# Financial Results for the First Half FY2027

## (April 1, 2026 to September 30, 2026)

**IDEC CORPORATION**

Securities code: 6652

**November 6, 2026**

# 01 First Half Results for FY2027

# Key Points of Financial Results

## Net sales

**Net sales JPY 43.2 billion (YoY +26.8%)**

- Driven by expanding capital investment in AI and digital-related fields, orders continued to grow globally, particularly in the semiconductor equipment, robotics, and machine tool industries, while sales increased across regions and major product categories.

## Profit

**Operating profit JPY 6.2 billion (YoY +137.4%)**

**Margin 14.3%**

- Profit improved significantly on higher sales.

## Dividends

**Interim dividend JPY 65 (Previous year: JPY 65)**

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# Consolidated Results

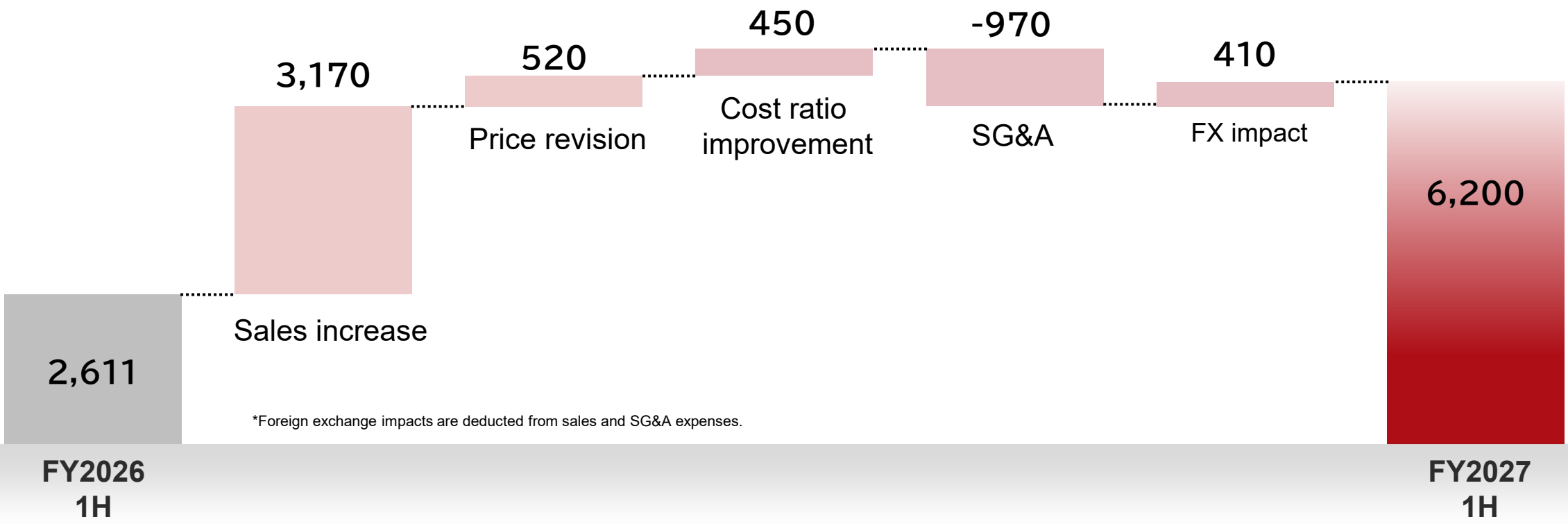
| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026 1H | | FY2027 1H | | |
|---|---|---|---|---|---|
| | Actual | Sales ratio | **Actual** | **Sales ratio** | **YoY** |
| Net sales | 34,111 | 100.0% | **43,269** | 100.0% | +26.8% |
| Gross profit | 15,228 | 44.6% | **20,551** | 47.5% | +35.0% |
| SG&A | 12,617 | 37.0% | **14,351** | 33.2% | +13.7% |
| Operating profit | 2,611 | 7.7% | **6,200** | 14.3% | +137.4% |
| Ordinary profit | 2,909 | 8.5% | **6,177** | 14.3% | +112.3% |
| Profit attributable to owners of parent | 1,755 | 5.1% | **7,251** | 16.8% | +313.1% |
| Basic earnings per share (JPY) | 59.48 | - | **244.84** | - | +185.36 |

| | | | |
|---|---|---|---|
| Average exchange rate for USD | 146.03 | **159.49** | +13.46 |
| Average exchange rate for EUR | 168.05 | **184.42** | +16.37 |
| Average exchange rate for CNY | 20.29 | **23.54** | +3.25 |

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# Factors of Operating Profit and Loss Fluctuations

- Sales increased across regions and major product categories, supported by price revisions, while the cost ratio improved due to a higher sales mix of high-margin safety-related products.
- SG&A increased, reflecting higher sales-related costs and rising labor costs due to inflation.
- Operating profit increased by JPY 3.58 billion year on year.




*Foreign exchange impacts are deducted from sales and SG&A expenses.

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# Consolidated Results (Quarterly)

- The 2Q operating profit margin reached 17.1%, driven by strong sales of high-margin HMI and safety-related products, particularly in Japan and China.

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026 | | | | | | FY2027 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2Q (July-September) | | 3Q (October-December) | | 4Q (January-March) | | 1Q (April-June) | | 2Q (July-September) | | |
| | Actual | Sales ratio | Actual | Sales ratio | Actual | Sales ratio | Actual | Sales ratio | **Actual** | **Sales ratio** | **YoY** |
| Net sales | 18,374 | 100.0% | 18,906 | 100.0% | 19,950 | 100.0% | 21,405 | 100.0% | **21,863** | **100.0%** | **+19.0%** |
| Gross profit | 8,584 | 46.7% | 8,377 | 44.3% | 8,743 | 43.8% | 9,735 | 45.5% | **10,816** | **49.5%** | **+26.0%** |
| SG&A | 6,298 | 34.3% | 6,608 | 35.0% | 7,005 | 35.1% | 7,277 | 34.0% | **7,073** | **32.4%** | **+12.3%** |
| Operating profit | 2,286 | 12.4% | 1,769 | 9.4% | 1,738 | 8.7% | 2,458 | 11.5% | **3,742** | **17.1%** | **+63.7%** |
| Ordinary profit | 2,282 | 12.4% | 2,003 | 10.6% | 1,656 | 8.3% | 2,530 | 11.8% | **3,647** | **16.7%** | **+59.8%** |
| Profit attributable to owners of parent | 1,290 | 7.0% | 1,130 | 6.0% | 987 | 4.9% | 4,754 | 22.2% | **2,497** | **11.4%** | **+93.6%** |
| Basic earnings per share (JPY) | 43.71 | – | 38.30 | – | 33.44 | – | 160.69 | – | **84.15** | – | **+40.44** |

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# Sales by Region

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down<br>(Sales ratio) | FY2026<br>1H | FY2027<br>1H | YoY |
|---|---|---|---|
| **Japan** | 11,471<br>(33.6%) | **14,211**<br>**(32.8%)** | +23.9% |
| **Overseas** | 22,639<br>(66.4%) | **29,057**<br>**(67.2%)** | +28.4% |
| Americas | 7,311<br>(21.4%) | **8,586**<br>**(19.9%)** | +17.4% |
| EMEA<br>(Europe, Middle East, Africa) | 7,127<br>(20.9%) | **8,709**<br>**(20.1%)** | +22.2% |
| Asia Pacific | 8,200<br>(24.1%) | **11,761**<br>**(27.2%)** | +43.4% |
| **Total** | 34,111<br>(100.0%) | **43,269**<br>**(100.0%)** | +26.8% |

**Japan**

- Sales grew as orders remained strong, driven by growing demand from the semiconductor and robotics industries since the end of the previous fiscal year.

**Americas**

- Sales remained strong, supported by continued growth in demand from the data center and semiconductor equipment industries.

**EMEA**

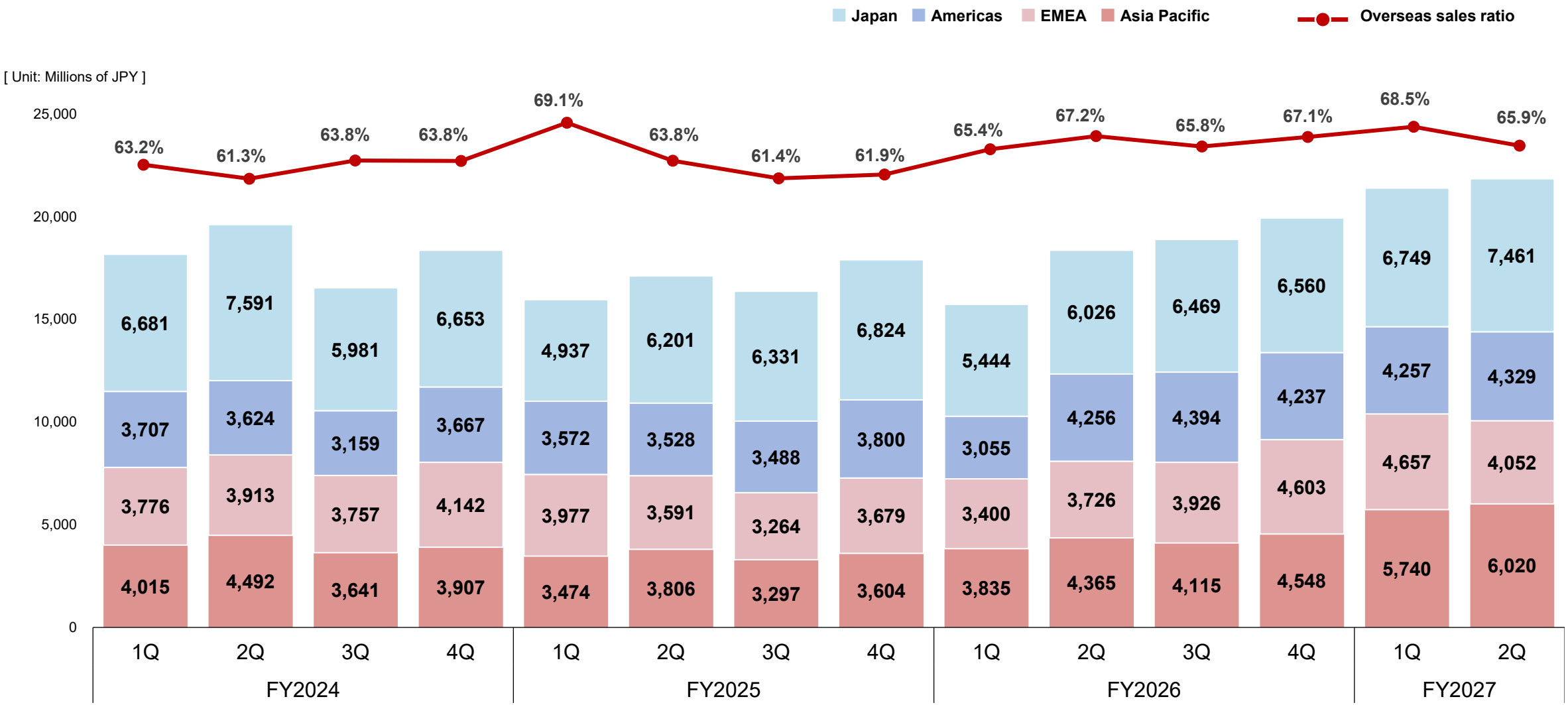
- Sales grew as demand in key industries gradually recovered in Europe.

**Asia Pacific**

- Sales grew strongly, driven by expanding FA demand from smart factory investments in China's automotive and semiconductor industries.

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# Sales by Region (Quarterly)




*Amounts less than JPY 1 million are rounded down

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# Sales by Product

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down<br>(Sales ratio) | FY2026<br>1H | FY2027<br>1H | YoY |
|---|---|---|---|
| HMI | 16,077<br>(47.2%) | **20,262**<br>**(46.8%)** | +26.0% |
| Industrial Relays & Components | 6,281<br>(18.4%) | **8,095**<br>**(18.7%)** | +28.9% |
| Automation & Sensing | 3,442<br>(10.1%) | **4,217**<br>**(9.7%)** | +22.5% |
| Safety & Explosion Protection | 6,047<br>(17.7%) | **8,609**<br>**(19.9%)** | +42.3% |
| Systems | 2,261<br>(6.6%) | **2,084**<br>**(4.8%)** | -7.8% |
| **Total** | 34,111<br>(100.0%) | **43,269**<br>**(100.0%)** | +26.8% |

**HMI**

- Sales of industrial switches remained strong, supported by robust demand from the FA market, particularly from semiconductor equipment manufacturers.

**Industrial Components**

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

**Automation & Sensing**

- Sales of programmable logic controllers, our core product, increased, driven by strong demand in North America, our core market, and growing shipments to OEM customers.

**Safety & Explosion Protection**

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

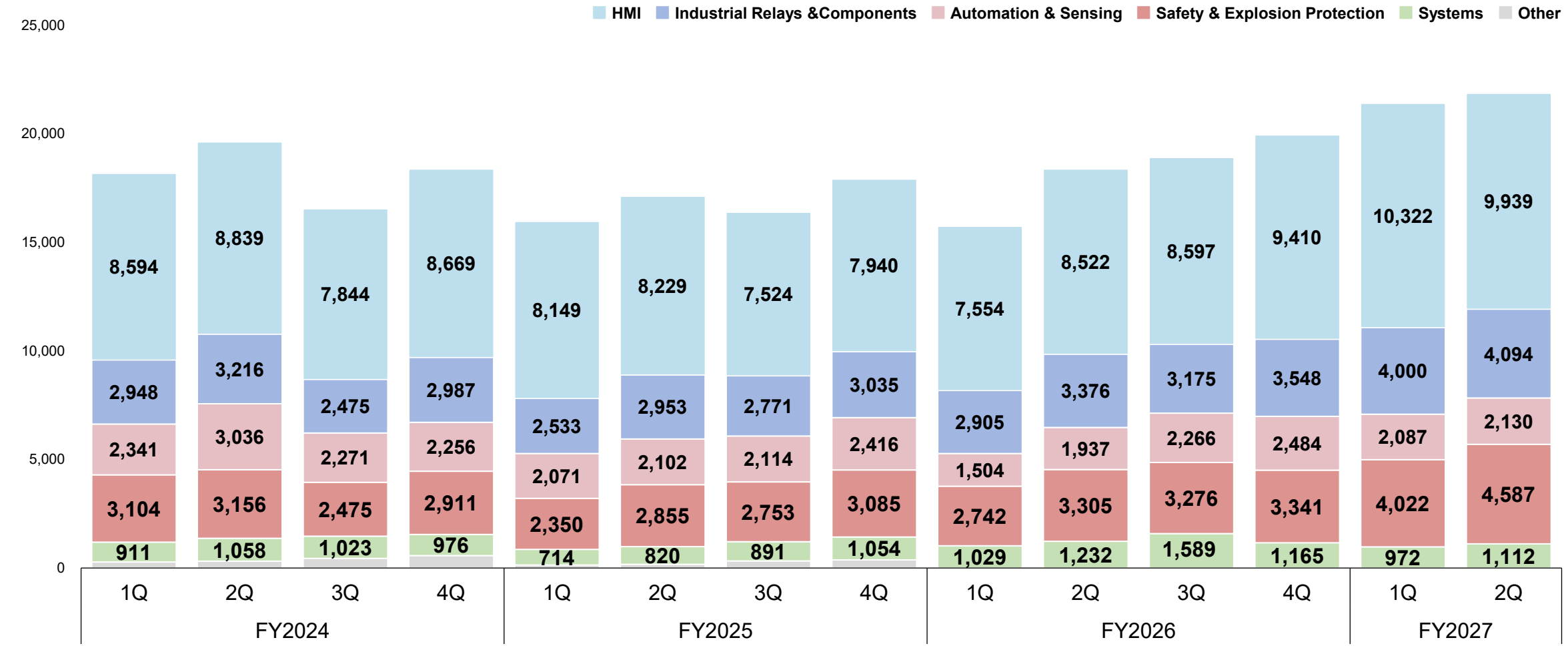
**Systems**

- Sales of control panels for semiconductor manufacturing and logistics-related equipment decreased in Japan and Asia Pacific.

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# Sales by Product (Quarterly)

[ Unit: Millions of JPY ]




*Amounts less than JPY 1 million are rounded down
* "Other" was discontinued from FY2026 due to the sale of IDEC Systems & Controls Corporation (solar power business), etc.

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# Focus Industries and Trends

- AI-related investment continues to drive growth in semiconductor equipment investment, while demand for machine tools and robotics remains solid.

-: Flat ○: Expand ◎: Strong

| | | FY2027 outlook | Japan | U.S. | Europe | China | APAC |
|---|---|---|---|---|---|---|---|
| **Machine tools** |  | • Moderate growth is expected to continue globally. | ○ | ○ | ○ | ○ | ○ |
| **Semiconductors** |  | • AI-related investments are driving capital spending in the semiconductor equipment market, supporting strong growth across all regions. | ◎ | ◎ | ○ | ◎ | ○ |
| **Robotics** |  | • Global growth is expected, particularly in Japan and China. | ○ | ○ | - | ○ | ○ |
| **Automotive** |  | • Automotive-related investment is rising in China and Asia. | - | - | - | ○ | ○ |
| **Special vehicles** |  | • Construction machinery, material handling equipment, and defense-related industries are all recovering. | - | - | ○ | ○ | |
| **AGVs/AMRs** |  | • Strong global growth is expected to continue, driven by labor shortages and growing demand for automation. | ○ | ○ | ○ | ◎ | |

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# Orders Received

- Strong order momentum continued across regions, with both orders received and order backlog increasing significantly year on year.
- 1H orders received reached a record high.

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026 1H | | FY2027 1H | | | |
|---|---|---|---|---|---|---|
| | Orders received | Order backlog | Orders received | YoY | Order backlog | YoY |
| Japan | 13,417 | 6,168 | **20,437** | +52.3% | **11,756** | +90.6% |
| Americas | 7,510 | 2,929 | **9,646** | +28.4% | **4,581** | +56.4% |
| EMEA<br>(Europe, Middle East, Africa) | 6,756 | 7,072 | **10,483** | +55.2% | **9,337** | +32.0% |
| Asia Pacific | 5,429 | 2,591 | **11,968** | +120.4% | **6,967** | +168.8% |
| Total | 33,114 | 18,762 | **52,536** | +58.6% | **32,642** | +74.0% |

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# Orders Received (Quarterly)

- In Japan, orders continued to grow, driven by strong demand in the semiconductor equipment and robotics industries, as well as front-loaded demand associated with the core system renewal.
- In China, strong demand from the semiconductor equipment and machine tool industries continued, driving order growth in Asia Pacific.
- Quarterly orders reached a record high for the second consecutive quarter in 2Q, following the record set in 1Q.

| [ Unit: Millions of JPY ] *Amounts less than JPY 1 million are rounded down | FY2026 | | | | | | FY2027 | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2Q (July-September) | | 3Q (October-December) | | 4Q (January-March) | | 1Q (April-June) | | 2Q (July-September) | |
| | Orders received | Order backlog | Orders received | Order backlog | Orders received | Order backlog | Orders received | Order backlog | Orders received | Order backlog |
| Japan | 6,875 | 6,168 | 6,621 | 5,627 | 8,282 | 6,605 | 9,782 | 9,049 | **10,655** | **11,756** |
| Americas | 3,953 | 2,929 | 4,302 | 2,873 | 4,706 | 3,392 | 4,997 | 4,146 | **4,648** | **4,581** |
| EMEA (Europe, Middle East, Africa) | 3,767 | 7,072 | 4,675 | 7,738 | 4,812 | 7,813 | 5,450 | 8,524 | **5,033** | **9,337** |
| Asia Pacific | 3,007 | 2,591 | 3,451 | 2,665 | 6,620 | 5,564 | 5,390 | 5,870 | **6,577** | **6,967** |
| Total | 17,604 | 18,762 | 19,050 | 18,906 | 24,420 | 23,376 | 25,620 | 27,591 | **26,915** | **32,642** |

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# Consolidated Balance Sheet

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026<br>(end of Mar.) | FY2027<br>(end of Sep.) | YoY |
|---|---|---|---|
| Current assets | 53,312 | **56,065** | +2,752 |
| Non-current assets | 60,259 | **58,207** | -2,051 |
| Current liabilities | 27,065 | **29,083** | +2,017 |
| Non-current liabilities | 16,586 | **10,614** | -5,972 |
| Total net assets | 69,920 | **74,575** | +4,655 |
| Total liabilities and net assets | 113,572 | **114,273** | +700 |
| Equity-to-asset ratio | 61.0% | **64.9%** | +3.9% |

**Assets**

- Total assets rose approx. JPY 0.7 billion from the previous fiscal year-end, as cash and deposits, inventories, and trade receivables increased while property, plant and equipment and intangible assets decreased.

**Liabilities**

- Liabilities fell approx. JPY 3.95 billion from the previous fiscal year-end, as borrowings decreased while trade payables, accrued income taxes, and accrued expenses increased.

**Net assets**

- Net assets rose approx. JPY 4.65 billion from the previous fiscal year-end, mainly due to an increase in retained earnings.

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# Consolidated Cash Flows

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026 1H | FY2027 1H | YoY |
|---|---|---|---|
| CF from operating activities | 2,288 | **7,282** | +4,993 |
| CF from investing activities | -1,959 | **2,628** | +4,587 |
| Free cash flows (FCF) | 329 | **9,910** | +9,581 |
| CF from financing activities | -4,802 | **-8,501** | -3,699 |
| Cash and cash equivalents at end of period | 14,274 | **19,494** | +5,220 |

**CF from operating activities**

- Cash inflow of approx. JPY 7.28 billion, as higher profit from sales growth more than offset adjustments for gain on sale of non-current assets.

**CF from investing activities**

- Cash inflow of approx. JPY 2.62 billion, reflecting the transfer of land and buildings of the former U.S. headquarters and investment in the new headquarters.

**CF from financing activities**

- Cash outflow of approx. JPY 8.5 billion, due to dividend payments and repayment of interest-bearing debt.

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# 02 — Full-Year Forecast for FY2027

# FY2027 Full-Year Forecast (Announced Oct. 2)

- Capital investment is expanding, particularly in AI and digital-related fields, leading us to revise our initial plan upward.
- Cost of sales is expected to increase due to production capacity expansion and component procurement in response to strong orders, as well as higher raw material costs and increased resources.
- SG&A are expected to increase due to R&D and other growth investments planned for the second half, initiatives to strengthen global management, and depreciation expenses related to the U.S. headquarters.

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down | FY2026 | | FY2027 (Initial plan) | | FY2027 (Announced Oct. 2) | | |
|---|---|---|---|---|---|---|---|
| | Actual | Sales ratio | Forecast | Sales ratio | Forecast | Sales ratio | YoY |
| Net sales | 72,967 | 100.0% | 75,500 | 100.0% | **85,000** | 100.0% | +16.5% |
| Gross profit | 32,349 | 44.3% | 35,200 | 46.6% | **38,800** | 45.6% | +19.9% |
| SG&A | 26,230 | 35.9% | 28,000 | 37.1% | **29,400** | 34.6% | +12.1% |
| Operating profit | 6,118 | 8.4% | 7,200 | 9.5% | **9,400** | 11.1% | +53.6% |
| Ordinary profit | 6,569 | 9.0% | 6,750 | 8.9% | **8,950** | 10.5% | +36.2% |
| Profit attributable to owners of parent | 3,873 | 5.3% | 6,000 | 7.9% | **8,600** | 10.1% | +122.0% |
| Basic earnings per share (JPY) | 131.22 | – | 203.25 | – | **290.46** | – | +159.24 |
| Average exchange rate for USD | 150.67 | | 150.00 | | **154.01** | | +3.34 |
| Average exchange rate for EUR | 174.64 | | 180.00 | | **182.12** | | +7.48 |
| Average exchange rate for CNY | 21.22 | | 21.00 | | **22.28** | | +1.06 |

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# FY2027 Full-Year Forecast

- Demand remains solid for semiconductor equipment, robotics, and machine tools, led by Japan and China.

| [ Unit: Millions of JPY ]<br>*Amounts less than JPY 1 million are rounded down<br>(Composition ratio) | FY2026 | FY2027<br>(Initial plan) | FY2027<br>(Announced Oct. 2) | |
|---|---|---|---|---|
| | Actual | Forecast | **Forecast** | **YoY** |
| HMI | 34,085<br>(46.7%) | 35,200<br>(46.6%) | **41,000**<br>**(48.2%)** | +20.3% |
| Industrial Relays & Components | 13,005<br>(17.8%) | 13,000<br>(17.2%) | **14,700**<br>**(17.3%)** | +13.0% |
| Automation & Sensing | 8,193<br>(11.2%) | 8,800<br>(11.7%) | **9,000**<br>**(10.6%)** | +9.8% |
| Safety & Explosion Protection | 12,665<br>(17.4%) | 13,400<br>(17.7%) | **15,200**<br>**(17.9%)** | +20.0% |
| Systems | 5,016<br>(6.9%) | 5,100<br>(6.8%) | **5,100**<br>**(6.0%)** | +1.7% |
| Total | 72,967 | 75,500 | **85,000** | +16.5% |
| Japan | 24,500 | 25,400 | **30,100** | +22.9% |
| Overseas<br>(Overseas sales ratio) | 48,466<br>(66.4%) | 50,100<br>(66.4%) | **54,900**<br>**(64.6%)** | +13.3% |

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# Exchange Rates and Exchange Sensitivity

| Currency | Exchange assumption | Estimated impact of a JPY 1 change *For CNY, based on a JPY 0.1 change | |
|---|---|---|---|
| | | Net sales | Operating profit |
| USD | JPY 154.01 | Approx. JPY 117 million | Approx. JPY 13 million |
| EUR | JPY 182.12 | Approx. JPY 98 million | Approx. JPY 8 million |
| CNY | JPY 22.28 | Approx. JPY 50 million | Approx. JPY 5 million |

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# 03 Progress of the Medium-Term Management Plan

# Outline of the Medium-Term Management Plan

**New IDEC**

## Transition to a customer-centric business structure and enhance responsiveness to market changes.

### Customer-centric Business Structure

- Establish a global structure to meet customer needs
- Strengthen solutions to address customer challenges

### Realizing One IDEC

- Optimize operations and manufacturing bases globally
- Establish an SCM system that leverages digital technology to enhance customer satisfaction and efficiency
- Establish an organization that reinforces “One IDEC”

### Targets for FY2028

**Net sales:**
JPY **77** billion or more

**Operating profit margin:**
**13**% or more

**ROIC:**
**7**% or more

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# Overview of Structural Reforms

**Customer-centric Business Structure** + **Realizing One IDEC**

**Major Structural Reform Projects**

- Sales Reform
- Reform of R&D Systems and Processes
- Global Optimization of SCM and Production

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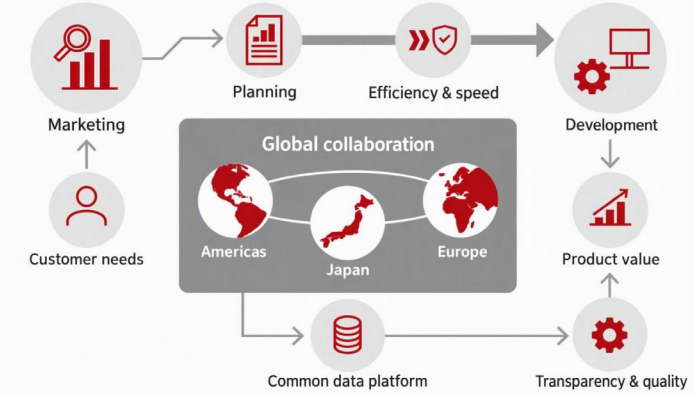
# Sales & R&D Reform Linking Customer Needs to Product Development

- Strengthening customer-driven sales capabilities

✓ **Global sales excellence:** Improve sales quality by standardizing sales processes and KPIs globally.

✓ **Information sharing:** Improve operational efficiency by visualizing cross-regional sales activities on the customer management platform.

✓ **Customer-driven activities:**
Strengthen links to needs-based product development through analysis of global data.




Customer needs identified by sales are reflected in the development roadmap

- Development structure under One IDEC and selection of medium- to long-term development themes

✓ **Strengthening development capabilities:**
Promote shorter development times and higher quality through unified global processes and stronger Japan-U.S.-Europe collaboration.
Gradually strengthen global parallel development under the new structure.

✓ **Selecting growth areas:**
Select priority areas as medium- to long-term growth opportunities, starting from megatrends, through the Innovation Committee, and advance promising themes and roadmap formulation.




Members from R&D, planning, and marketing discuss from diverse perspectives

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# Global Optimization of SCM and Production

- Based on local production for local consumption, we promote efficient supply chain management and base restructuring.
  - Promote supply chain review and reorganization of production sites to **shorten lead times and improve on-time delivery rates.**
  - **Restructuring of multiple production sites will be promoted sequentially.**
  - Introduce a Supply Chain Planning (SCP) system globally to **collect and centrally manage supply and demand information and improve supply and demand planning.**

## Americas

| | |
|---|---|
| • Start of production at the new U.S. headquarters | Done |
| • Establishment of a new site in Mexico | Done |
| • Transfer of production from other sites | Ongoing |

## Europe

| | |
|---|---|
| • Consolidation of sites | Ongoing |
| • Transfer of production within and outside Europe | Ongoing |

## Japan + Asia Pacific

### Japan

| | |
|---|---|
| • Consolidation and establishment of new sites | Planned |
| • Outsourcing of non-core processes | Ongoing |
| • Transfer of production abroad | Ongoing |
| • Strategic expansion of production partners | Ongoing |

### Asia Pacific

| | |
|---|---|
| • Production transfer, integration and consolidation of sites | Ongoing |



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# References

# Sales Segment by Product

## HMI

- Industrial switches
- Joystick
- Pilot lights
- Operator interface
- Safety Commander

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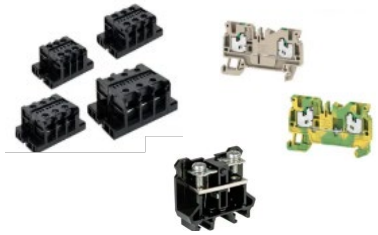
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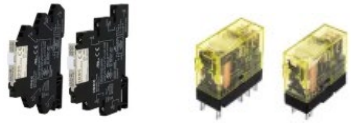




## Industrial Relays & Components

- Terminal blocks
- Industrial relay/socket
- Switching power supply
- Circuit Protector
- LED illumination units









## Automation & Sensing

- Programmable logic controllers
- Sensors
- Assisted Wheel Drive (AWD)
- Safety Wheel Drive (SWD)
- Automatic identification devices







## Safety & Explosion Protection

- Safety-related equipment
  - ・Emergency-stop switches
  - ・Enable switches
  - ・Interlock switches
  - ・Safety laser scanners, etc.

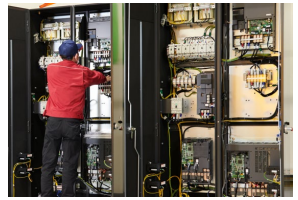


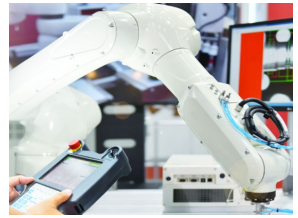
- Explosion protection products



## Systems

- Control panel
- Collaborative robot system
- Security system
- Other systems



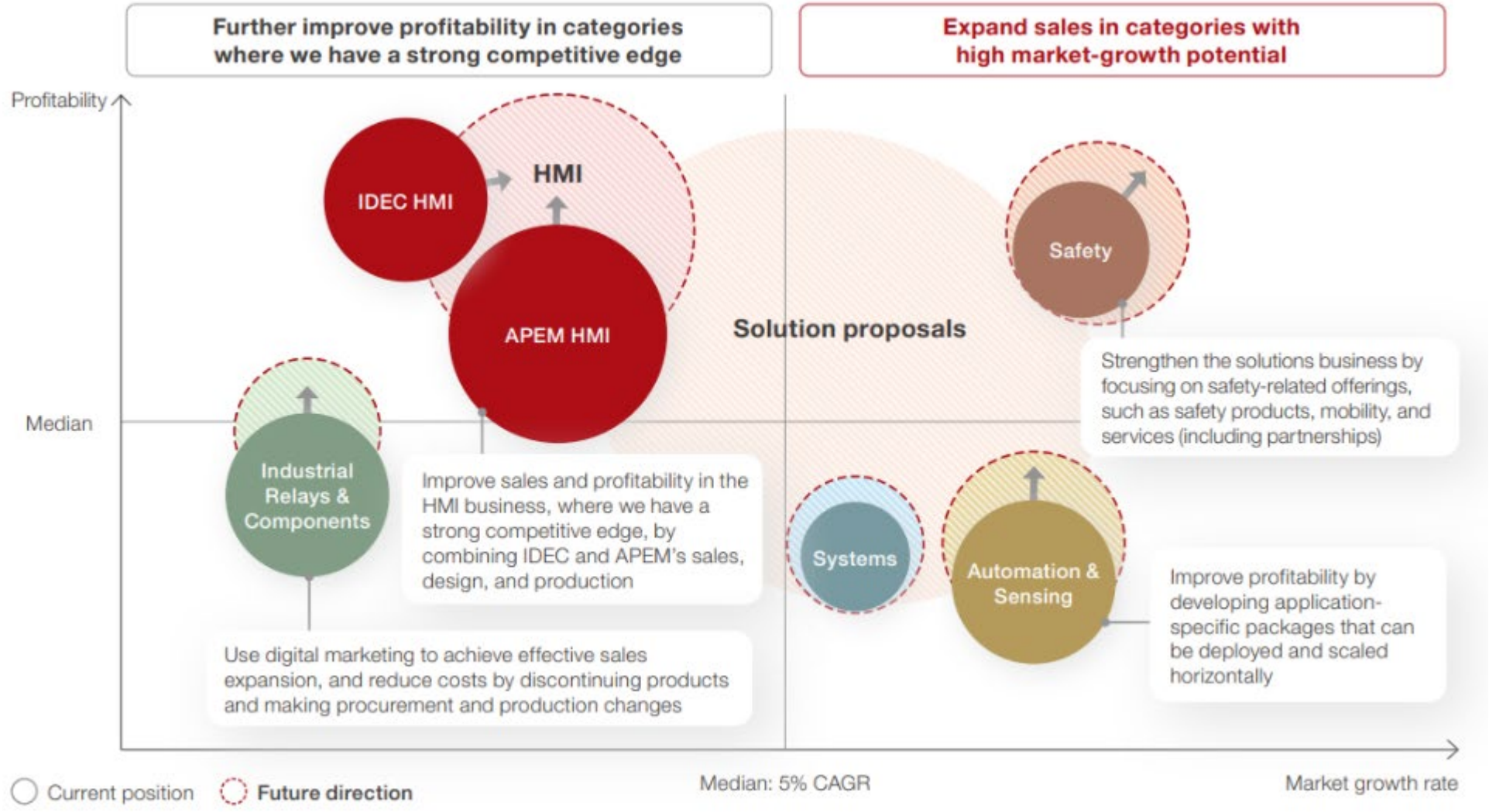




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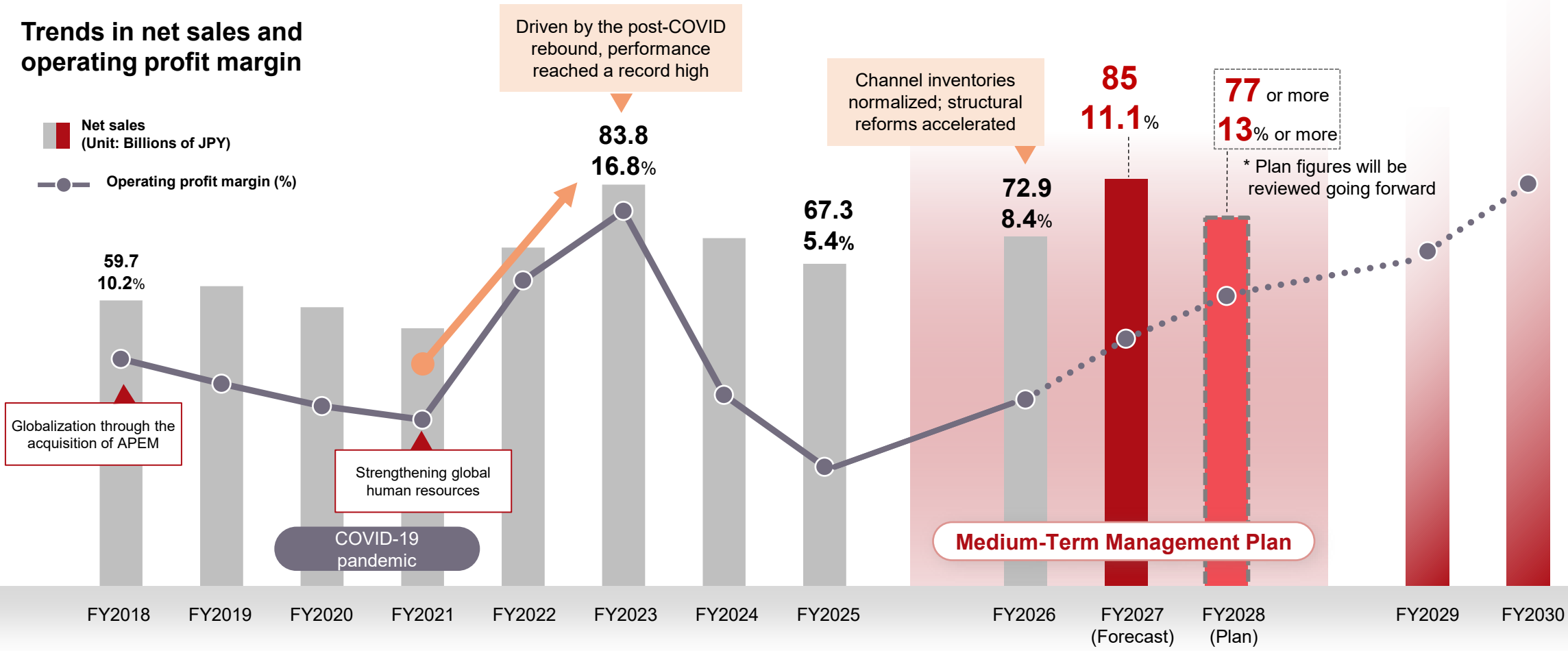
# Business Strategy: Business Portfolio

- Strong profit growth and enhanced solutions in high-growth market categories.




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# Medium-Term Management Plan




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

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