



Think Automation and beyond...

Financial Results for the Third Quarter FY2026 (April 1 – December 31, 2025)

February 6, 2026
IDEC CORPORATION
Securities code : 6652



Net Sales

■ Net Sales **JPY53 billion** (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 **JPY4.4 billion** (YoY +90.4%)

■ Ordinary Profit **JPY4.9 billion** (YoY +107.6%)

■ Net Profit* **JPY2.9 billion** (YoY +78.6%)

*Profit attributable to owners of parent

- Profits improved significantly due to the increase in revenue.

Consolidated Performance [Consolidated Statement of Income] - 1



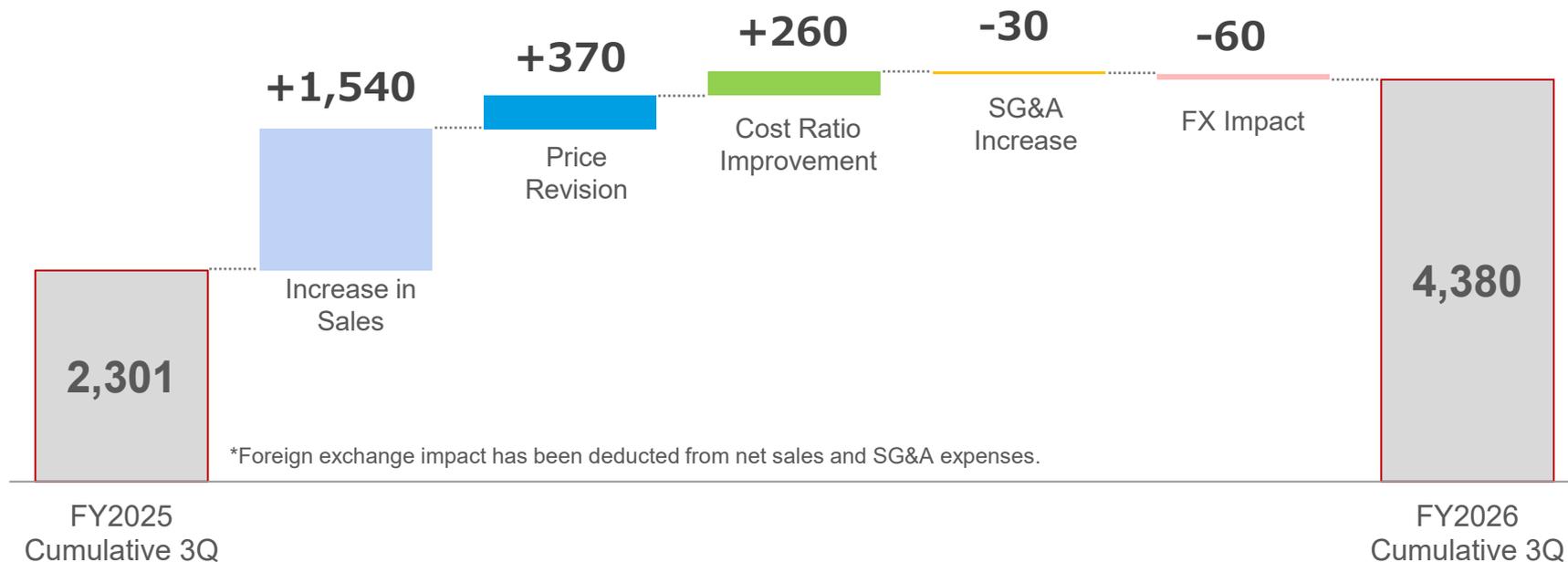
[Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down	FY2025 Cumulative 3Q		FY2026 Cumulative 3Q		
	Actual	Sales Ratio	Actual	Sales Ratio	YoY
Net Sales	49,470	100.0%	53,017	100.0%	+7.2%
Gross Profit	21,396	43.3%	23,605	44.5%	+ 10.3%
SG&A	19,095	38.6%	19,225	36.3%	+0.7%
Operating Profit	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

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



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.)		4Q (Jan.- Mar.)		1Q (Apr.- Jun.)		2Q (Jul.- Sep.)		3Q (Oct.- Dec.)		
	Actual	Sales Ratio	YoY								
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

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.

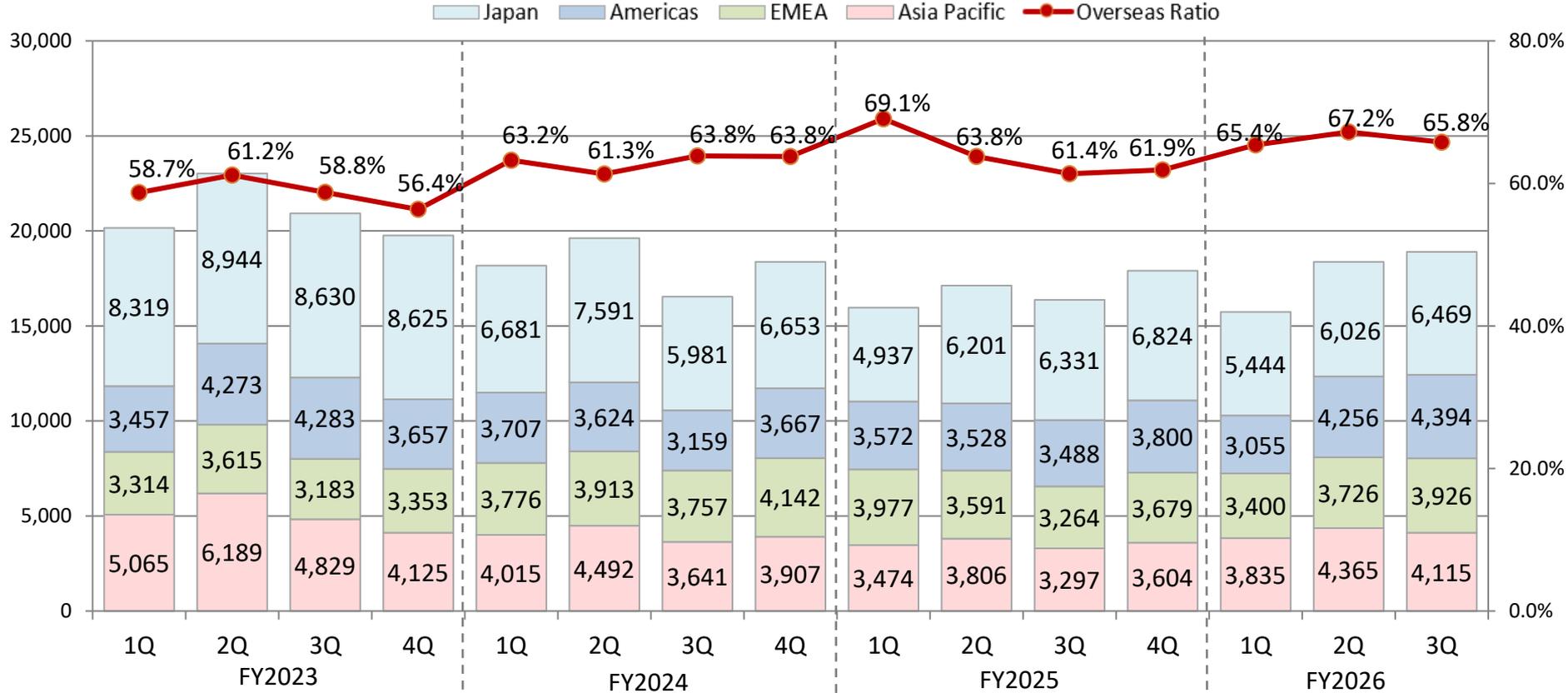
Overseas

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.

Sales by Region [Quarterly Trends]

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



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%

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

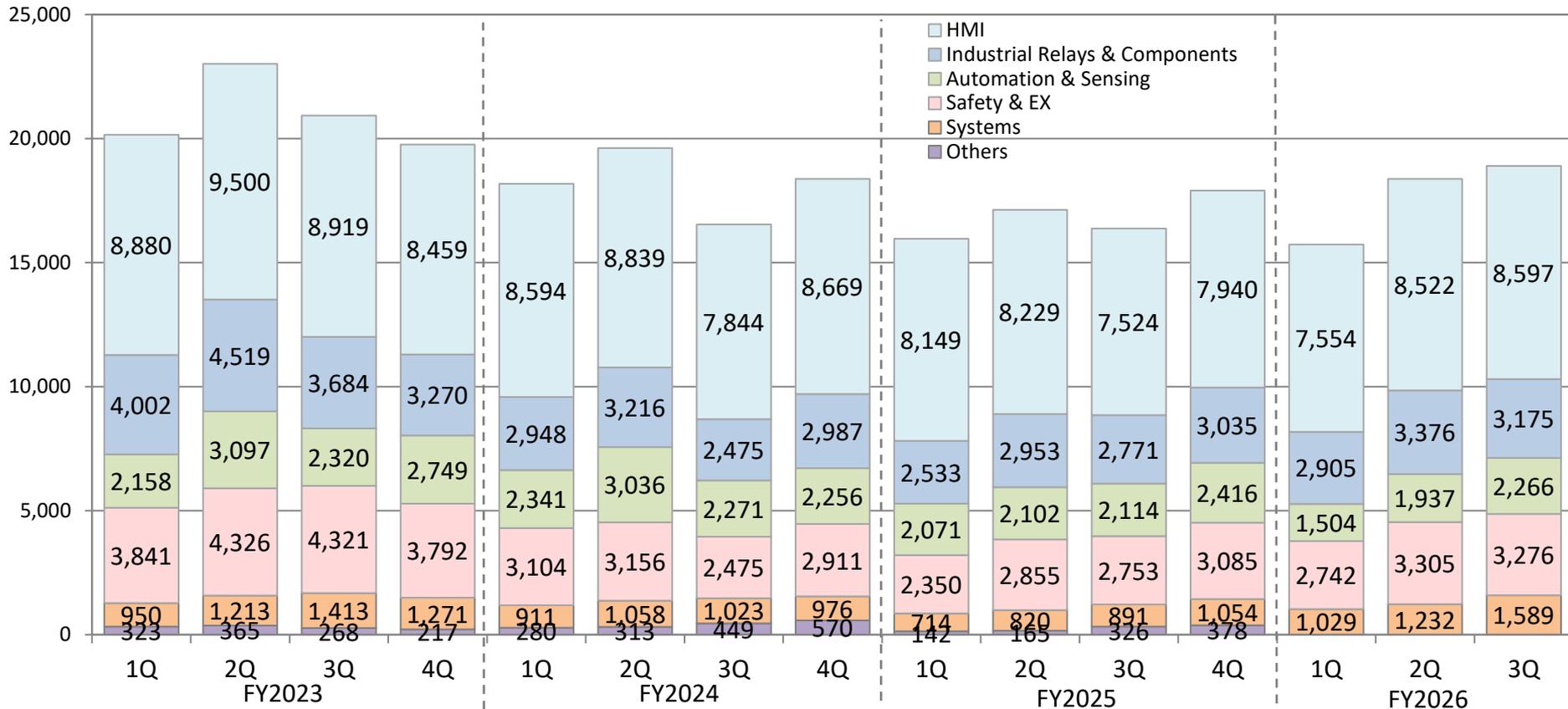
Sales of control panels for semiconductor manufacturing and logistics-related equipment increased in the Asia-Pacific region.

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

Sales by Product [Quarterly Trends]



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



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%

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

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%

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

Forecast for the FY2026

(Fiscal year ending March 2026)

- 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

Forecast for the FY2026 *No Fix



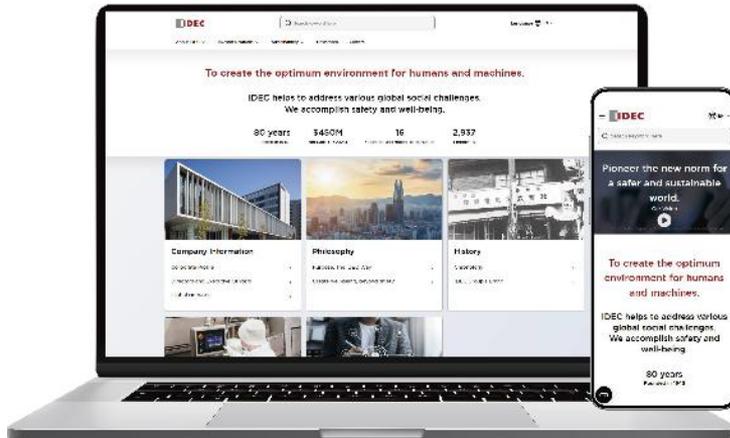
[Unit: Millions of JPY] *Amounts less than JPY 1 million are rounded down	FY2025	FY2026	
	Actual	Forecast	YoY
HMI	31,842	33,000	+3.6%
Industrial Relays & Components	11,294	11,500	+1.8%
Automation & Sensing	8,705	8,500	-2.4%
Safety & Explosion Protection	11,045	11,500	+4.1%
Systems	3,479	4,200	+20.7%
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%)	

— : Stable ○ : Expansion

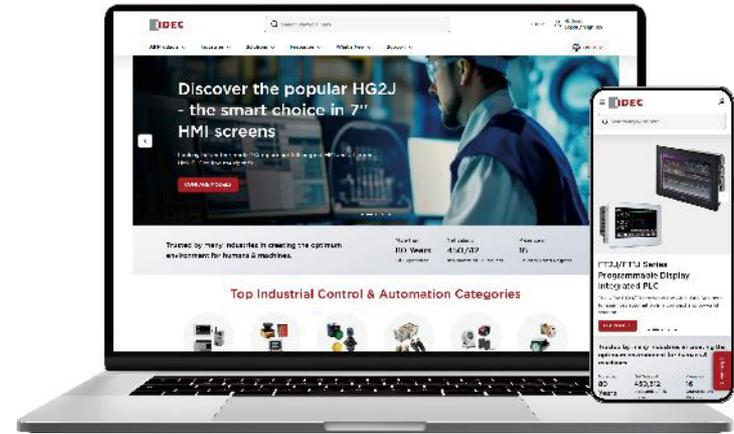
Industry	Outlook for FY2027 (compared to the previous period)	Japan	US	Europe	China	APAC
Machine Tools	Steady growth is expected to continue across all regions, excluding Europe.	○	○	—	○	○
Semiconductors	Demand for semiconductor manufacturing equipment is expected to increase, reflecting the robust growth 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.	○	○	○	○	

Introduction to IDEC's Official 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

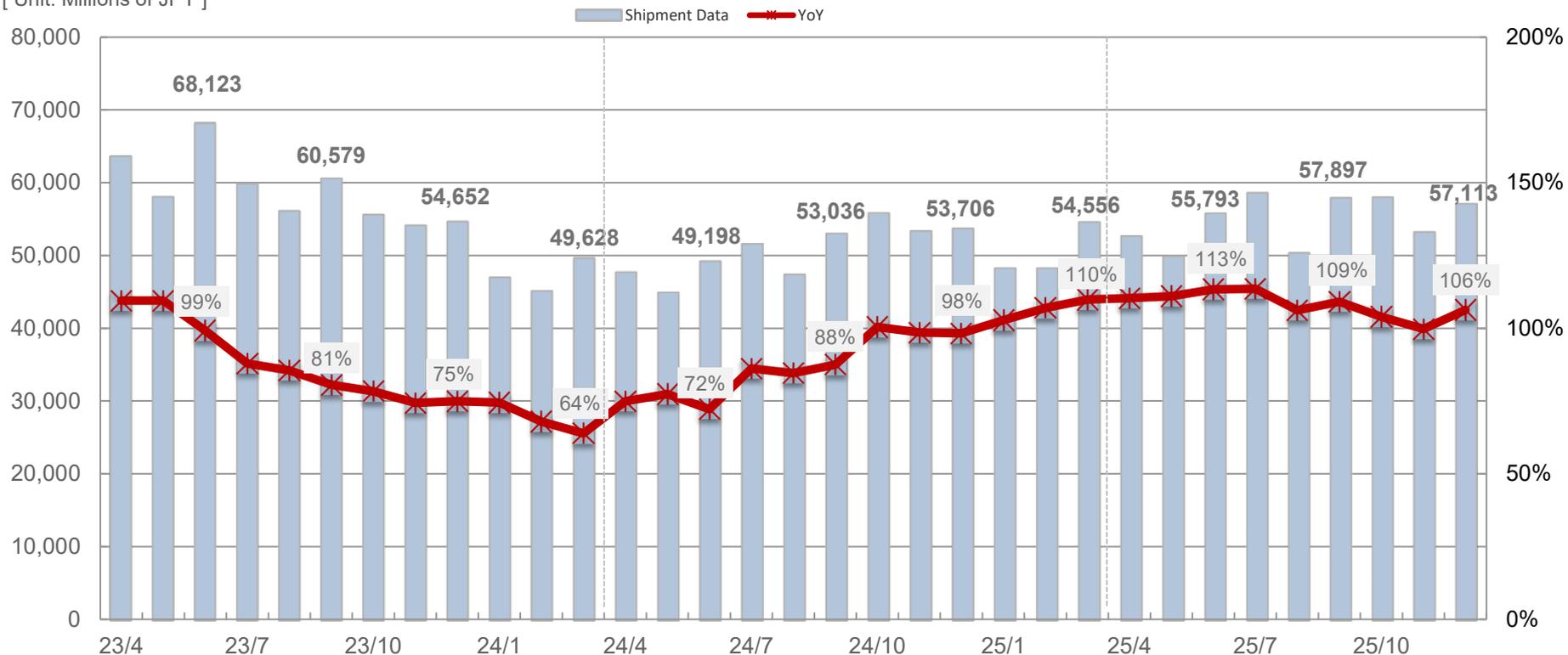
Industry Trend (Transition of shipment data of NECA*)

*Nippon Electric Control Technology Industries Association



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

[Unit: Millions of JPY]



HMI	Industrial Relays & Components	Automation & Sensing	Safety & Explosion Protection	Systems
<ul style="list-style-type: none"> • Industrial switches • Joysticks • Pilot lights • Operator interfaces  <div data-bbox="63 607 326 642" style="background-color: red; color: white; padding: 2px; text-align: center;"> APEM products </div>	<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

