here.

Gross profit margin reached 44.5%, driven by an increase in net sales.

SG&A ratio was 36.3%, primarily reflecting the impact of structural reforms implemented since the previous fiscal year, particularly reductions in labor costs.

Operating profit margin recovered to 8.3%.

The ordinary profit margin also improved to 9.3%, partly due to the recognition of foreign exchange gains.

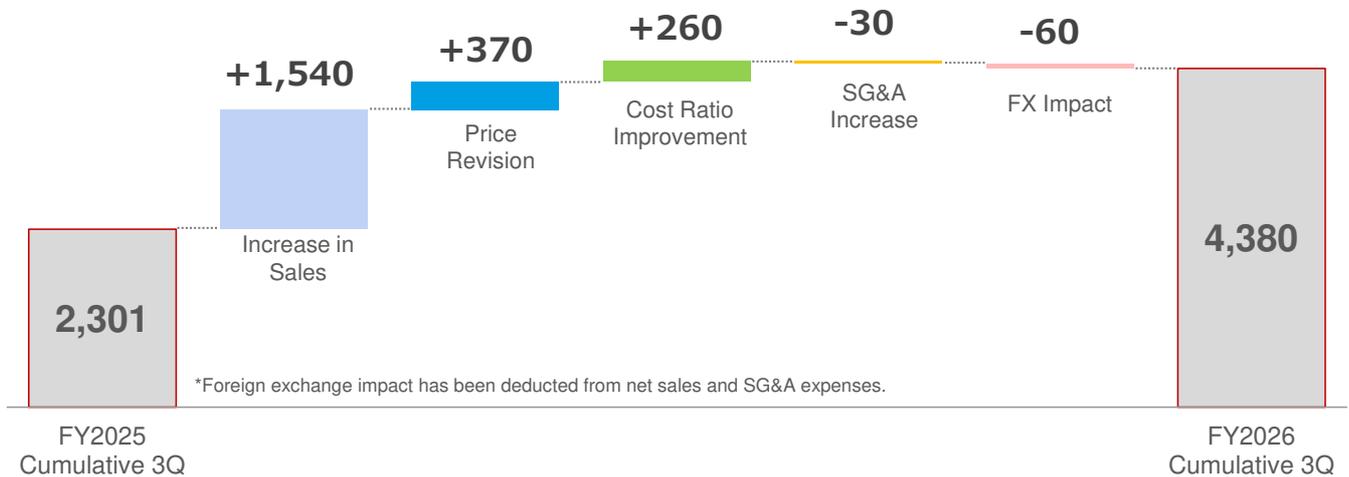
Overall, profit levels are recovering steadily.

Factors Behind Changes in Consolidated Operating Profit



Operating profit **increased by approximately JPY 2.08 billion** YoY, driven by higher sales resulting from the pass-through of additional U.S. tariff costs to selling prices, and strong sales performance in high-margin regions and product categories.

[Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down



Copyright IDEC Corporation. All rights reserved.

4

Next, I will explain the factors behind the changes in operating profit.

In addition to steady growth in sales, the positive impact of higher sales amounted to approximately JPY 1.54 billion, partly driven by the successful pass-through of additional U.S. tariff costs to selling prices. Furthermore, global price revisions contributed approximately JPY 370 million, and the improvement in the cost of sales ratio added another JPY 260 million, driven by solid sales in regions and product categories with higher profit margins.

As for SG&A expenses, in Japan, labor costs declined due to the second-career support program implemented in the previous fiscal year, and cost

reductions were also realized following the transfer of the solar power generation business in March 2025. However, overseas, costs increased partly due to foreign exchange effects and the integration of our U.S. operations in April 2025.

As a result, operating profit increased by approximately JPY 2.08 billion YoY.

Consolidated Performance [Consolidated Statement of Income] - 2



- Sales and profits both improved significantly YoY, driven by strong sales growth in high-margin regions such as Japan and the Americas, as well as increased sales of HMI and safety-related equipment.

| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 | | | | FY2026 | | | | 3Q (Oct.- Dec.) | | |
|--------------------------------------------------------------------------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|-------------|-----------------|---------------|----------------|
| | 3Q (Oct.- Dec.) | | 4Q (Jan.- Mar.) | | 1Q (Apr.- Jun.) | | 2Q (Jul.- Sep.) | | Actual | Sales Ratio | YoY |
| | Actual | Sales Ratio | | | |
| Net Sales | 16,381 | 100.0% | 17,909 | 100.0% | 15,736 | 100.0% | 18,374 | 100.0% | 18,906 | 100.0% | +15.4% |
| Gross Profit | 7,008 | 42.8% | 8,040 | 44.9% | 6,643 | 42.2% | 8,584 | 46.7% | 8,377 | 44.3% | +19.5% |
| SG&A | 6,258 | 38.2% | 6,688 | 37.3% | 6,318 | 40.2% | 6,298 | 34.3% | 6,608 | 35.0% | +5.6% |
| Operating Profit | 750 | 4.6% | 1,351 | 7.5% | 324 | 2.1% | 2,286 | 12.4% | 1,769 | 9.4% | +135.7% |
| Ordinary Profit | 903 | 5.5% | 1,110 | 6.2% | 627 | 4.0% | 2,282 | 12.4% | 2,003 | 10.6% | +121.7% |
| Profit attributable to owners of parent | 334 | 2.0% | 162 | 0.9% | 465 | 3.0% | 1,290 | 7.0% | 1,130 | 6.0% | +238.1% |
| Basic earnings per share (JPY) | 11.34 | — | 5.52 | — | 15.77 | — | 43.71 | — | 38.30 | — | +26.96 |

Copyright IDEC Corporation. All rights reserved.

5

Regarding the quarterly performance, sales remained strong across all regions, resulting in higher revenue and profit YoY, driven by robust sales in high-margin regions such as Japan and the Americas, as well as continued growth in HMI and safety-related products.

In the second quarter, profit margins exceeded our original expectations, driven by both sales growth from catching up on delays in the startup of the newly established logistics center in the U.S. and reductions in operating costs.

However, in the third quarter, operations returned to normal, and profitability has been recovering in a stable manner.

Sales by Region



| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down (Sales Ratio) | FY2025 Cumulative 3Q | FY2026 Cumulative 3Q | YoY |
|----------------------------------------------------------------------------------------------|----------------------------|----------------------------------|--------|
| Japan | 17,469 (35.3%) | 17,940 (33.8%) | +2.7% |
| Overseas | 32,000 (64.7%) | 35,076 (66.2%) | +9.6% |
| Americas | 10,588 (21.4%) | 11,706 (22.1%) | +10.6% |
| EMEA (Europe, Middle East, Africa) | 10,832 (21.9%) | 11,053 (20.9%) | +2.0% |
| Asia Pacific | 10,579 (21.4%) | 12,316 (23.2%) | +16.4% |
| Total | 49,470 (100.0%) | 53,017 (100.0%) | +7.2% |

Japan

YoY **+2.7%**

- Sales increased as channel inventory was worked down and demand in major industries gradually recovered despite the impact of the business transfer involving a Group company.

Overseas

YoY **+9.6%**

- Sales in the Americas increased, driven by the pass-through of additional U.S. tariff costs to selling prices, as well as progress in clearing backlog through 3Q.
- Sales in EMEA recorded a slight increase, supported by the impact of the weaker JPY, even though demand in major industries declined due to the economic downturn and geopolitical risks.
- Sales in Asia-Pacific increased, driven by growing demand in China's automotive and semiconductor industries, as well as the normalization of channel inventory levels.

Regarding sales by region, sales in Japan increased as channel inventory was worked down and demand in major industries gradually recovered, despite the impact of the business transfer involving a Group company.

Although sales in the Americas declined in the first quarter due to delays in the startup of the newly established logistics center, sales recovered in the second quarter. Sales increased overall, driven by the pass-through of additional U.S. tariff costs to selling prices, as well as progress in clearing backlog through the third quarter.

Sales in EMEA recorded a slight increase, supported by the impact of the weaker JPY, even though

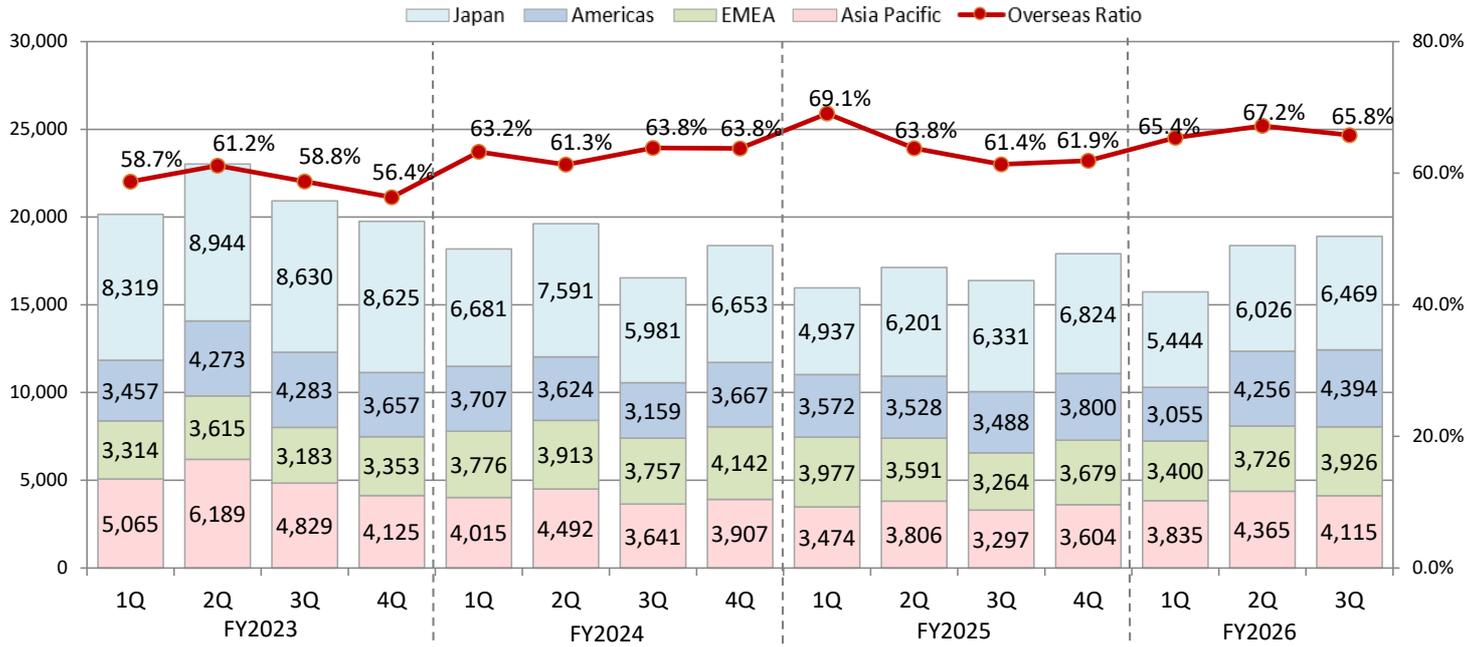
demand in major industries declined due to the economic downturn and geopolitical risks.

Sales in Asia-Pacific increased, driven by growing demand in China's vehicle and semiconductor industries, as well as the normalization of channel inventory levels.

Sales by Region [Quarterly Trends]



[Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down



Copyright IDEC Corporation. All rights reserved.

Looking at the quarterly trend, sales in each region showed a recovery.

Sales by Product



| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down (Sales Ratio) | FY2025 Cumulative 3Q | FY2026 Cumulative 3Q | YoY |
|-------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------|--------------|
| HMI | 23,902 (48.3%) | 24,675 (46.5%) | +3.2% |
| Industrial Relays & Components | 8,258 (16.7%) | 9,456 (17.8%) | +14.5% |
| Automation & Sensing | 6,288 (12.7%) | 5,708 (10.8%) | -9.2% |
| Safety & Explosion Protection | 7,959 (16.1%) | 9,324 (17.6%) | +17.2% |
| Systems | 2,425 (4.9%) | 3,851 (7.3%) | +58.8% |
| Others* | 635 (1.3%) | — | — |
| Total | 49,470 (100.0%) | 53,017 (100.0%) | +7.2% |

*Removed "Others" since 1Q FY2026 due to the sale of IDEC SYSTEMS & CONTROLS CORPORATION (Solar power generation business).

HMI (Human-Machine Interface)

Although the European economic slowdown and declining demand in the special vehicle industry had an impact, sales remained solid due to the normalization of channel inventory levels and steady sales of industrial switches for factory automation.

Industrial Relays & Components

Sales of control relays increased in core markets, including Asia-Pacific and North America.

Automation & Sensing

Although sales of the core product, programmable logic controllers, showed strong growth in North America and OEM orders were trending toward recovery, overall sales declined, partly due to lower sales of barcode readers in Japan.

Safety & Explosion Protection

Sales of safety-related equipment remained stable in core markets such as Japan and Asia-Pacific, with particularly strong performance in China.

Systems

Sales of control panels for semiconductor manufacturing and logistics-related equipment increased in the Asia-Pacific region.

Next, I will explain sales by product category.

In the HMI Business, sales of APEM-brand products have not yet fully recovered partly due to factors such as the European economic slowdown and declining demand in the special vehicle industry. However, sales of IDEC-brand products increased overall, driven by strong performance in industrial switches for factory automation.

In the Industrial Relays & Components Business, sales of key products such as control relays increased in the major Asia-Pacific and North American markets.

In the Automation & Sensing Business, sales of the core product line—programmable controllers—

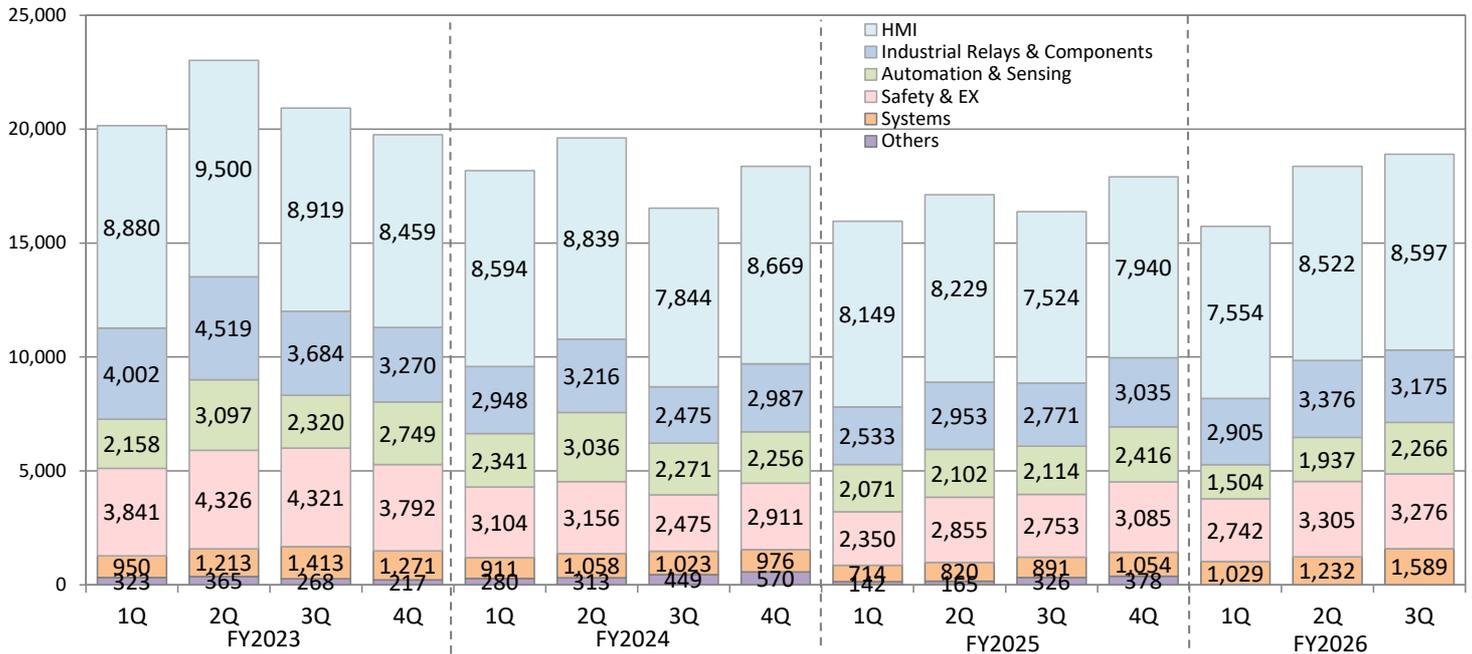
continued to grow steadily in North America, and OEM orders showed signs of improvement. However, overall sales declined due to a decrease in sales of barcode readers in Japan.

In the Safety & Explosion Protection Business, sales remained solid overall, driven not only by the strong performance in the core Japanese market but also by steady growth in sales of safety-related equipment in China.

Sales by Product [Quarterly Trends]



[Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down



Copyright IDEC Corporation. All rights reserved.

9

In the quarterly trend as well, sales in each business continued to perform strongly, and compared with the second quarter, the Automation & Sensing Business and the Systems Business recorded growth.

In the Automation & Sensing Business, sales have been gradually recovering each quarter. Compared with the second quarter, sales of sensing devices such as barcode readers increased in Japan. In addition, sales of mobility-related products in both Japan and Europe, as well as programmable controllers for OEM customers, also increased.

Orders Received



| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 Cumulative 3Q | | FY2026 Cumulative 3Q | | | |
|--------------------------------------------------------------------------------|---------------------------------|---------|---------------------------------|--------|---------------|--------|
| | Amount of Orders Received | Backlog | Amount of Orders Received | YoY | Backlog | YoY |
| Japan | 20,100 (19,316) | 6,831 | 20,038 | -0.3% | 5,627 | -17.6% |
| Americas | 10,001 | 2,453 | 11,813 | +18.1% | 2,873 | +17.1% |
| EMEA (Europe, Middle East, Africa) | 10,649 | 7,500 | 11,431 | +7.4% | 7,738 | +3.2% |
| Asia Pacific | 8,275 | 2,742 | 8,880 | +7.3% | 2,665 | -2.8% |
| Total | 49,027 | 19,528 | 52,164 | +6.4% | 18,906 | -3.2% |

Copyright IDEC Corporation. All rights reserved.

10

Orders received, like net sales, is also showing signs of recovery across all regions.

In Japan, results related to the solar power generation business had been included in orders and order backlog through the previous fiscal year; however, following the business transfer, this business is no longer included from the current fiscal year.

When comparing figures excluding this impact, orders received has increased, driven by the normalization of channel inventory levels.

Orders Received [Quarterly Trends]



- Order intake in Japan continues its recovery trend, supported by the normalization of channel inventory levels, despite a slight decline in orders at a Group company compared with 2Q.
- In the Americas, although demand from the construction machinery and material handling industries—APEM customers—has not yet recovered, demand from the factory automation industry, a key customer sector for the IDEC brand, remains solid.
- In EMEA, conditions continue to improve, partly supported by currency effects. In Asia-Pacific, order intake—particularly from China—remains solid.

| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 | | | | FY2026 | | | | FY2026 | |
|--------------------------------------------------------------------------------------|--------------------|---------|--------------------|---------|--------------------|---------|--------------------|---------|--------------------|---------------|
| | 3Q (Oct. - Dec.) | | 4Q (Jan. - Mar.) | | 1Q (Apr. - Jun.) | | 2Q (Jul. - Sep.) | | 3Q (Oct. - Dec.) | |
| | Orders Received | Backlog |
| Japan (Excluding Solar power generation business) | 6,996 (6,685) | 6,831 | 7,535 (6,320) | 5,271 | 6,541 | 5,985 | 6,875 | 6,168 | 6,621 | 5,627 |
| Americas | 3,229 | 2,453 | 3,908 | 2,611 | 3,557 | 3,191 | 3,953 | 2,929 | 4,302 | 2,873 |
| EMEA *Europe, Middle East, Africa | 3,450 | 7,500 | 3,776 | 7,522 | 2,989 | 7,086 | 3,767 | 7,072 | 4,675 | 7,738 |
| Asia Pacific | 2,908 | 2,742 | 4,573 | 4,353 | 2,421 | 3,269 | 3,007 | 2,591 | 3,451 | 2,665 |
| Total | 16,584 | 19,528 | 19,794 | 19,758 | 15,510 | 19,532 | 17,604 | 18,762 | 19,050 | 18,906 |

Copyright IDEC Corporation. All rights reserved.

11

Regarding the quarterly trend, Japan recorded a slight decline compared with the second quarter due to lower orders at group companies. However, demand in our core market—the factory automation industry—continued to remain solid.

In the Americas, orders for APEM-brand products remain weak due to declining demand in the construction machinery and material handling industries. Nevertheless, orders from the factory automation industry, which is the main customer base for IDEC-brand products, continued to be stable. In EMEA, orders showed signs of improvement, partly due to foreign exchange effects, while in the Asia-Pacific region, orders in China continued to be strong.

Highlights on Assets

- Although cash and deposits decreased, total assets increased by approximately JPY 3.27 billion compared to the end of the previous fiscal year, primarily due to increases in non-current assets and inventories.

Highlights on Liabilities

- Liabilities decreased by approximately JPY 1.18 billion compared to the end of the previous fiscal year, primarily due to reductions in other payables, borrowings, and accrued expenses.

Highlights on Net Assets

- Although retained earnings decreased, net assets increased by approximately JPY 4.45 billion compared to the end of the previous fiscal year, primarily due to an increase in the foreign currency translation adjustment.

| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 (previous FY) | FY2026 (end of December) | YoY |
|--------------------------------------------------------------------------------|-------------------------|-----------------------------|--------|
| Current Assets | 51,480 | 50,935 | -544 |
| Non-current Assets | 55,736 | 59,548 | +3,812 |
| Current Liabilities | 27,662 | 26,535 | -1,126 |
| Non-current Liabilities | 15,744 | 15,688 | -56 |
| Total Net Assets | 63,810 | 68,261 | +4,451 |
| Total Liabilities and Net Assets | 107,216 | 110,484 | +3,267 |
| Equity-to-Asset Ratio | 58.9% | 61.2% | +2.3% |

Next, I will explain the balance sheet.

On the assets side, although cash and deposits decreased, total assets increased by approximately JPY 3.27 billion compared with the end of the previous fiscal year, primarily due to increases in non-current assets and inventories.

Although inventories are currently trending upward, we are adjusting supply and demand on a global basis and plan to gradually reduce inventory levels toward the fiscal year-end.

On the liabilities side, liabilities decreased by approximately JPY 1.18 billion, primarily due to reductions in other payables, borrowings, and accrued expenses.

The equity-to-asset ratio increased by 2.3% points from the end of the previous fiscal year, reaching 61.2%.

Consolidated Performance <Consolidated Statement of Cash Flows>



Cash Flows from Operating Activities

- Cash flows amounted to approximately JPY 3.85 billion, primarily due to an increase in inventories, payment of corporate taxes, pre-tax quarterly net income, and depreciation expenses.

Cash Flows from Investing Activities

- Cash outflows amounted to approximately JPY 3.46 billion, primarily due to the acquisition of non-current assets.

Cash Flows from Financing Activities

- Cash outflows amounted to approximately JPY 4.75 billion, primarily due to repayments of borrowings and dividend payments.

| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 Cumulative 3Q | FY2026 Cumulative 3Q | YoY |
|--------------------------------------------------------------------------------|----------------------|----------------------|--------|
| CF from Operation Activities | 9,665 | 3,856 | -5,809 |
| CF from Investing Activities | -6,400 | -3,462 | +2,938 |
| Free Cash Flows (FCF) | 3,265 | 394 | -2,871 |
| CF from Financing Activities | -2,650 | -4,750 | -2,100 |
| Cash and cash equivalents at end of period | 16,031 | 15,069 | -961 |
| Capital Expenditures | 9,719 | 3,923 | -5,796 |
| Depreciation and Amortization | 3,059 | 2,979 | -80 |

Copyright IDEC Corporation. All rights reserved.

13

Cash flows from operating activities amounted to approximately JPY 3.85 billion, primarily due to an increase in inventories, payment of corporate taxes, pre-tax quarterly net income, and depreciation expenses.

Cash flows from investing activities were negative at approximately JPY 3.46 billion, primarily due to the acquisition of non-current assets.

Capital expenditures totaled JPY 3.9 billion, a decrease of approximately JPY 5.8 billion compared with the same period of the previous fiscal year. This decline is due to the acquisition of land and buildings in the U.S. during the third quarter of the previous fiscal year for the establishment of a new facility to strengthen operations in the Americas.

Forecast for the FY2026

(Fiscal year ending March 2026)

Forecast for the FY2026 *No Fix



- Performance through the 3Q has exceeded plan, and with no significant risk factors anticipated in the 4Q, performance is expected to remain solid.

| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 | | FY2026 | | |
|--------------------------------------------------------------------------------|--------|-------------|----------|-------------|--------|
| | Actual | Sales Ratio | Forecast | Sales Ratio | YoY |
| Net Sales | 67,380 | 100.0% | 68,700 | 100.0% | +2.0% |
| Gross Profit | 29,437 | 43.7% | 30,460 | 44.3% | +3.5% |
| SG&A | 25,784 | 38.3% | 25,710 | 37.4% | -0.3% |
| Operating Profit | 3,652 | 5.4% | 4,750 | 6.9% | +30.0% |
| Ordinary Profit | 3,477 | 5.2% | 5,020 | 7.3% | +44.4% |
| Profit attributable to owners of parent | 1,778 | 2.6% | 3,450 | 5.0% | +93.9% |
| Basic earnings per share (JPY) | 60.36 | — | 117.06 | — | +56.70 |
| Average exchange rate for USD | 152.62 | | 145 | | -7.62 |
| Average exchange rate for EUR | 163.87 | | 160 | | -3.87 |
| Average exchange rate for CNY | 21.11 | | 20.50 | | -0.61 |

Copyright IDEC Corporation. All rights reserved.

15

Regarding the full-year earnings forecast, we have not revised the projection announced in May. However, results through the third quarter have been tracking above plan.

For the fourth quarter as well, we do not currently anticipate any major risk factors and expect performance to remain steady.

Forecast for the FY2026 *No Fix



| [Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down | FY2025 | FY2026 | |
|-----------------------------------------------------------------------------------------------------------------------------|---------|----------|--------|
| | Actual | Forecast | YoY |
| HMI | 31,842 | 33,000 | +3.6% |
| Industrial Relays & Components | 11,294 | 11,500 | +1.8% |
| Automation & Sensing | 8,705 | 8,500 | -2.4% |
| Safety & Explosion Protection | 11,045 | 11,500 | +4.1% |
| Systems | 3,479 | 4,200 | +20.7% |
| Others | 1,013 | — | — |
| Total | 67,380 | 68,700 | +2.0% |
| *Removed "Others" since 1Q FY2026 due to the sale of IDEC SYSTEMS & CONTROLS CORPORATION (Solar power generation business). | | | |
| Domestic Sales | 24,294 | 24,800 | +2.1% |
| Overseas Sales | 43,085 | 43,900 | +1.9% |
| (Ratio of Overseas Sales) | (63.9%) | (63.9%) | |

We have also made no changes to our forecasts by product category or by region.

— : Stable ○ : Expansion

| Industry | Outlook for FY2027 (compared to the previous period) | Japan | US | Europe | China | APAC |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----|--------|-------|------|
| Machine Tools | Steady growth is expected to continue across all regions, excluding Europe. | ○ | ○ | — | ○ | ○ |
| Semiconductors | Demand for semiconductor manufacturing equipment is expected to increase, reflecting the robust growth projected for the global semiconductor market. | ○ | ○ | | ○ | |
| Robotics | Global growth is expected, driven primarily by the U.S. and China. | ○ | ○ | — | ○ | |
| Vehicles | Growth is expected to remain limited, partly due to U.S. tariff policies and conditions in the European market. | — | — | — | — | ○ |
| Special Vehicles | Markets such as construction machinery, material handling equipment, and defense related applications are expected to see a gradual recovery going forward. | — | — | — | — | |
| AGVs/AMRs | Strong global growth is expected to continue. | ○ | ○ | ○ | ○ | |

Regarding the outlook for key industries in the fiscal year ending March 2027, we expect continued global growth in the machine tool, semiconductor, robotic, and AGV/AMR industries, particularly in Japan, the U.S., and China. This excludes the vehicle and special vehicle industries, where the outlook remains uncertain due to factors such as U.S. tariff policies and conditions in the European market.

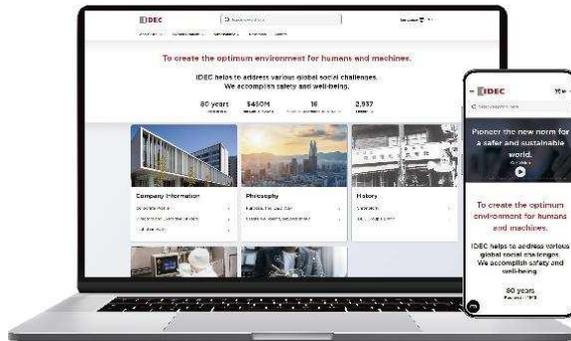
That concludes the explanation of our financial results overview.

Introduction to IDEC's Official Website

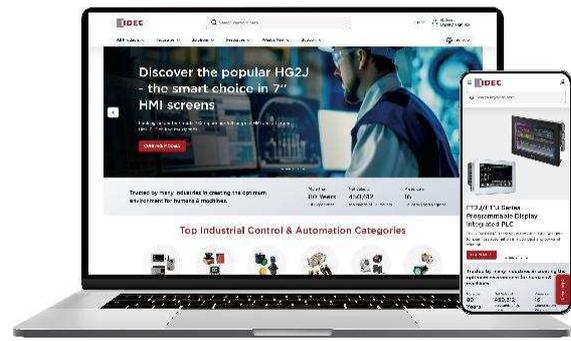
IDEC Launches Fully Redesigned Website



- **Corporate and Product Sites Separated and Revamped for Improved Usability**
- Content has been organized to enable users to intuitively reach the information they need, with **overall usability improved** through clearer and more effective navigation pathways.
- The website design has been revamped with **a more refined visual structure.**



The Corporate Site : <https://www.idec.com>



The Product Site: (USA) <https://www.idec.com/en-us>

References

| Currency | Exchange Assumption | Estimated impact of a JPY 1 fluctuation *For CNY, estimated impact based on a JPY 0.1 fluctuation | |
|----------|---------------------|------------------------------------------------------------------------------------------------------|------------------------|
| | | Net Sales | Operating Profit |
| USD | JPY 145 | Approx. JPY 100 million | Approx. JPY 10 million |
| EUR | JPY 160 | Approx. JPY 110 million | Approx. JPY 10 million |
| CNY | JPY 20.50 | Approx. JPY 40 million | Approx. JPY 5 million |

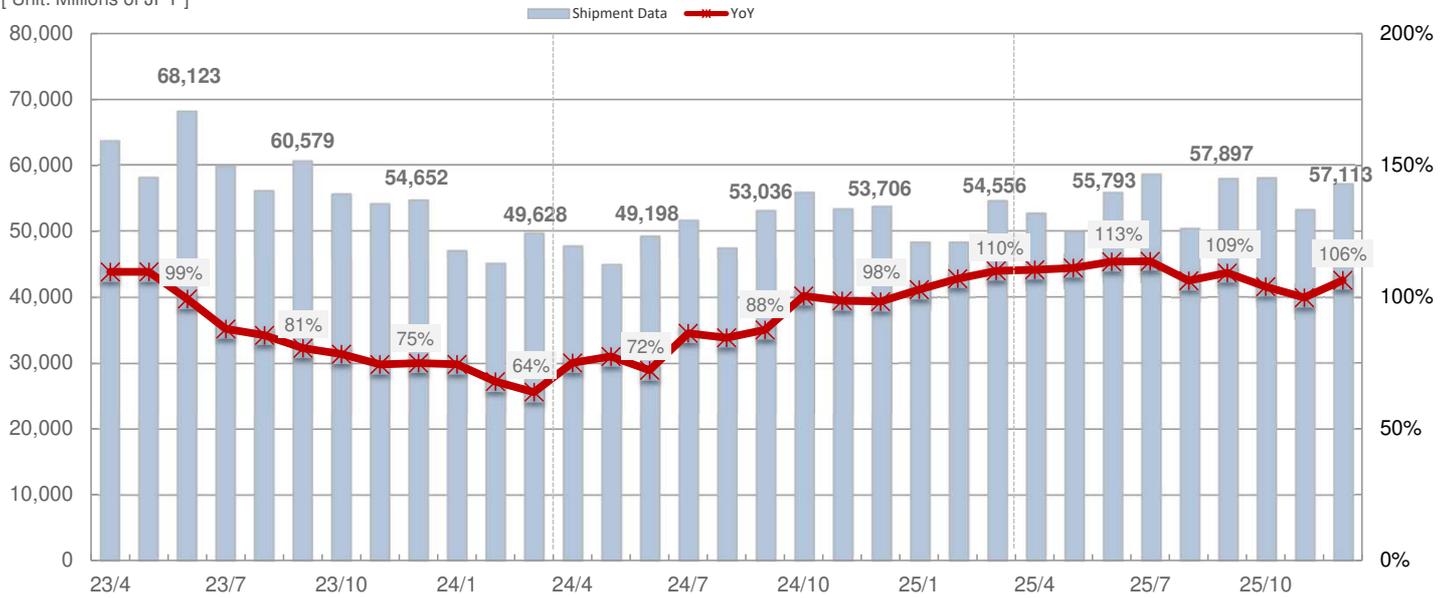
Industry Trend (Transition of shipment data of NECA*)

*Nippon Electric Control Technology Industries Association



Transition of the industrial shipment and YoY status (between Apr. 2023 to Dec. 2025)

[Unit: Millions of JPY]



Copyright IDEC Corporation. All rights reserved.

Sales Classification by Segment



| HMI | Industrial Relays & Components | Automation & Sensing | Safety & Explosion Protection | Systems |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Industrial switches Joysticks Pilot lights Operator interfaces  <p>APEM products</p>  | <ul style="list-style-type: none"> Switching power supplies Terminal blocks Industrial relays/sockets Circuit protectors LED illumination units  | <ul style="list-style-type: none"> Programmable logic controllers Sensors Automatic identification devices  | <ul style="list-style-type: none"> Safety-related products Explosion protection products  | <ul style="list-style-type: none"> Collaborative robot systems Interface complex systems Security systems Other various systems  |

This material contains our plans and performance forecasts, which we have planned and expected in accordance with available information as of February 6, 2026.

Therefore, actual performances may vary from aforementioned plans and expected values due to unforeseeable events and factors.

The original language is Japanese in financial results materials. The English version is translated into the original Japanese version. In the case of any discrepancy between the English translation and the Japanese original, the latter shall prevail.

IDEC CORPORATION
Strategic Planning Division
TEL : +81-6-6398-2505
FAX : +81-6-6398-2587

