



# Consolidated Financial Results for 1Q FY2025

**Fuji Electric Co., Ltd.**

**July 31, 2025**

## ■ Financial Results in Three Months Ended June 30, 2025 (YoY Comparison)

### Net Sales

**247.9 billion yen**

( + 11.5 billion yen)

### Operating Profit

**18.1 billion yen**

( + 0.8 billion yen)

### Operating Profit Ratio

**7.3%**

( − 0.0%)

- New record highs reached for net sales and operating profit due to performance driven by Energy and Industry segments

## ■ Forecasts for Six-Month Period Ending September 30, 2025 (in Comparison to Forecast Announced on April 25, 2025)

### Net Sales

**534.0 billion yen**

( + 15.0 billion yen)

### Operating Profit

**40.5 billion yen**

( + 6.5 billion yen)

### Operating Profit Ratio

**7.6%**

( + 1.0%)

### Profit Attributable to Owners of Parent

**23.5 billion yen**

( + 4.5 billion yen)

- Upward revisions for net sales, operating profit in all segments, based on the performance in three months ended June 30, 2025

## ■ Forecasts for Fiscal Year Ending March 31, 2026

- The outlook for the first half has been revised to reflect the updated performance forecast, while the initial forecast for the second half remains unchanged  
Careful examination of domestic and overseas market and customer investment trends in formulating full-year forecasts

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# Summary of Consolidated Financial Results in Three Months Ended June 30, 2025 (YoY Comparison)

## New Record highs for net sales and operating profit

(Billion yen)

|   | FY2024         | FY2025                | Change          |
|---|----------------|-----------------------|-----------------|
| Net Sales   | 236.4          | <b>247.9</b>          | 11.5            |
| Operating Profit<br>(Operating Profit Ratio)  | 17.3<br>(7.3%) | <b>18.1</b><br>(7.3%) | 0.8<br>(-0.0%)  |
| Ordinary Profit   | 18.3           | <b>17.3</b>           | -0.9            |
| Extraordinary Profit  | 0.3            | <b>-0.2</b>           | -0.5            |
| Profit before<br>Income Taxes   | 18.5           | <b>17.1</b>           | -1.4            |
| Profit Taxes  | 5.9            | <b>5.8</b>            | -0.1            |
| Profit attributable to<br>Non-controlling Interests   | 1.2            | <b>0.4</b>            | -0.7            |
| Profit attributable to<br>Owners of Parent<br>(Ratio of Profit attributable to<br>Owners of Parent) | 11.5<br>(4.9%) | <b>10.9</b><br>(4.4%) | -0.6<br>(-0.4%) |

### Change of Net Sales

|  |       |
|--|-------|
| Loss on translation of earnings of overseas subsidiaries | -4.5  |
| Demand Increase  | +16.1 |

### Change of Non-operating Profit

|                       |        | FY<br>2024 | FY<br>2025 |
|-----------------------|--------|------------|------------|
| Net interest expense  | ( -0.1 | 0.4        | → 0.3)     |
| Foreign exchange loss | ( -1.8 | 1.1        | → -0.7)    |
| Others                | ( 0.2  | -0.5       | → -0.3)    |
|                       | ( -1.8 | 1.0        | → -0.8)    |

### Change of Extraordinary Profit

|  |        |     |         |
|--|--------|-----|---------|
| Gain on sales of investment securities | ( -0.2 | 0.2 | → 0.0)  |
| Others                                 | ( -0.2 | 0.0 | → -0.2) |
|  | ( -0.5 | 0.3 | → -0.2) |

(Period-End rate : End of June)

(Yen)

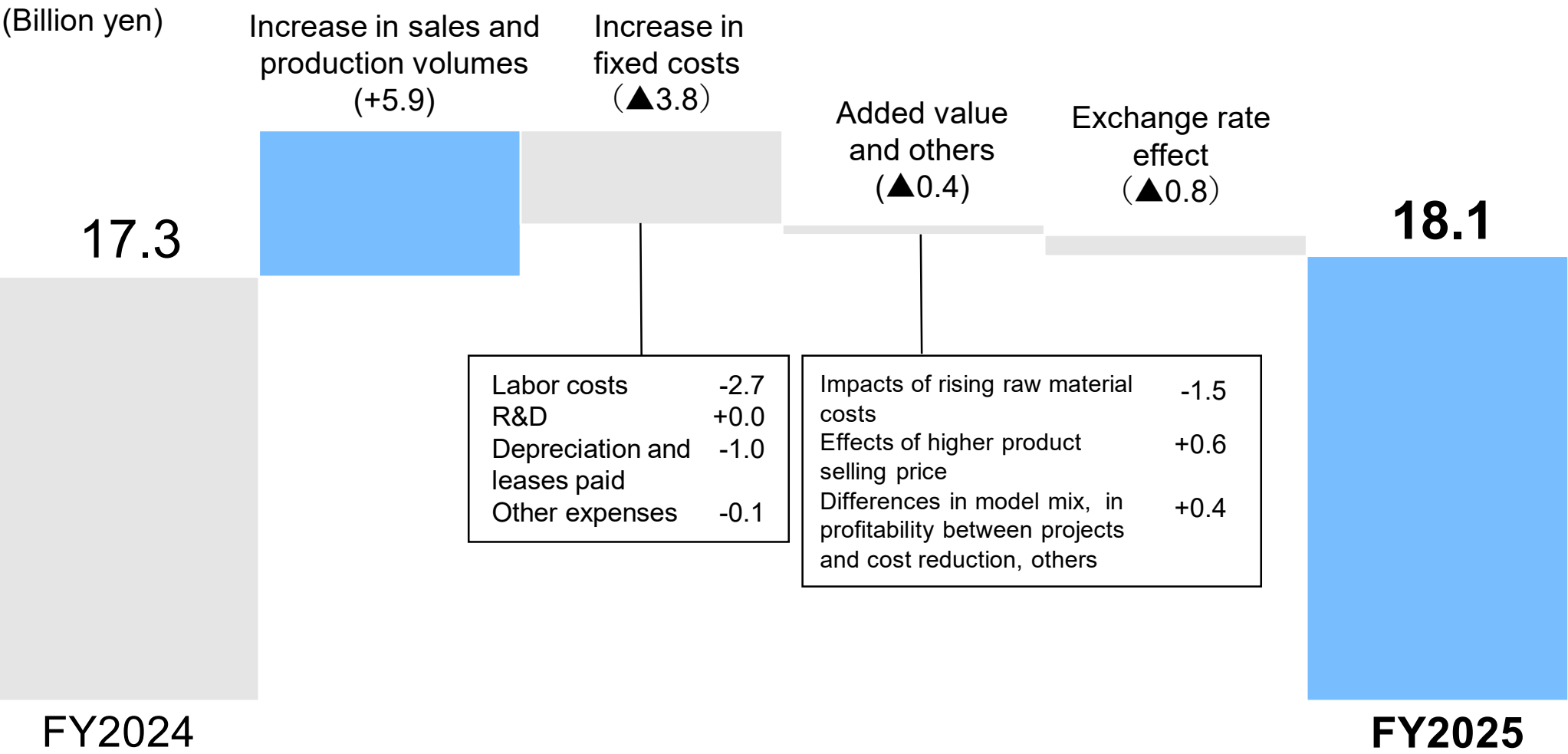
|      |        |               |        |
|------|--------|---------------|--------|
| US\$ | 161.07 | <b>144.81</b> | -16.26 |
| EURO | 172.33 | <b>169.66</b> | -2.67  |
| RMB  | 22.04  | <b>20.19</b>  | -1.85  |

(Average Exchange Rate)

(Yen)

|      |        |               |        |
|------|--------|---------------|--------|
| US\$ | 155.88 | <b>144.59</b> | -11.29 |
| EURO | 167.88 | <b>163.80</b> | -4.08  |
| RMB  | 21.48  | <b>19.99</b>  | -1.49  |

**Higher profit due to benefits of growth in sales and production volumes, increases to product selling prices, differences in profitability between models, and cost reduction activities offsetting impacts of fixed cost increases and high material prices**



# Net Sales and Operating Profit by Segment in Three Months Ended June 30, 2025 (YoY Comparison)

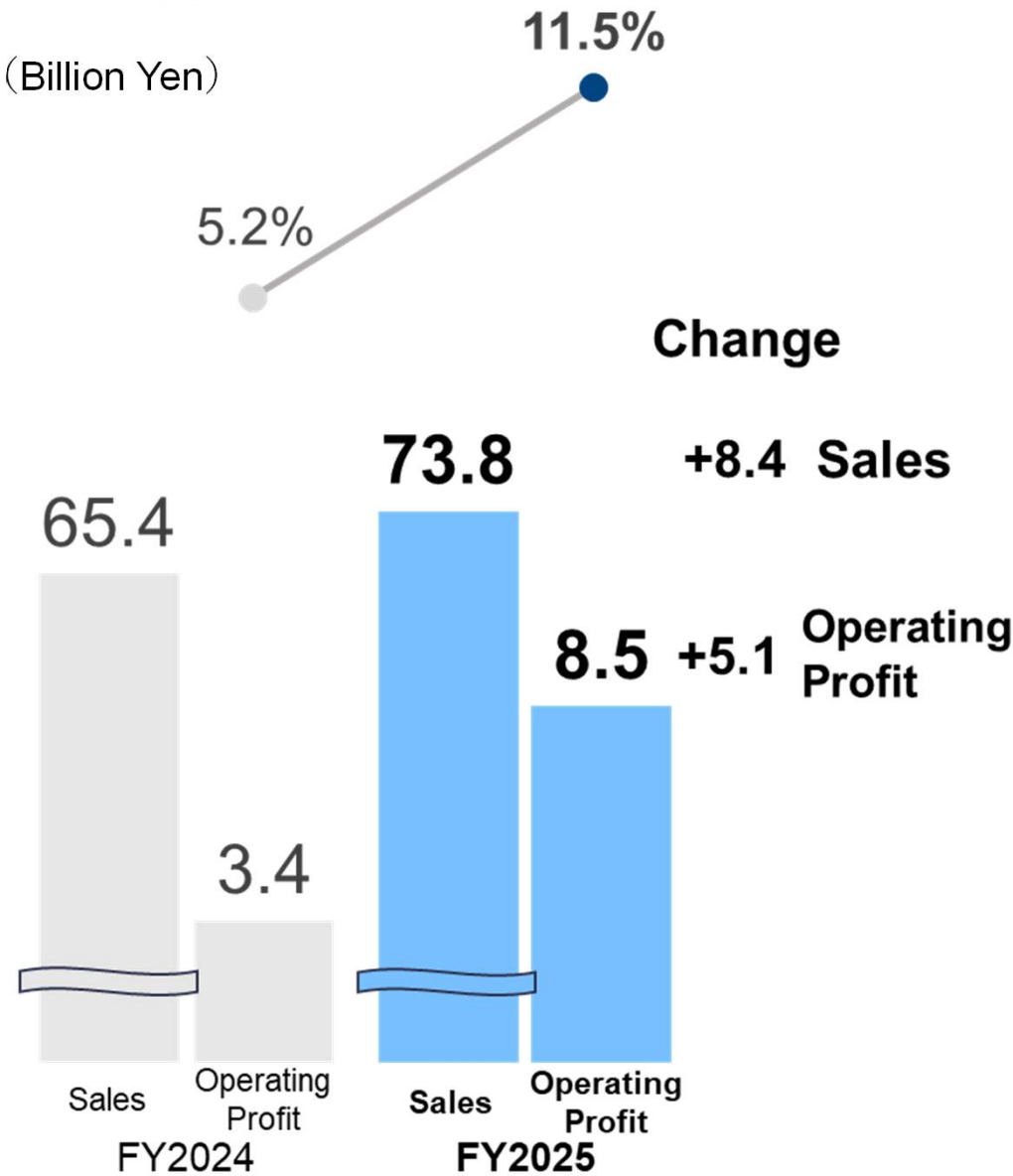
**Net sales growth supported by Energy and Industry segments**  
**Operating profit up due to profit growth in Energy and Industry segments compensating for declines in Semiconductors and Food and Beverage Distribution segments**

| (Billion yen)                  | FY2024    |                  |                        | FY2025    |                  |                        | Change    |                  |                        |      |       |
|--------------------------------|-----------|------------------|------------------------|-----------|------------------|------------------------|-----------|------------------|------------------------|------|-------|
|                                | Net Sales | Operating Profit | Operating Profit Ratio | Net Sales | Operating Profit | Operating Profit Ratio | Net Sales | Operating Profit | Operating Profit Ratio |      |       |
| Energy                         | 65.4      | 3.4              | 5.2%                   | 73.8      | 8.5              | 11.5%                  | -0.3*     | 8.4              | -0.0*                  | 5.1  | 6.3%  |
| Industry                       | 80.4      | 1.9              | 2.3%                   | 87.8      | 2.9              | 3.3%                   | -2.1*     | 7.3              | -0.2*                  | 1.0  | 0.9%  |
| Semiconductors                 | 53.9      | 7.7              | 14.3%                  | 54.8      | 4.9              | 8.9%                   | -2.2*     | 1.0              | -0.6*                  | -2.8 | -5.4% |
| Food and Beverage Distribution | 30.7      | 5.2              | 16.9%                  | 26.3      | 3.1              | 11.9%                  |           | -4.4             |                        | -2.0 | -5.0% |
| Others                         | 13.8      | 0.8              | 5.7%                   | 13.8      | 0.8              | 5.6%                   |           | -0.1             |                        | -0.0 | -0.1% |
| Elimination and Corporate      | -7.8      | -1.7             | -                      | -8.5      | -2.0             | -                      |           | -0.7             |                        | -0.3 | -     |
| Total                          | 236.4     | 17.3             | 7.3%                   | 247.9     | 18.1             | 7.3%                   | -4.5*     | 11.5             | -0.8*                  | 0.8  | -0.0% |

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

\* Exchange rate effect

■ Energy



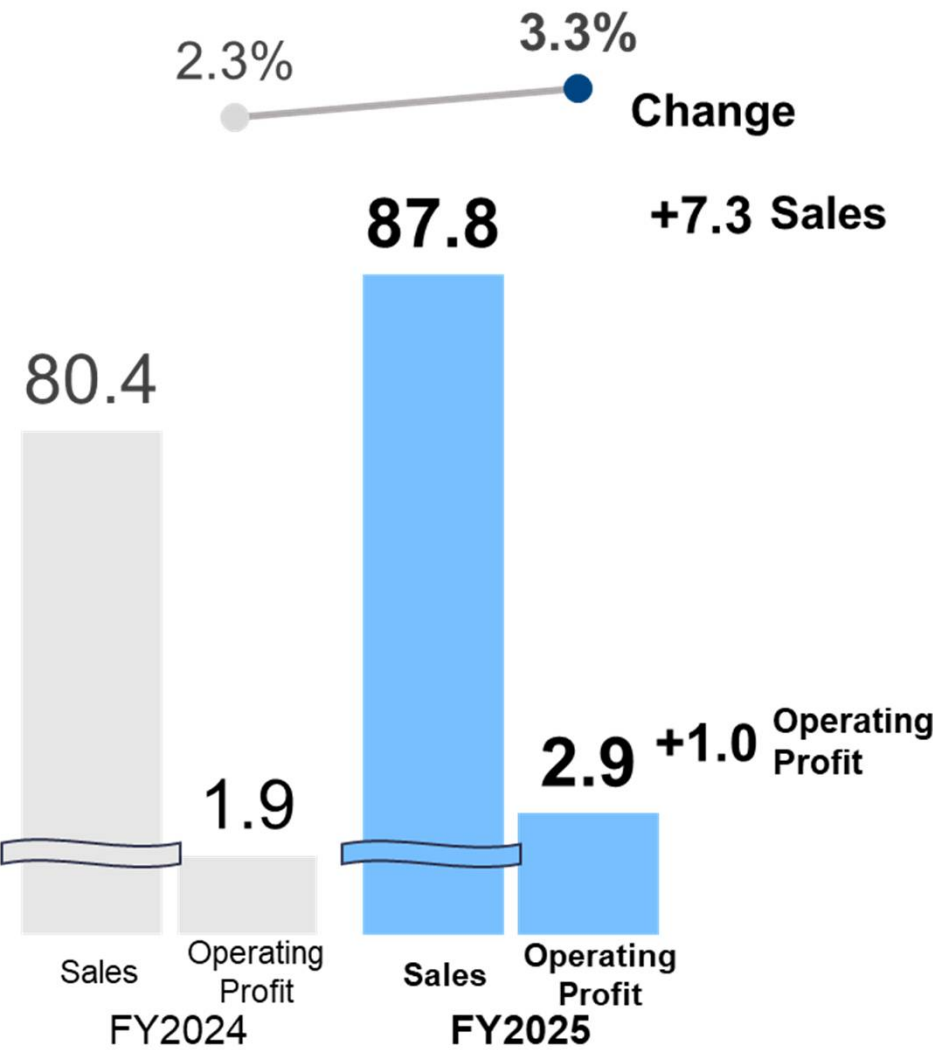
|                                   |   |
|-----------------------------------|---|
| Power Generation                  | <u>Lower net sales and operating results</u><br><u>(Net Sales Decreased by 1%)</u><br>Relatively unchanged in net sales and operating results as the benefits of increase large-scale nuclear power related projects were counteracted by detracting factors associated with large-scale renewable energy projects. |
| Energy Management                 | <u>Higher net sales and operating results</u><br><u>(Net Sales Increased by 23%)</u><br>Increase in net sales and operating results as a result of increases in storage battery system projects and in large-scale projects for substation equipment for power and industrial applications.                         |
| Power Supply and Facility Systems | <u>Higher net sales and operating results</u><br><u>(Net Sales Increased by 18%)</u><br>Increase in net sales and operating results due to growth in demand from data centers.  |
| Equipment Construction            | <u>Higher net sales and operating results</u><br><u>(Net Sales Increased by 3%)</u><br>Increase in net sales and operating results due to an increase in large-scale projects, differences in profitability between projects, and the benefits of cost reduction activities.  |

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.



■ Industry

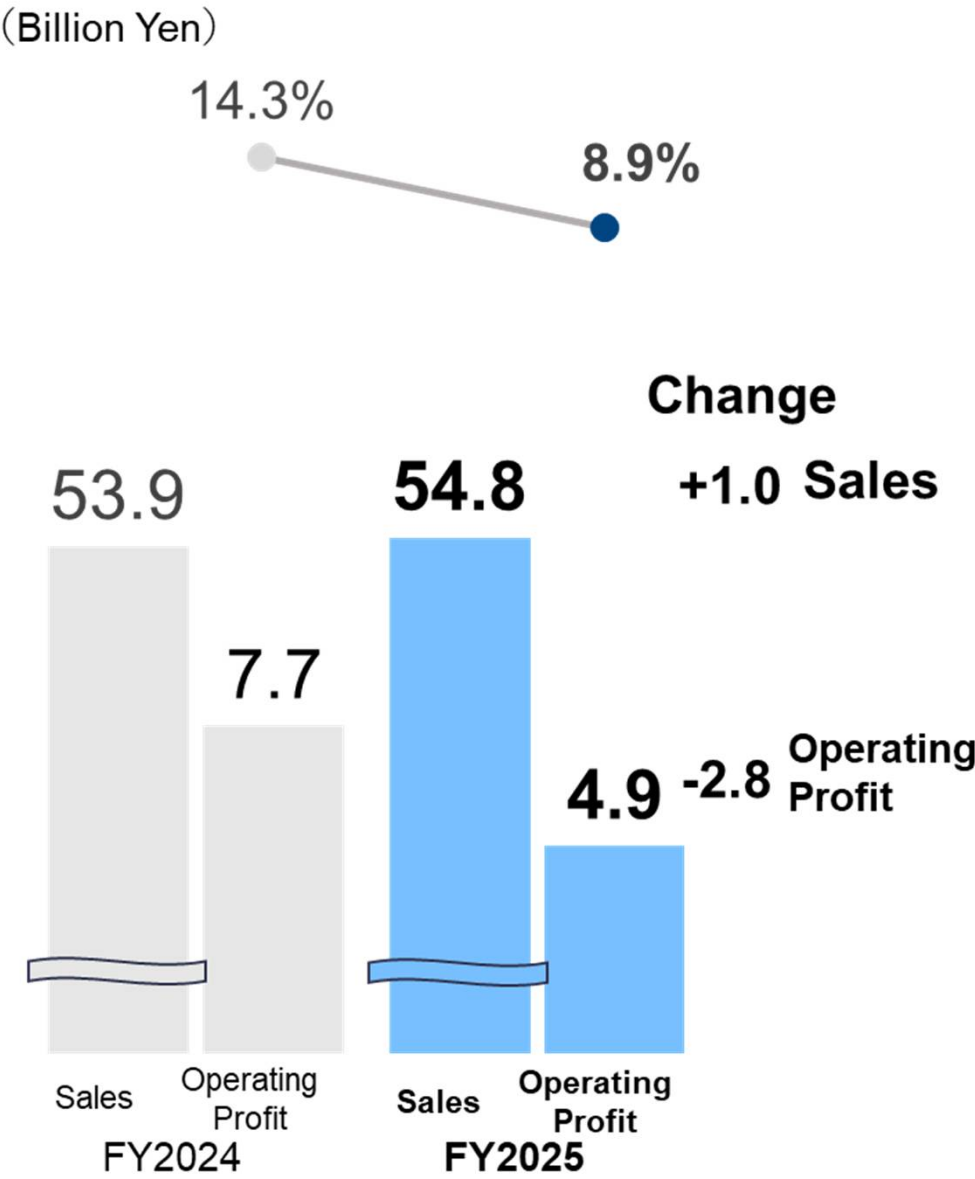
(Billion Yen)



|                               |  |
|-------------------------------|--|
| Factory automation components | <p><u>Lower net sales but operating results improved</u><br/><u>(Net Sales Decreased by 2%)</u></p> <p>Decrease in net sales due to the foreign exchange influences despite the low-voltage inverter sales that were on par with the previous equivalent period. Operating results, however, increased.</p>  |
| Automation systems            | <p><u>Higher net sales but operating results worsened</u><br/><u>(Net Sales Increased by 11%)</u></p> <p>Increased in net sales due to increased demand for drive control systems and measurement control systems for the steel industry.<br/>Decrease in Operating results, because of a rise in expenses associated with large-scale projects.</p> |
| Social solutions              | <p><u>Higher net sales and operating results</u><br/><u>(Net Sales Increased by 10%)</u></p> <p>Increase in net sales and operating results due to increases in demand for transportation systems.</p>   |
| ED&C components               | <p><u>Higher net sales and operating results</u><br/><u>(Net Sales Increased by 7%)</u></p> <p>Increase in net sales because of a modest recovery in demand from finished machinery manufacturers.<br/>Decrease in operating results due to the impacts of higher material prices.</p>   |
| IT solutions                  | <p><u>Higher net sales and operating results</u><br/><u>(Net Sales Increased by 30%)</u></p> <p>Increase in net sales and operating results due to the growth in large-scale projects from the academic sector.</p>  |

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

## Semiconductors



Higher net sales but operating results worsened  
(Net Sales Increased by 2%)

Increased sales in industrial semiconductors despite the impact of detrimental foreign exchange influences which was counteracted by the increases in demand for semiconductors for renewable energy and other applications overseas. Decrease in automotive semiconductors due to the impacts of the weak overseas demand and detrimental foreign exchange influences, which outweighed the benefits of growth in domestic demand for power semiconductors for electrified vehicles. Decrease in operating results due to the rise in expenses for bolstering production capacity, the increases in material costs, and the impacts of detrimental foreign exchange despite the increase in sales of industrial semiconductors.

(Billion Yen)

| Sales      | FY2024 | FY2025 | Change |
|------------|--------|--------|--------|
| Industrial | 26.4   | 27.8   | 1.4    |
| Automotive | 27.5   | 27.0   | -0.4   |

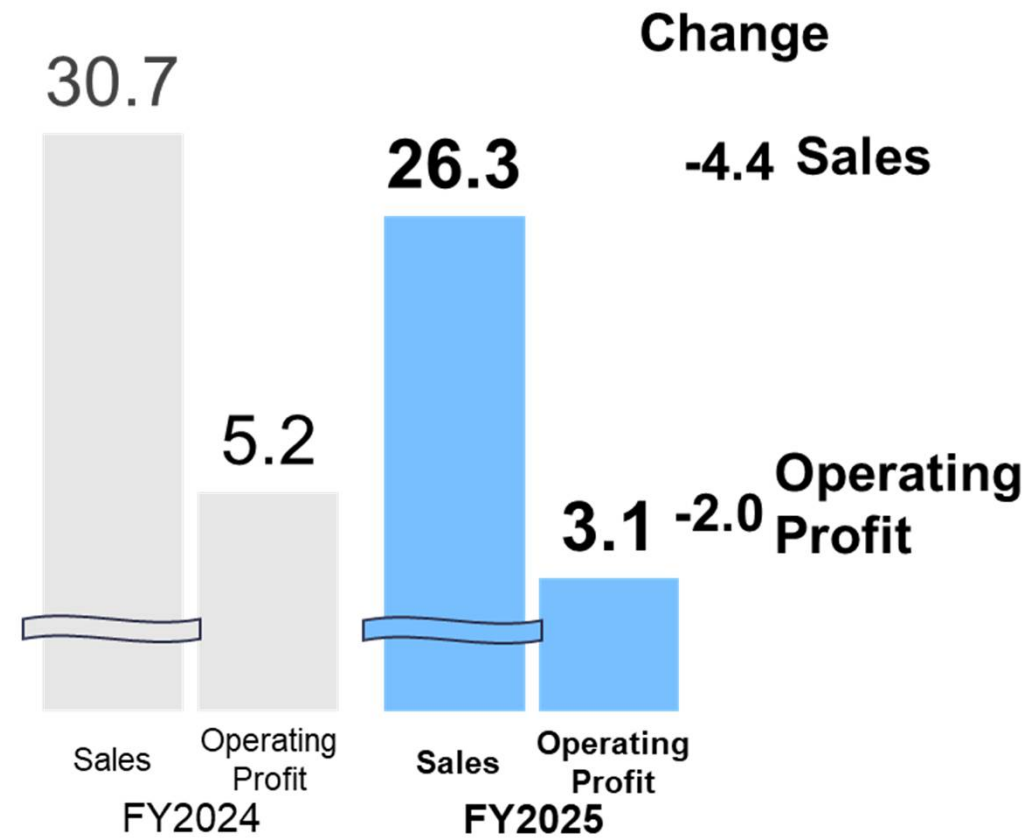
  

|                               |      |     |       |
|-------------------------------|------|-----|-------|
| Capital investment            | 28.0 | 9.0 | -19.0 |
| Depreciation and leases paid* | 8.9  | 9.4 | 0.5   |

\* The total amount of depreciation and leases paid as stated in the consolidated financial report.

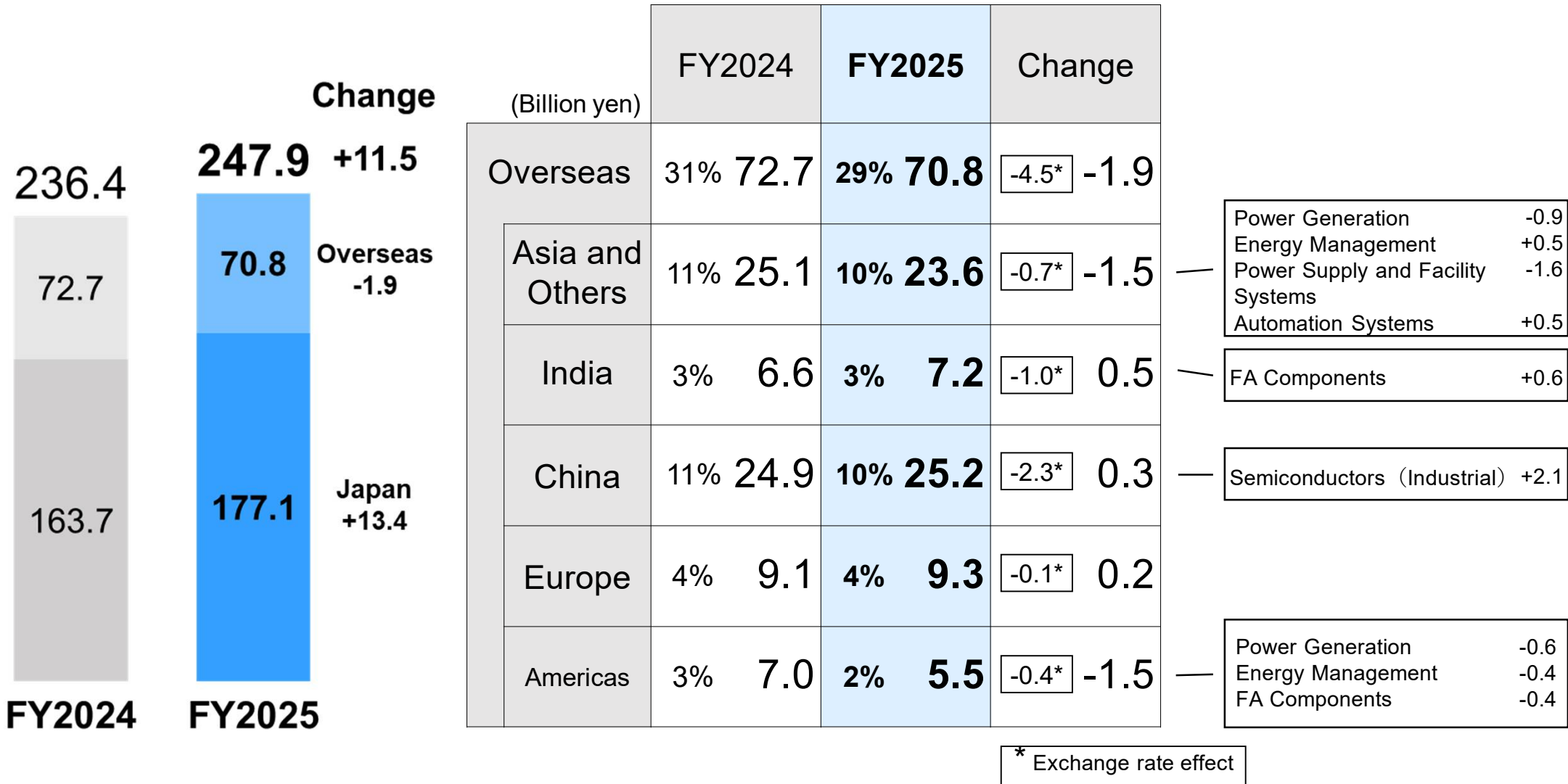
## Food and Beverage Distribution

(Billion Yen)



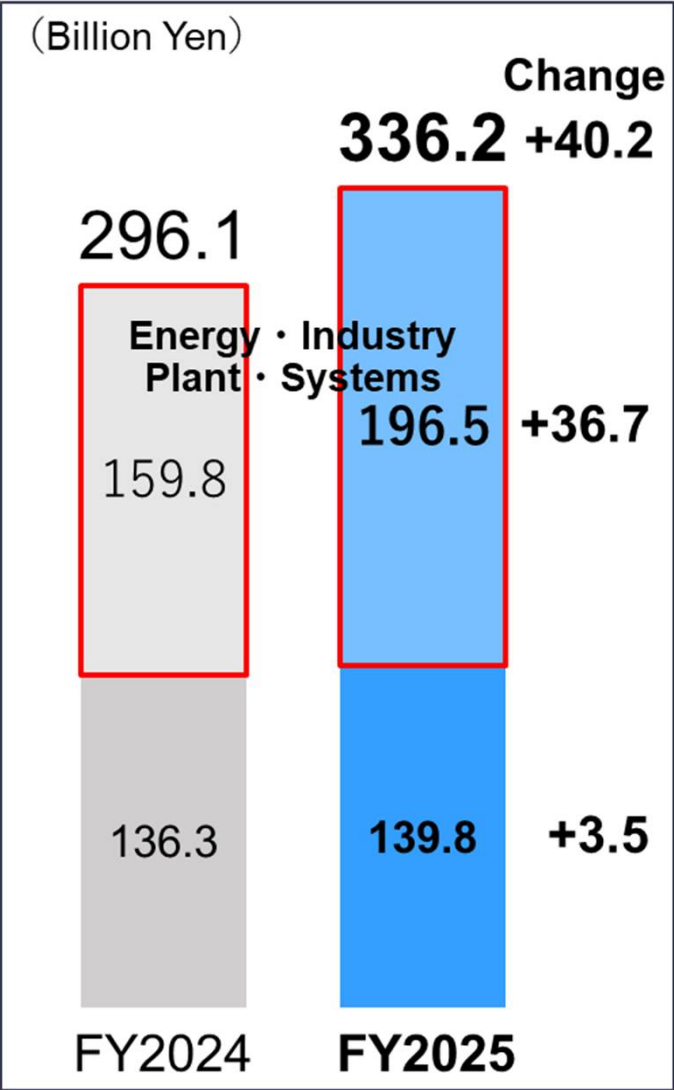
|                    |  |
|--------------------|--|
| Vending Machines   | <p><u>Lower net sales and operating results (Net Sales Decreased by 14%)</u></p> <p>Decrease in net sales and operating results due to the declines in domestic vending machine demand</p>   |
| Store Distribution | <p><u>Lower net sales and operating results (Net Sales Decreased by 15%)</u></p> <p>Decrease in net sales and operating results despite increased demand for store fixtures accompanying a rise in convenience store renovations, due to the rebound from the special demand trend seen for automatic change dispensers that stemmed from the issuance of newly designed paper currency in Japan and contributed to performance in the previous equivalent period.</p> |

**Overseas sales down due to foreign exchange influences**  
**Higher sales of industrial semiconductors for renewable energy applications in China**



※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

**Higher plant and system orders in Energy and Industry segments**  
**Continuation of strong performance in energy management business and power supply and facility systems business**



**Energy** **+8.1**

**Energy Management**

Higher demand for applications related to renewable energy stabilization and substation system

**Power Supply and Facility Systems**

Growth in data center-related demand

**Industry** **+28.5**

**Social Solutions**

Rising demand for transportation systems

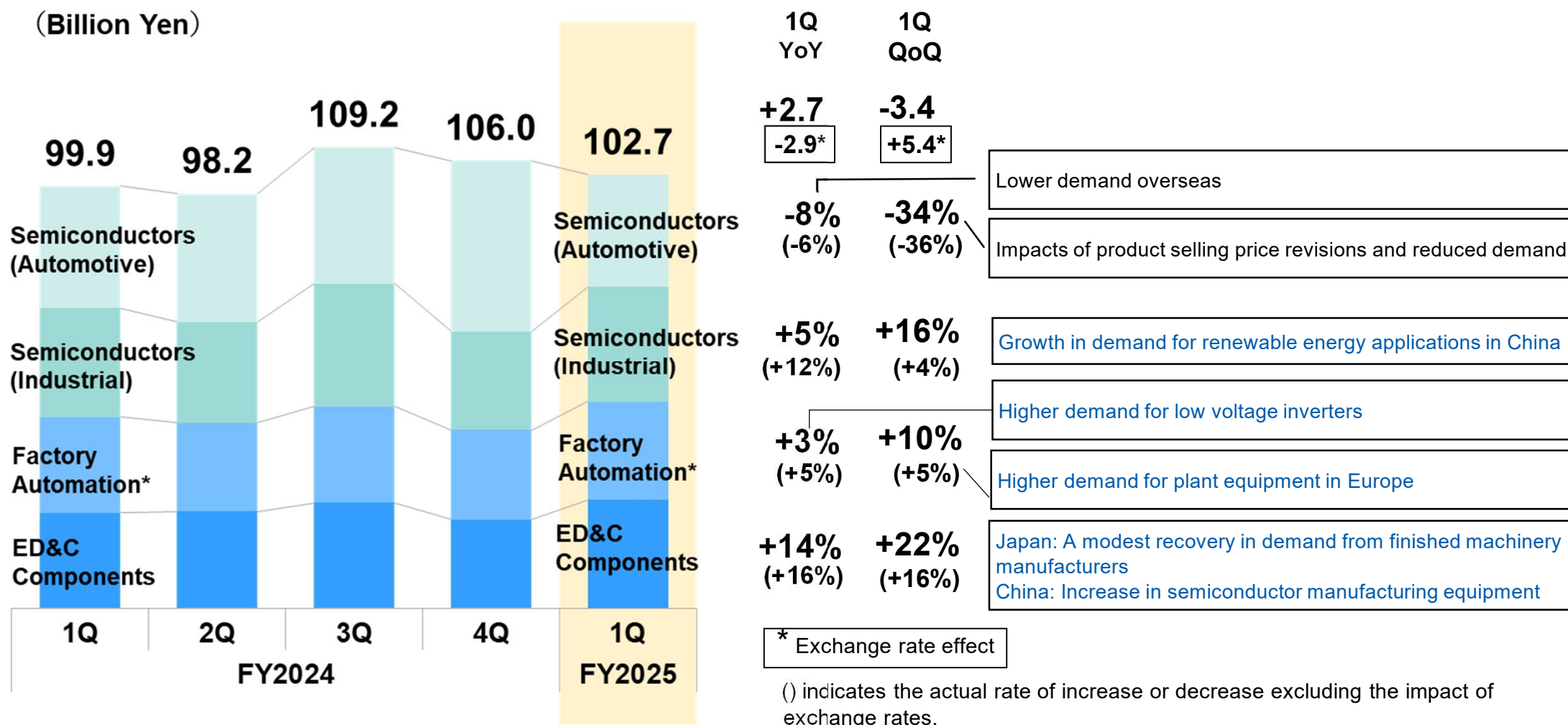
**IT Solutions**

Demand growth from academic sector (2<sup>nd</sup> GIGA program)

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

# Orders in Three Months Ended June 30, 2025 (Major Components)

**Orders increased compared to the same period last year, but the recovery is gradual**



※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

※ The definition of factory automation components has been changed to refer to low-voltage inverters, industrial motors, and measuring instruments.

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Consolidated Balance Sheet as of June 30, 2025  
(in Comparison to the Balance Sheet as of March 31, 2025)

## Decrease in total assets primarily due to reduction in notes receivable

|  |         |                |        | Liabilities and Net Assets (Billion yen) |         |                |        |
|--|---------|----------------|--------|--|---------|----------------|--------|
| Assets   | 3/31/25 | 6/30/25        | Change |  | 3/31/25 | 6/30/25        | Change |
| Cash and deposit                                     | 63.5    | <b>59.7</b>    | -3.8   | Notes and account payables-trade         | 192.8   | <b>160.1</b>   | -32.7  |
| Notes and account receivables-trade, Contract assets | 417.8   | <b>356.2</b>   | -61.6  | Interest-bearing debts                   | 104.9   | <b>126.9</b>   | 22.0   |
| Inventories  | 238.7   | <b>252.3</b>   | 13.7   | Other liabilities                        | 283.8   | <b>252.5</b>   | -31.3  |
| Other current assets                                 | 46.7    | <b>53.8</b>    | 7.2    | Total liabilities                        | 581.5   | <b>539.5</b>   | -42.0  |
| Total current assets                                 | 766.7   | <b>722.1</b>   | -44.5  | Share capital                            | 47.6    | <b>47.6</b>    | -      |
| Property, plant and equipment                        | 347.1   | <b>343.2</b>   | -3.9   | Capital surplus                          | 64.6    | <b>64.6</b>    | 0.0    |
| Intangible assets                                    | 30.3    | <b>31.3</b>    | 1.0    | Retained earnings                        | 493.9   | <b>492.3</b>   | -1.6   |
| Investments and other assets                         | 168.0   | <b>175.3</b>   | 7.2    | Treasury shares                          | -4.3    | <b>-4.3</b>    | -0.0   |
| Total long-term assets                               | 545.4   | <b>549.8</b>   | 4.3    | Shareholders' equity                     | 601.8   | <b>600.1</b>   | -1.6   |
| Deferred assets                                      | 0.1     | <b>0.1</b>     | -0.0   | Accumulated other comprehensive income   | 90.0    | <b>94.7</b>    | 4.7    |
| Total assets   | 1,312.2 | <b>1,272.0</b> | -40.2  | Non-controlling interests                | 38.9    | <b>37.7</b>    | -1.2   |
|  |         |                |        | Total net assets                         | 730.7   | <b>732.5</b>   | 1.8    |
| Equity ratio   | 52.7%   | <b>54.6%</b>   | 1.9%   | Total liabilities and net assets         | 1,312.2 | <b>1,272.0</b> | -40.2  |
| Net interest-bearing debt※1                          | 42.2    | <b>67.9</b>    | 25.7   |  |         |                |        |
| Net D/E ratio(times) ※2                              | 0.1     | <b>0.1</b>     | 0.0    |  |         |                |        |

※1 Net interest-bearing debt: Interest-bearing debt – Cash and cash equivalents

※2 Net D/E ratio: Net interest-bearing debt ÷ Equity



# Cash Flow Statement in Three Months Ended June 30, 2025

## (YoY Comparison)

| (Billion yen)                                 | FY2024 | FY2025 | Factors of Change   |
|---|--------|--------|---|
| I Cash Flows from Operating Activities        | 66.2   | 11.1   | Downturn due to decrease in advances collected and an increase in payments for accounts payable                                       |
| II Cash Flows from Investing Activities       | -27.0  | -21.7  | Capital investment, mainly for semiconductors, continues, but the cash flows improved mainly due to a decrease in capital investment. |
| I + II Free Cash Flow (FCF)                   | 39.2   | -10.6  |   |
| III Cash Flows from Financing Activities      | -43.2  | 8.2    | Fund procurement through commercial paper   |
| IV Cash and Cash Equivalents at End of Period | 65.3   | 58.9   |   |

|  |             |
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# Forecasts for Six-Month Period Ending September 30, 2025 (in Comparison to Forecasts Announced on April 25, 2025)

## Upward revisions to forecasts for net sales, operating profit, ordinary profit, and profit attributable to owners of parent in reflection of performance in three months ended June 30, 2025

| (Billion yen)  | April 25 Forecast | July 31 Forecast      | Change        |
|--|-------------------|-----------------------|---------------|
| Net Sales  | 519.0             | <b>534.0</b>          | 15.0          |
| Operating Profit<br>(Operating Profit Ratio)   | 34.0<br>(6.6%)    | <b>40.5</b><br>(7.6%) | 6.5<br>(1.0%) |
| Ordinary Profit  | 31.0              | <b>37.0</b>           | 6.0           |
| Profit Attributable to Owners of Parent<br>(Ratio of profit attributable to owners of parent to net sales) | 19.0<br>(3.7%)    | <b>23.5</b><br>(4.4%) | 4.5<br>(0.7%) |

Assumed Exchange Rate on 2Q FY2025

|                   | US\$      | EURO      | RMB       |
|-------------------|-----------|-----------|-----------|
| April 25 Forecast | ¥140.00   | ¥154.00   | ¥19.80    |
| July 31 Forecast  | No Change | No Change | No Change |

|   |     |    |     |
|---|-----|----|-----|
| Foreign Exchange Rate Sensitivity※<br>(Million Yen) | -50 | 30 | 100 |
|---|-----|----|-----|

\* Impact on operating profit (3 months impact from July to September 2025)  
 US\$ and EURO: Impact of ¥1 yen depreciation-fluctuations  
 RMB: Impact of 1% yen depreciation fluctuations

|                                | April 25 Forecast |                  | July 31 Forecast |                  | Change    |                  | Factors of Change  |
|--------------------------------|-------------------|------------------|------------------|------------------|-----------|------------------|--|
|                                | Net Sales         | Operating profit | Net Sales        | Operating profit | Net Sales | Operating profit |  |
| Energy                         | 163.0             | 15.0             | <b>166.0</b>     | <b>17.5</b>      | 3.0       | 2.5              | <ul style="list-style-type: none"> <li>Increased demand related to data centers in power supply and facility systems business</li> <li>Higher electrical equipment construction demand in equipment construction business</li> </ul> |
| Industry                       | 191.5             | 8.5              | <b>200.0</b>     | <b>10.5</b>      | 8.5       | 2.0              | <ul style="list-style-type: none"> <li>Growing demand related to 2nd GIGA program in IT solutions business</li> </ul>  |
| Semiconductors                 | 103.0             | 7.5              | <b>105.0</b>     | <b>9.0</b>       | 2.0       | 1.5              | <ul style="list-style-type: none"> <li>Increased demand for industrial semiconductors for renewable energy applications in China</li> </ul>  |
| Food and Beverage Distribution | 50.0              | 5.0              | <b>52.0</b>      | <b>5.5</b>       | 2.0       | 0.5              | <ul style="list-style-type: none"> <li>Rising convenience store renovation demand in store distribution business</li> </ul>  |
| Others                         | 26.5              | 1.5              | <b>26.5</b>      | <b>1.5</b>       | 0.0       | 0.0              |  |
| Elimination and Corporate      | -15.0             | -3.5             | <b>-15.5</b>     | <b>-3.5</b>      | -0.5      | 0.0              |  |
| Total                          | 519.0             | 34.0             | <b>534.0</b>     | <b>40.5</b>      | 15.0      | 6.5              |  |

Forecasts for Fiscal Year Ending March 31, 2026  
(in Comparison to Forecasts Announced on April 25, 2025)

The outlook for the first half has been revised to reflect the updated performance forecast, while the initial forecast for the second half remains unchanged

Careful examination of domestic and overseas market and customer investment trends in formulating full year forecasts

| (Billion yen)  | April 25 Forecast | July 31 Forecast               | Change        |
|--|-------------------|--------------------------------|---------------|
| Net Sales  | 1,140.0           | <b>1,155.0</b>                 | 15.0          |
| Operating Profit<br>(Operating Profit Ratio)   | 118.0<br>(10.4%)  | <b>124.5</b><br><b>(10.8%)</b> | 6.5<br>(0.4%) |
| Ordinary Profit  | 116.5             | <b>122.5</b>                   | 6.0           |
| Profit Attributable to Owners of Parent<br>(Ratio of profit attributable to owners of parent to net sales) | 81.0<br>(7.1%)    | <b>85.5</b><br><b>(7.4%)</b>   | 4.5<br>(0.3%) |

Assumed Exchange Rate on 2Q to 4Q FY2025

|                   | US\$      | EURO      | RMB       |
|-------------------|-----------|-----------|-----------|
| April 25 Forecast | ¥140.00   | ¥154.00   | ¥19.80    |
| July 31 Forecast  | No Change | No Change | No Change |

|   |     |    |     |
|---|-----|----|-----|
| Foreign Exchange Rate Sensitivity※<br>(Million Yen) | -90 | 90 | 260 |
|---|-----|----|-----|

\* Impact on operating profit (9 months impact from July to March 2026)  
 US\$ and EURO: Impact of ¥1 yen depreciation-fluctuations  
 RMB: Impact of 1% yen depreciation fluctuations

|                                | April 25 Forecast |                  | July 31 Forecast |                  | Change    |                  |
|--------------------------------|-------------------|------------------|------------------|------------------|-----------|------------------|
|                                | Net Sales         | Operating profit | Net Sales        | Operating profit | Net Sales | Operating profit |
| Energy                         | 374.5             | 46.5             | <b>377.5</b>     | <b>49.0</b>      | 3.0       | 2.5              |
| Industry                       | 413.5             | 40.5             | <b>422.0</b>     | <b>42.5</b>      | 8.5       | 2.0              |
| Semiconductors                 | 223.0             | 21.5             | <b>225.0</b>     | <b>23.0</b>      | 2.0       | 1.5              |
| Food and Beverage Distribution | 105.0             | 12.0             | <b>107.0</b>     | <b>12.5</b>      | 2.0       | 0.5              |
| Others                         | 58.0              | 4.0              | <b>58.0</b>      | <b>4.0</b>       | 0.0       | 0.0              |
| Elimination and Corporate      | -34.0             | -6.5             | <b>-34.5</b>     | <b>-6.5</b>      | -0.5      | 0.0              |
| Total                          | 1,140.0           | 118.0            | <b>1,155.0</b>   | <b>124.5</b>     | 15.0      | 6.5              |

|   |             |
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## New record highs reached for net sales and operating profit due to performance driven by Energy and Industry segments

| (Billion yen)  | FY2024 Results |                  | FY2025 Forecasts<br>(July 31, 2025) |                  | Change           |                  |
|--|----------------|------------------|-------------------------------------|------------------|------------------|------------------|
| Net Sales  | 497.4          |                  | 534.0                               |                  | -4.8*            | 36.6             |
| Operating Profit<br>(Operating Profit Ratio)   | 40.3<br>(8.1%) |                  | 40.5<br>(7.6%)                      |                  | -1.5*            | 0.2<br>(-0.5%)   |
| Ordinary Profit  | 38.9           |                  | 37.0                                |                  | -1.9             |                  |
| Profit Attributable to<br>Owners of Parent<br>(Ratio of profit attributable to<br>owners of parent to net sales) | 35.5<br>(7.1%) |                  | 23.5<br>(4.4%)                      |                  | -12.0<br>(-2.7%) |                  |
|  | FY2024 Results |                  | FY2025 Forecasts<br>(July 31, 2025) |                  | Change           |                  |
|  | Net Sales      | Operating profit | Net Sales                           | Operating profit | Net Sales        | Operating profit |
| Energy   | 144.0          | 10.0             | 166.0                               | 17.5             | 22.0             | 7.5              |
| Industry   | 175.4          | 8.1              | 200.0                               | 10.5             | 24.6             | 2.4              |
| Semiconductors   | 108.0          | 15.1             | 105.0                               | 9.0              | -3.0             | -6.1             |
| Food and Beverage<br>Distribution  | 58.3           | 8.7              | 52.0                                | 5.5              | -6.3             | -3.2             |
| Others   | 27.4           | 1.7              | 26.5                                | 1.5              | -0.9             | -0.2             |
| Elimination and Corporate  | -15.8          | -3.2             | -15.5                               | -3.5             | 0.3              | -0.3             |
| Total  | 497.4          | 40.3             | 534.0                               | 40.5             | 36.6             | 0.2              |

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

\* Exchange rate effect

# Reference: Forecasts for Fiscal Year Ending March 31, 2026 (YoY Comparison)

| (Billion yen)  | FY2024 Results   | FY2025 Forecasts<br>(July 31, 2025) | Change |                 |
|--|------------------|-------------------------------------|--------|-----------------|
| Net Sales  | 1,123.4          | <b>1,155.0</b>                      | -13.5* | 31.6            |
| Operating Profit<br>(Operating Profit Ratio)   | 117.6<br>(10.5%) | <b>124.5</b><br>(10.8%)             | -3.4*  | 6.9<br>(0.3%)   |
| Ordinary Profit  | 118.8            | <b>122.5</b>                        |        | 3.7             |
| Profit Attributable to<br>Owners of Parent<br>(Ratio of profit attributable to<br>owners of parent to net sales) | 92.2<br>(8.2%)   | <b>85.5</b><br>(7.4%)               |        | -6.7<br>(-0.8%) |

|                                   | FY2024 Results |                  | FY2025 Forecasts<br>(July 31, 2025) |                  | Change    |                  |
|-----------------------------------|----------------|------------------|-------------------------------------|------------------|-----------|------------------|
|                                   | Net Sales      | Operating profit | Net Sales                           | Operating profit | Net Sales | Operating profit |
| Energy                            | 354.3          | 36.3             | <b>377.5</b>                        | <b>49.0</b>      | 23.2      | 12.7             |
| Industry                          | 400.0          | 34.0             | <b>422.0</b>                        | <b>42.5</b>      | 22.0      | 8.5              |
| Semiconductors                    | 236.8          | 37.1             | <b>225.0</b>                        | <b>23.0</b>      | -11.8     | -14.1            |
| Food and Beverage<br>Distribution | 111.5          | 13.9             | <b>107.0</b>                        | <b>12.5</b>      | -4.5      | -1.4             |
| Others                            | 56.1           | 3.8              | <b>58.0</b>                         | <b>4.0</b>       | 1.9       | 0.2              |
| Elimination and Corporate         | -35.4          | -7.3             | <b>-34.5</b>                        | <b>-6.5</b>      | 0.9       | 0.8              |
| Total                             | 1,123.4        | 117.6            | <b>1,155.0</b>                      | <b>124.5</b>     | 31.6      | 6.9              |

※ Figures for FY2024 performance reflect the business reorganization undertaken in the FY2025.

\* Exchange rate effect

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