
Financial Results **for the Third Quarter of FY2025** **(Nine Months Ended December 31, 2025)**

DAIHEN Corporation

February 3, 2026

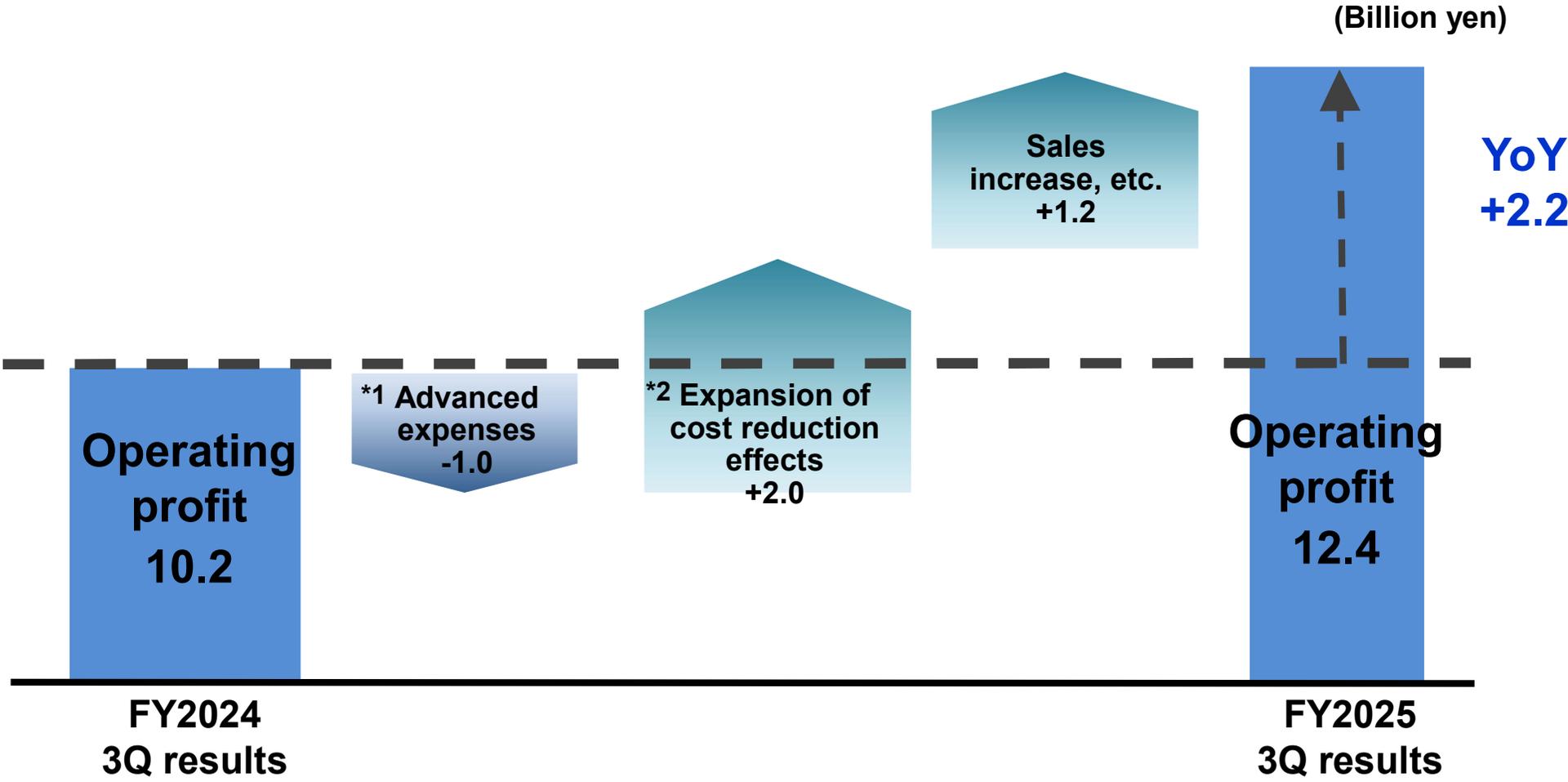
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FY2025 3Q Results (Nine Months Ended December 31, 2025)

(Billion yen)

	FY2024 2Q results		FY2025 2Q results		YoY		FY2024 3Q results		FY2025 3Q results		YoY	
	(1)	(2)	(2)-(1)	Change	(3)	(4)	(4)-(3)	Change				
Net sales	96.1	105.2	+9.1	+9.5%	155.8	163.4	+7.6	+4.9%				
1 Energy Management	50.1	53.9	+3.8	+7.7%	83.8	86.6	+2.8	+3.4%				
2 Factory Automation	14.2	15.2	+1.0	+7.4%	21.5	22.6	+1.1	+5.0%				
3 Material Processing	31.7	36.0	+4.3	+13.5%	50.4	54.1	+3.7	+7.2%				
Operating profit	5.3% 5.1	6.6% 6.9	+1.8	+36.9%	6.6% 10.2	7.6% 12.4	+2.2	+21.7%				
Ordinary profit	6.0% 5.7	7.5% 7.8	+2.1	+36.9%	7.2% 11.2	8.5% 13.8	+2.6	+23.5%				
Profit attributable to owners of parent	4.4% 4.2	4.9% 5.1	+0.9	+22.7%	4.9% 7.6	5.7% 9.3	+1.7	+22.4%				

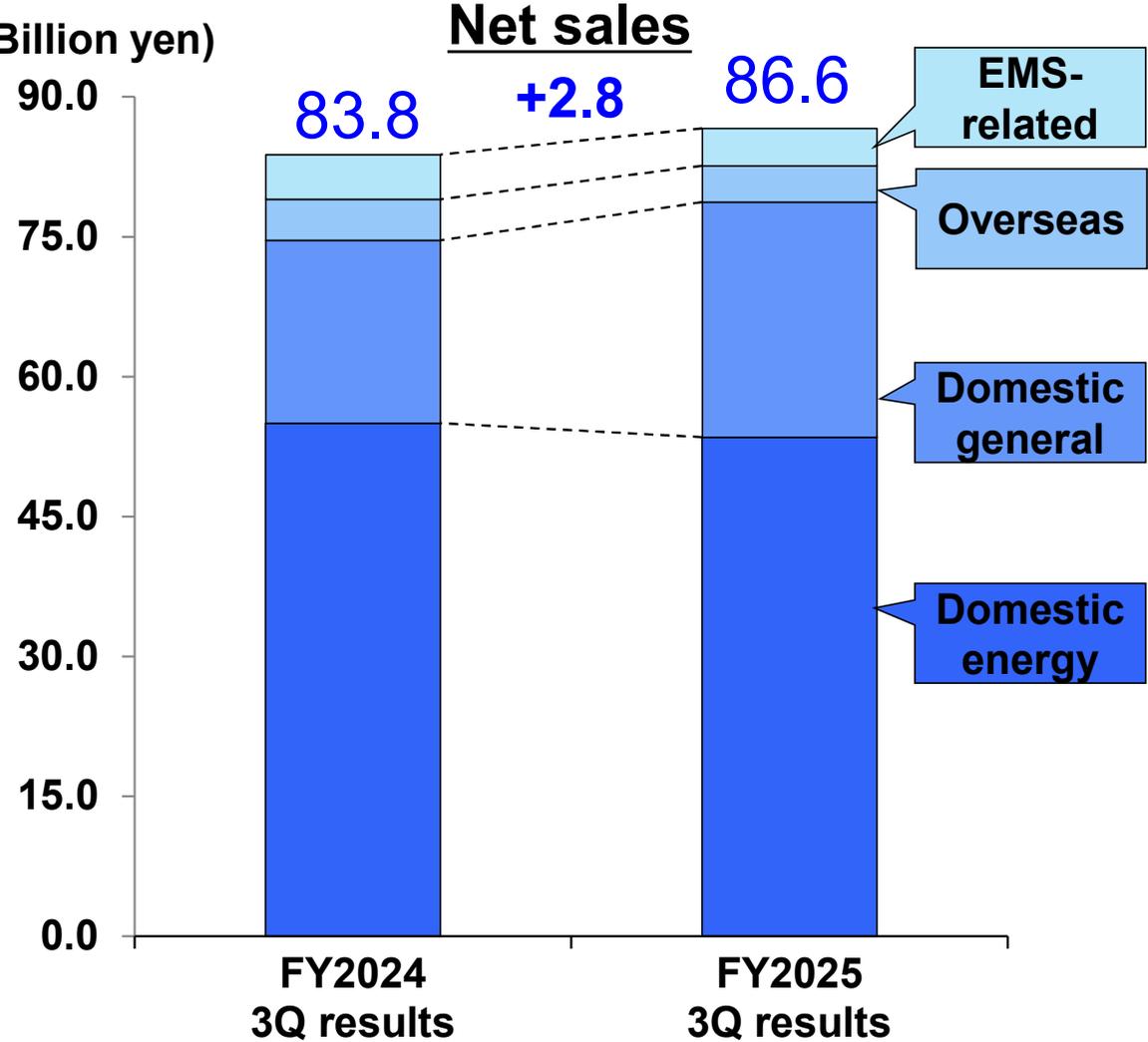
FY2025 3Q Factors for Changes in Operating Profit (YoY)



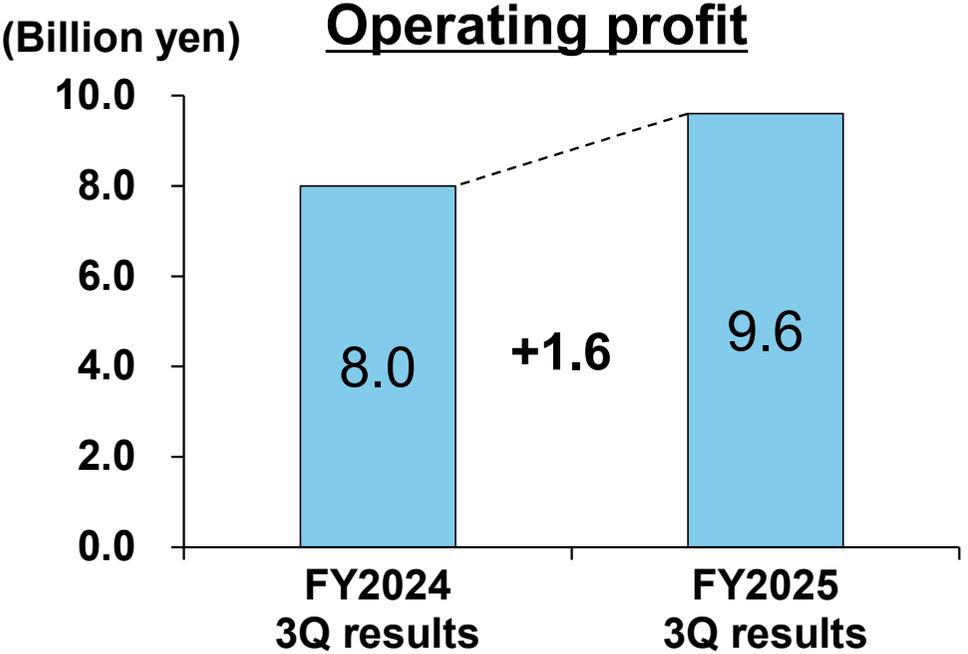
*1 Advanced expenses: increased development funds -0.2, wage increases, etc. -0.8

*2 Cost reduction effects: material cost savings +0.8, increased productivity +0.4, efficiency improvement in indirect operations +0.8

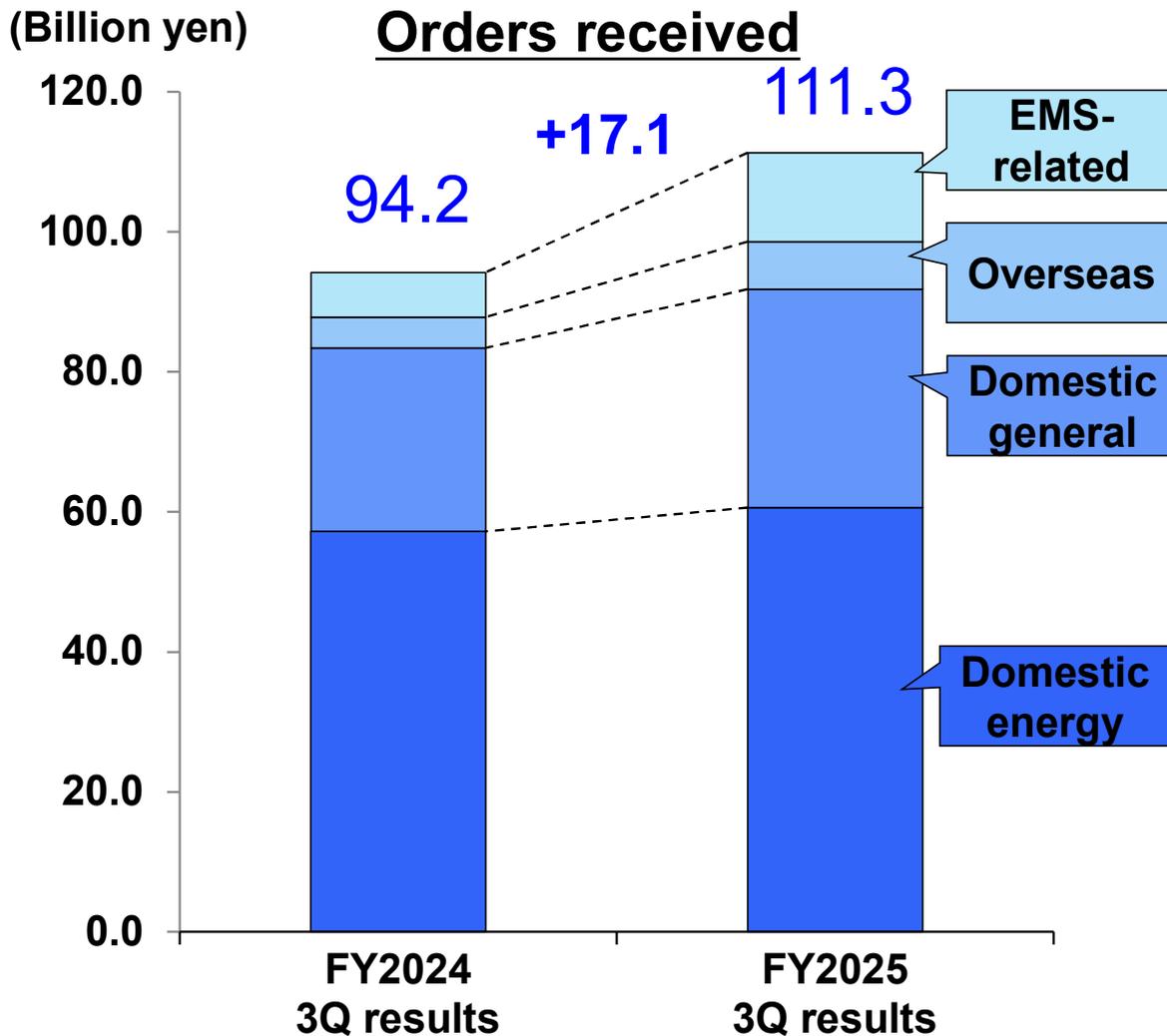
Energy Management Segment: Net Sales and Operating Profit



▪ Sales and profit increased due to growing demand for power receiving and distribution systems against the backdrop of expansion of investment in renewable energy and construction of new data centers, among other factors.

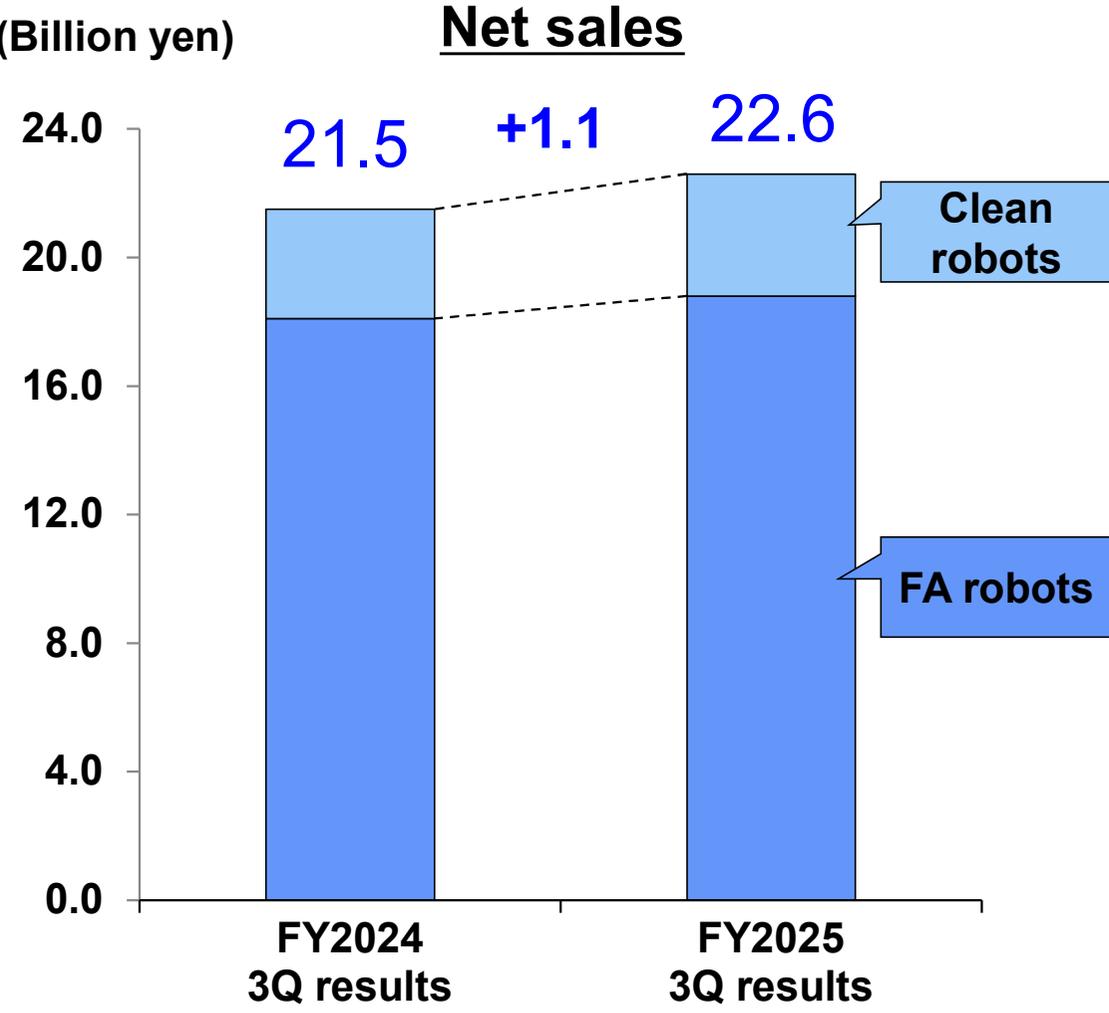


Energy Management Segment: Orders Received

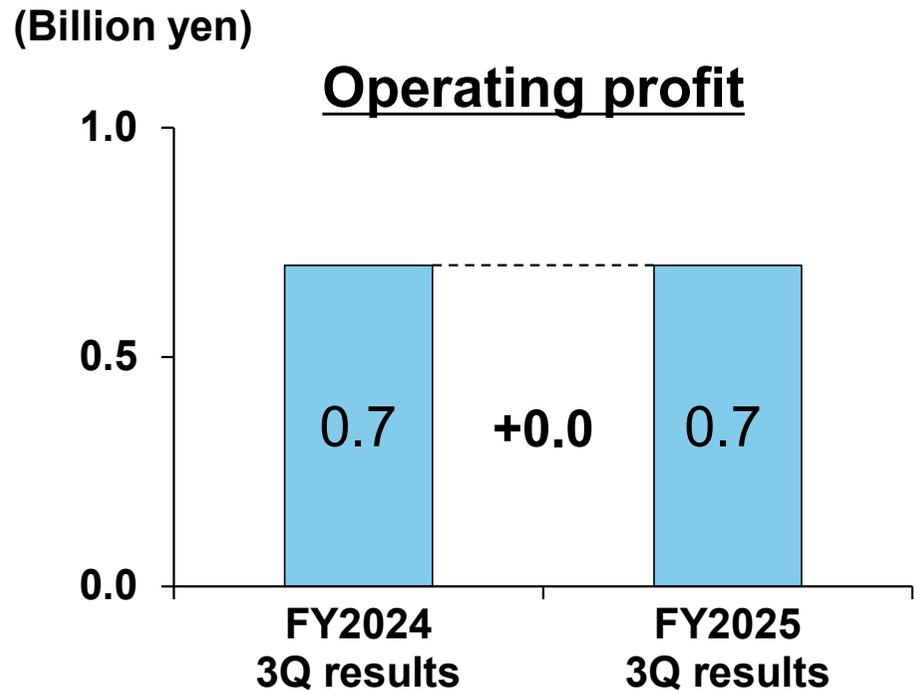


- Orders for Domestic energy increased due to heightened demand for large transformers used in substations.
- Orders for Domestic general increased due to renewable energy-related investments and growing demand for data centers, as well as in anticipation of the 2026 energy efficiency standards for transformers (Top Runner Transformer 3rd Judgment Standards).
- Orders for EMS-related increased due to a significant increase in orders for energy storage facilities.

Factory Automation Segment: Net Sales and Operating Profit

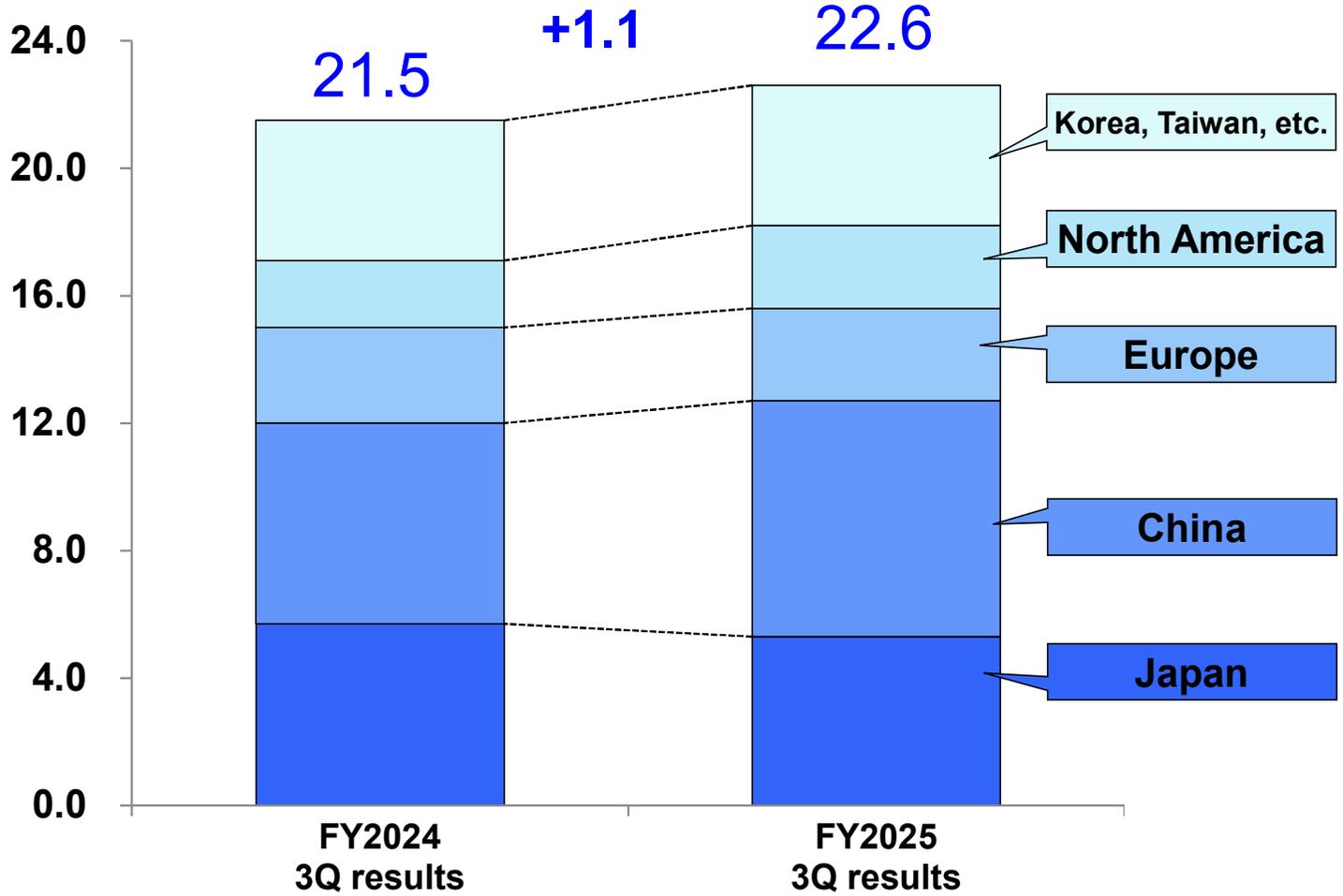


- Sales increased, reflecting the results of development of new customers in the U.S. and China.
- Profit remained unchanged, partly due to advanced expenses.



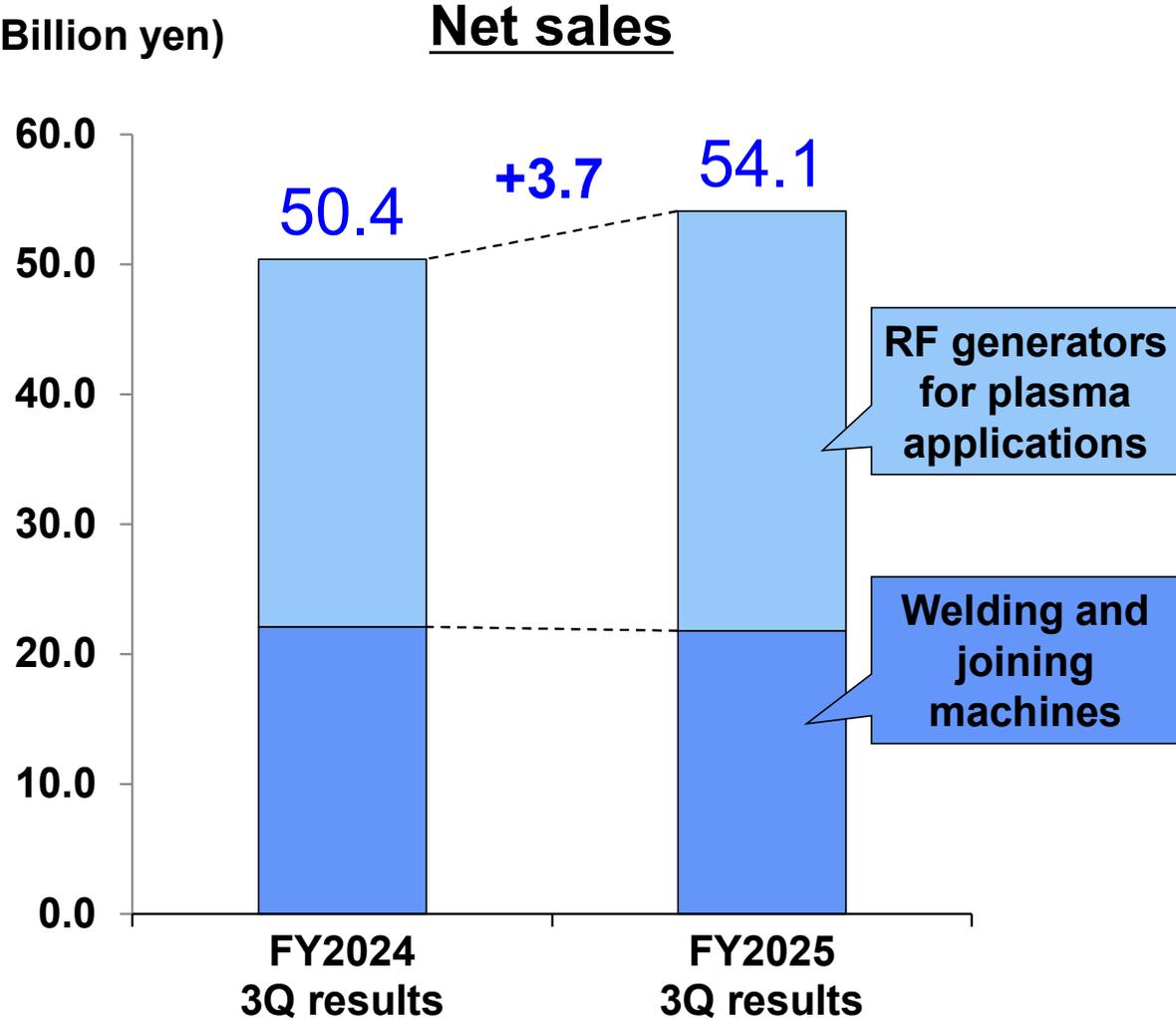
Factory Automation: Net Sales by Region

(Billion yen)

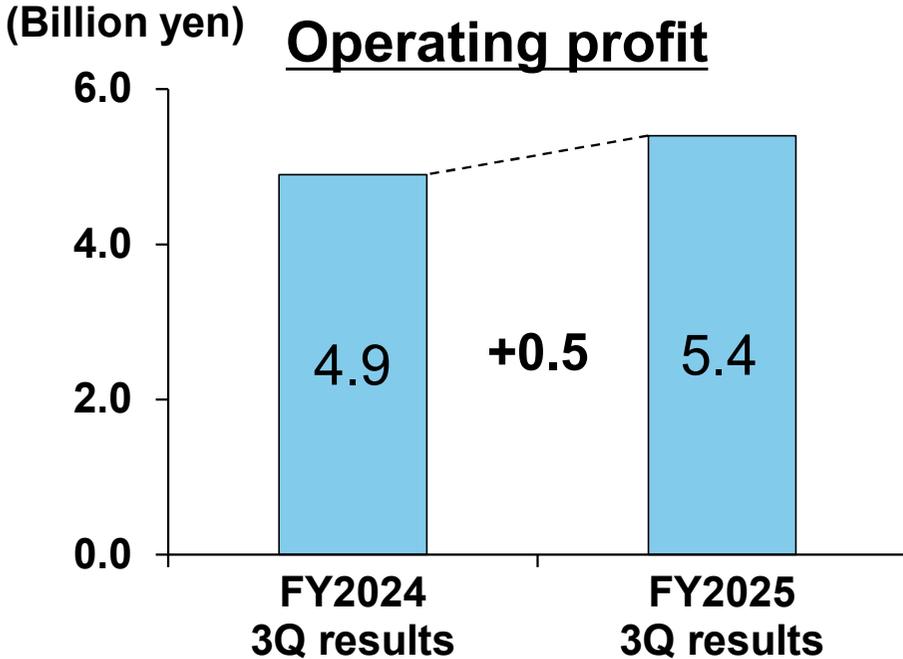


▪ While investments remained suppressed in Japan and Europe, sales in other regions increased.

Material Processing Segment: Net Sales and Operating Profit



- Demand for RF generators for plasma applications remained high due to growing investment in advanced semiconductors for generative AI.
- Profit increased, driven by higher net sales.



Full-year Financial Results Forecast

(Billion yen)

	FY2024 results (1)		FY2025 forecast (2)		YoY		Changes between initial forecast for FY2025	
					(2)-(1)	Changes	Changes (Amount)	Changes (%)
Net sales		226.3		235.0	+8.7	+3.8%	+5.0	+2.2%
1 Energy Management		120.8		127.0	+6.2	+5.1%	+8.0	+6.7%
2 Factory Automation		32.7		33.0	+0.3	+0.9%	-1.0	-2.9%
3 Material Processing		72.6		75.0	+2.4	+3.3%	-2.0	-2.6%
Operating profit	7.1%	16.1	7.9%	18.5	+2.4	+14.4%	+1.5	+8.8%
Ordinary profit	7.6%	17.1	8.1%	19.0	+1.9	+10.6%	+1.5	+8.6%
Profit attributable to owners of parent	5.3%	11.9	6.0%	14.0	+2.1	+17.0%	+1.0	+7.7%

Medium-Term Plan for FY2026 Key Strategic Priorities

Our vision

A company that actively contributes to solving social challenges

Basic policies

Expand the scope of development that contributes to solving social challenges

- Realize decarbonized society
- Eliminate labor shortages
- Promote digitalization

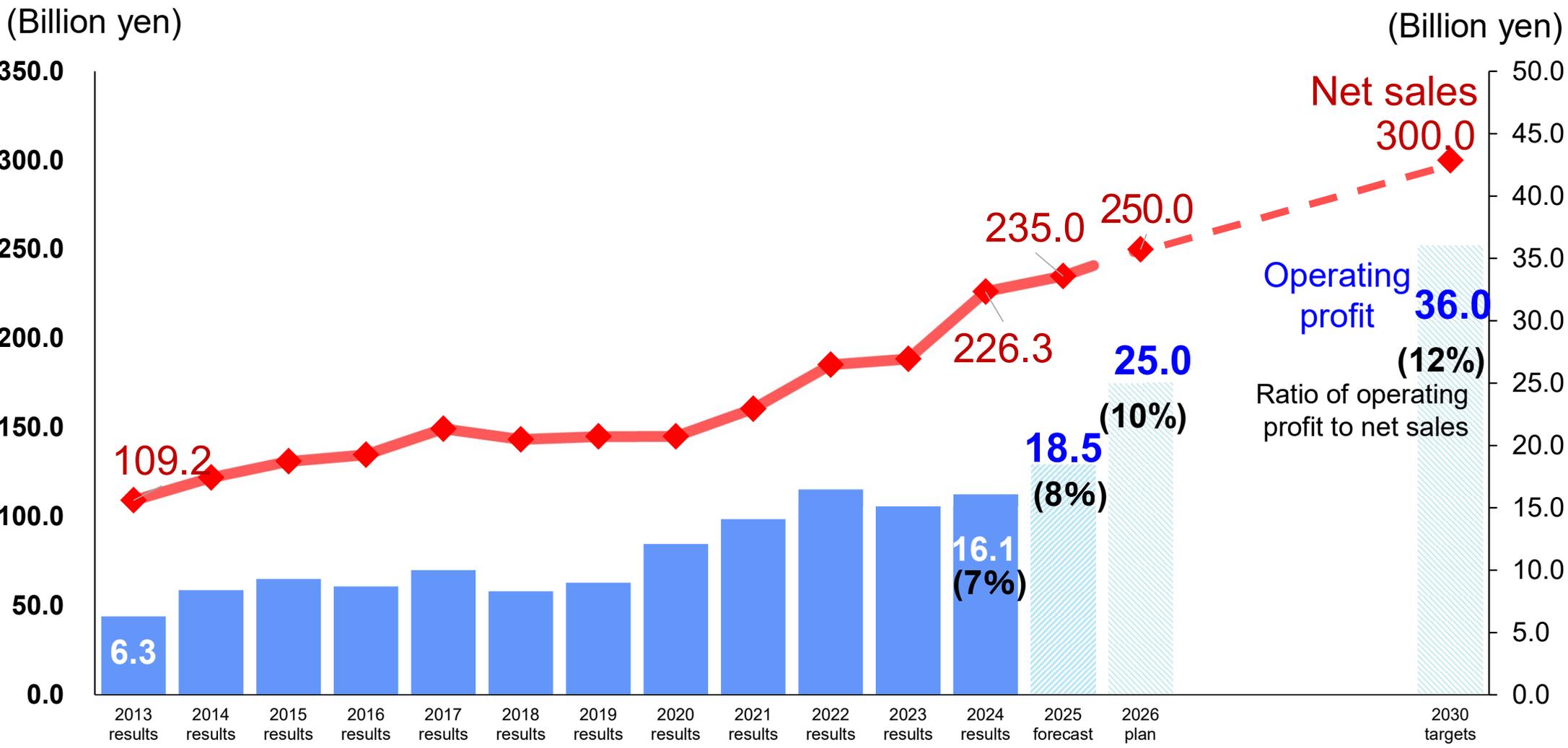
Themes for Expanding the Scope of Development that Contributes to Solving Social Challenges

Social challenges	Main development themes	Net sales targets			...	FY2030
		FY2024	FY2025	FY2026		
Realize decarbonated society	Next-generation power distribution-related equipment (DC power distribution, etc.)	15.0	23.0 (+4.0)*	30.0	...	55.0
	Renewable energy storage battery systems for self-consumption					
	Grid storage battery systems					
	Charging infrastructure equipment and systems					
	Power receiving systems for high-capacity users					
	Joining machines for lighter EVs					
Eliminate labor shortages	Robot systems suited to high-mix, low-volume production	6.0	7.0 (-2.0)*	15.0	...	25.0
	Enhance lineup of collaborative robots					
	De-skilling joining machines					
Promote digitalization	Energy-saving generators for semiconductor manufacturing equipment	9.0	12.0	25.0	...	45.0
	Space-saving robots for semiconductor manufacturing equipment					
	Plasma sources for chamber cleaning					
Total		30.0	42.0 (+2.0)*	70.0		125.0

(Billion yen)

*Figures in parentheses represent comparisons with the initial plan.

Medium-Term Plan Targets



Returns to Stakeholders

Balanced Return of Profit in Line with Targeted “Returns”

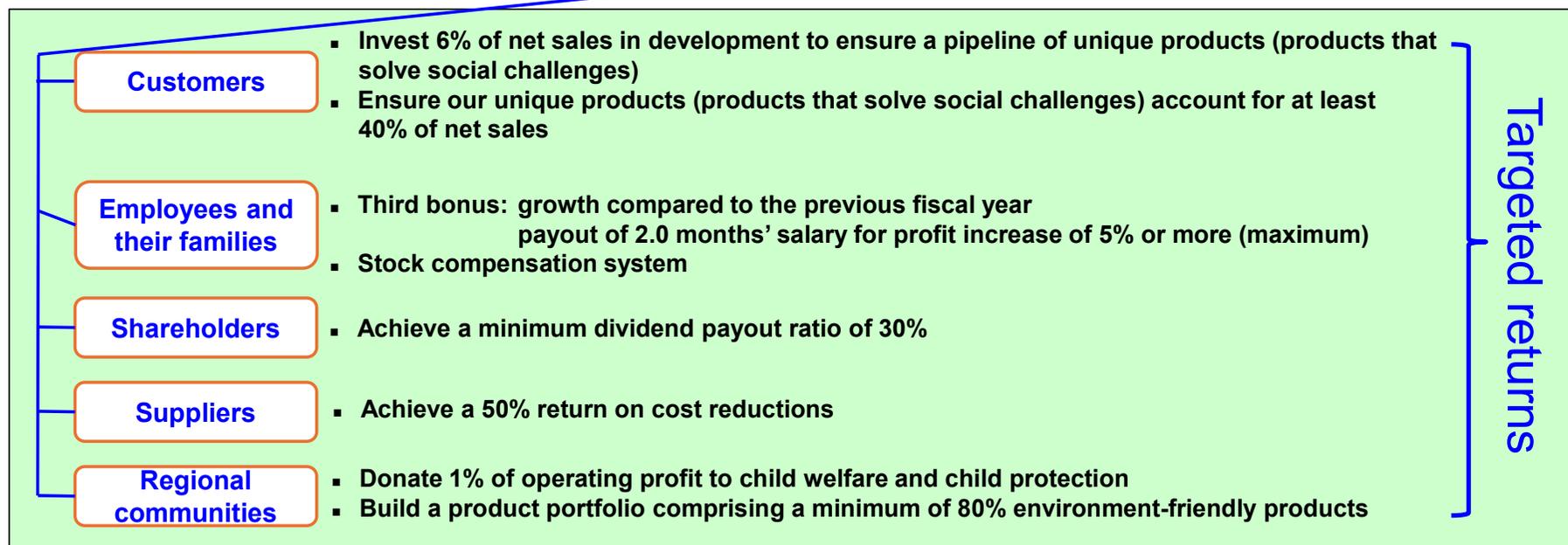
	FY2023 results	FY2024 results	FY2025 forecast
Net sales	188.5 billion yen	226.3 billion yen	235.0 billion yen
Ratio of operating profit to net sales	8.0% (15.1 billion yen)	7.1% (16.1 billion yen)	7.9% (18.5 billion yen)
ROE	13.3%*	8.8%	9.8%

FY2026 plan
250.0 billion yen or more
10% or more (25.0 billion yen or more)
12% or more

*ROE excluding gain on bargain purchase, etc.: 9.2%

DAIHEN Group’s Goal

Achieving “simultaneous contentment for all,” which was said in 1985 by Keijiro Kobayashi, the 5th President



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Expand the Scope of Development that Contributes to Solving Social Challenges

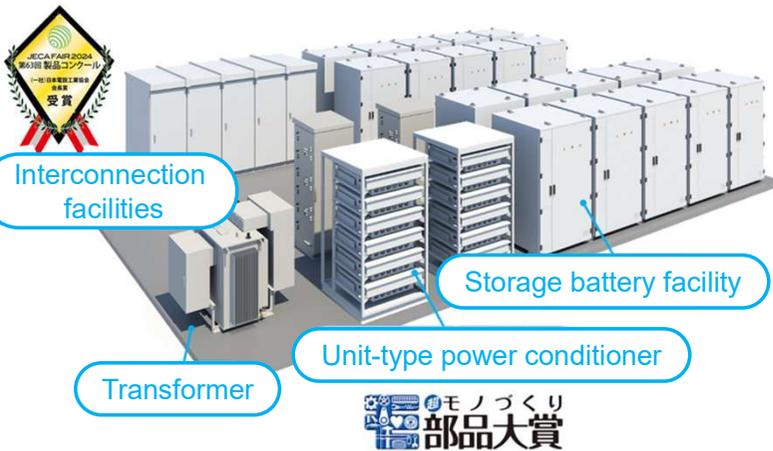
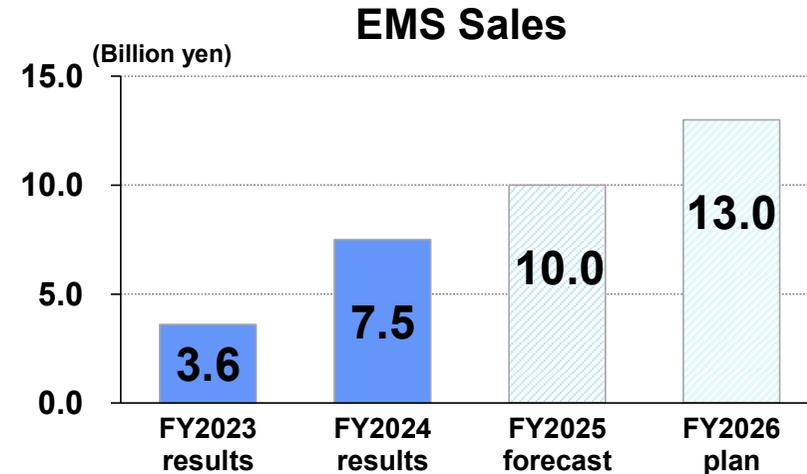
Realize decarbonated society

[Market Environment]

- Growing demand for grid storage batteries that can be deployed early in the supply-demand balancing market
- Rising demand for storage battery installations, driven by output curtailment issues at solar power plants

[Expanded Deliveries of Grid Storage Battery]

- Our storage battery systems are highly evaluated for low noise and easy installation, driving significant order and sales growth for high-voltage storage facilities.



- ✓ Can be delivered separately.
- ✓ Low-noise design helps reduce the costs of noise mitigation measures for neighboring communities.
- ✓ Obtained wide-area certification for waste processing.
- ✓ Concluded a supply agreement for stationary batteries with CATL (August 2025).
- ✓ Obtained a label of conformance to “JC-STAR,” a security scheme for IoT products.
- ✓ Received a Chief Judge’s Special Award at the 2025 New Energy Awards.



High-capacity storage battery system (2MW/8MWh)

*JC-STAR (Labeling Scheme based on Japan Cyber-Security Technical Assessment Requirements):

A scheme supervised by the Ministry of Economy, Trade and Industry that aims to confirm and visualize conformance to requirements through third-party assessments.

1 Expand the Scope of Development that Contributes to Solving Social Challenges

Realize decarbonated society

Development and Start of Orders for Storage Battery Package for Disaster Prevention

[Background of Development]

- The majority of emergency generators (approx. 200,000 units nationwide) installed under the Fire Service Act and the Building Standards Act are diesel-powered and used only in emergencies.
- Revisions to the Fire Service Act-related notice (issued July 30, 2025) permit installation of lithium-ion storage battery systems as combined regular/emergency power sources (expected to drive demand* for the replacement of existing emergency generators). Fire service certification is planned (first in Japan).

***Market size: 80.0 billion yen per year** (Company estimate)

[Features (Comparison with Emergency Generators)]

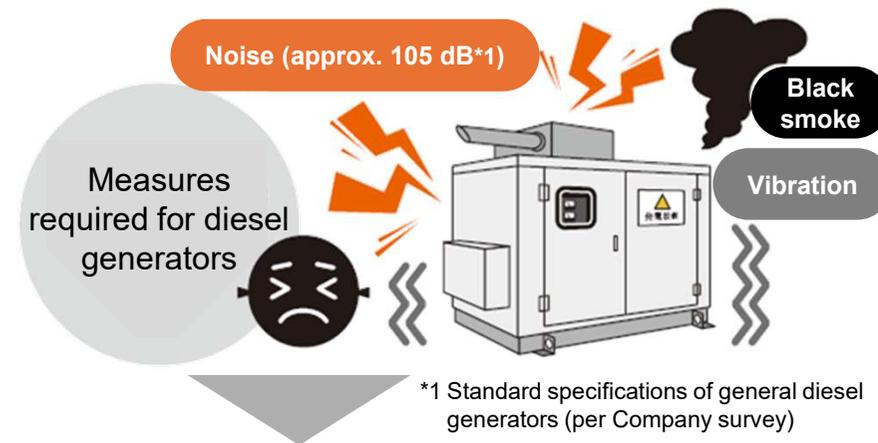
1. Enhanced capital investment effects

- Reduces electricity costs through peak-shaving during normal operation.
- Reduces maintenance costs.

2. Safe and secure operation

- Reduces costs and effort for noise, vibration, and black smoke countermeasures.
- Prevents unexpected startup failures and abnormal shutdowns through constant use.

(December 2025)



Low-noise (75 dB)

No black smoke

No vibration

No measures required for this package*2



*2 Noise measures may be necessary depending on the installation status.

Increasing Production Capacity in Response to Growing Power Demand (Energy Management)

[Market Environment]

- The expansion of power-receiving facilities and substations is anticipated due to new data centers and semiconductor plants.
=> Inquiries and orders for industrial transformers and large transformers for substations are steadily increasing, and these trends are expected to continue.

[Production Integration of Industrial Oil-Immersed Power Transformers (SHIHEN TECHNICAL)]

- The production of industrial oil-immersed transformers currently manufactured at DAIHEN Electric Machine Corporation (Osaka) will be integrated into SHIHEN TECHNICAL Corporation (Kagawa).
- The former plant site of DAIHEN Electric Machine Corporation will be considered for effective utilization, including expanding production capacity for mold transformers for data centers.



Image of the New Plant of Industrial Oil-Immersed Power Transformers

1.7 times previous levels
(New plant to be completed in October 2026)

[Construction of a New Plant in the Large Transformer Plant (Mie Plant)]

- Rising demand for substation equipment driven by growing investment in renewable energy, increasing construction of data centers and other facilities, and renewal investment by power companies
=> Reinforcement to double the production capacity of large transformers



Site planned for the new plant Mie Business Office

FY2026: **1.2** times previous levels (Enhanced facilities and workforce)
FY2027: **1.5** times previous levels (New plant Phase 1 to be completed)
FY2029: **2.0** times previous levels (New plant Phase 2 to be completed)

1 Expand the Scope of Development that Contributes to Solving Social Challenges

Eliminate labor shortages

[Market Environment]

- Demand for production automation remains resilient due to labor shortages and rising wages. The industrial robotics market is expected to continue expanding over the medium to long term.

[Our initiatives]

- Expand products and solutions to widen the scope of robot applications => Expand sales globally

Mobile robot

- Achieved industry-leading precision and compact size in its class for broader applications.
- Designed for various mobility tasks, including lifting and towing.
- Received a Grand Prize at the 68th (2025) Ten Outstanding New Products Awards.



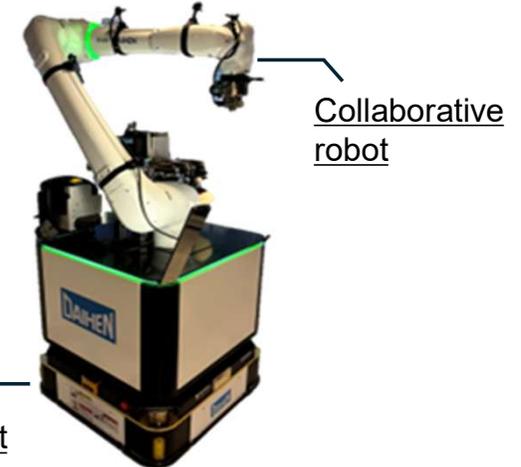
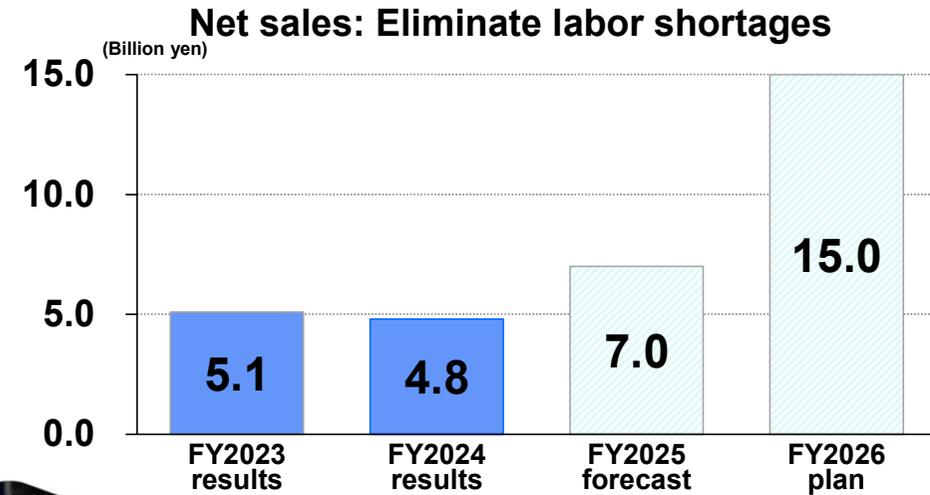
Mobile robot with a payload of 500 kg



Autonomous mobile robot

- Our proprietary product that serves as both a collaborative robot and a mobile robot (utilizing a tool changer to support multiple functions).
- Automates various tasks by navigating freely throughout the factory.

=> Aim to expand sales in the automobile and industrial equipment sectors, mainly in Japan and Europe



Autonomous mobile robot

1 Expand the Scope of Development that Contributes to Solving Social Challenges

Promote digitalization

[Our initiatives]

RF generator systems

- Deploy our proprietary high-performance power supply systems—designed to enable deep trenching and miniaturization in the etching process—for use in cutting-edge memory and logic devices
- Deliver our products to back-end semiconductor manufacturing processes, such as FOPLP*, where the market is expected to expand

Accelerating market launch of transport robots for advanced packaging

- In addition to semiconductor wafer transfer robots, expand our product lineup for transport applications across various processes in the advanced packaging field including FOPLP*.

Robots for atmospheric environment (June 2025)

- Achieves low vibration, low profile, and long stroke, adaptable to a wide range of transport areas
- Industry-leading high payload (20 kg)

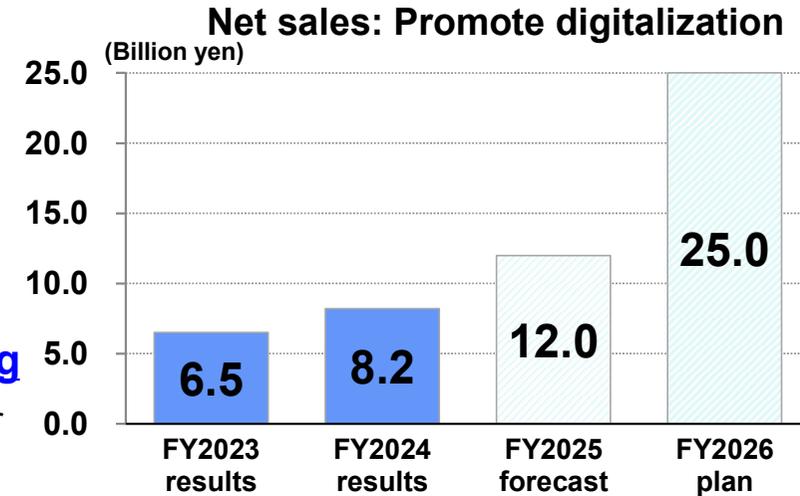
500/600 mm Panel transport



Robots for vacuum environment (September 2025)

- High-speed, low-vibration, and high-precision transport achieved through proprietary vibration control
- Space-saving design realized by developing a SCARA-type robot

300 mm Panel transport



Our exhibit at SEMICON Japan 2025 in December 2025 was highly evaluated by major equipment manufacturers in Japan and overseas and resulted in new business inquiries.

*FOPLP (Fan-Out Panel Level Package): A technology that is one of the advanced packaging techniques, achieving miniaturization and high integration by forming wiring layers that connect semiconductor chips and printed circuit boards on a square-shaped substrate.

“Welbee The Short Arc” Series, the definitive welding machine integrating features of various equipment types

[First Series] (Launched in FY2024)

350A-class machine for use across diverse industries (from 5 models to 1 model)

- High-end performance at reasonable prices
=> Increased domestic market share (56% to 59%)
- 70% reduction in same-class inventory
- Production person-hours cut via automation by 6,000 hours per year

[Second Series] **Launched in the market in January 2026**

High-output 500A-class machines for thick plate welding (from 25 models to 2 models)

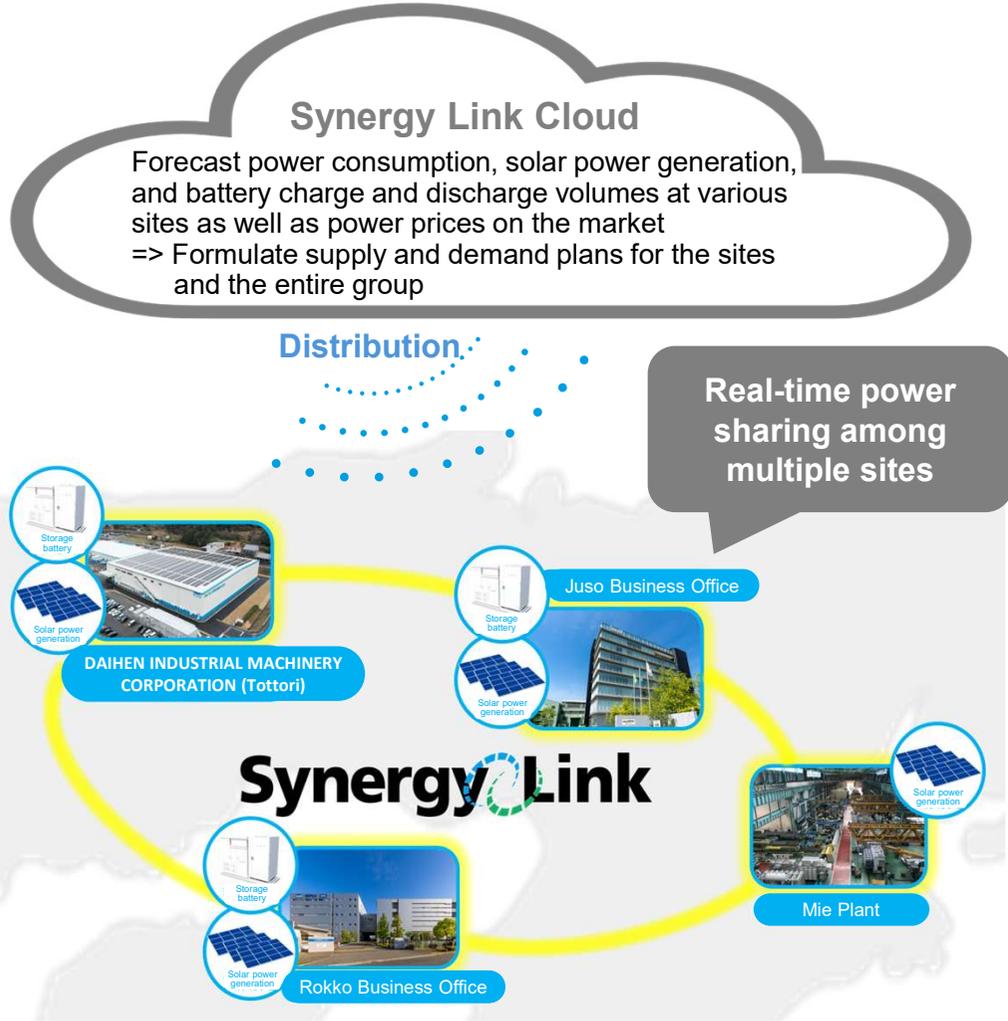
- Welding stabilization for large structures such as ships, steel frames, and bridges enables de-skilling
=> Further increase market share
- Profitability gains from horizontally deploying production automation achieved by the first series



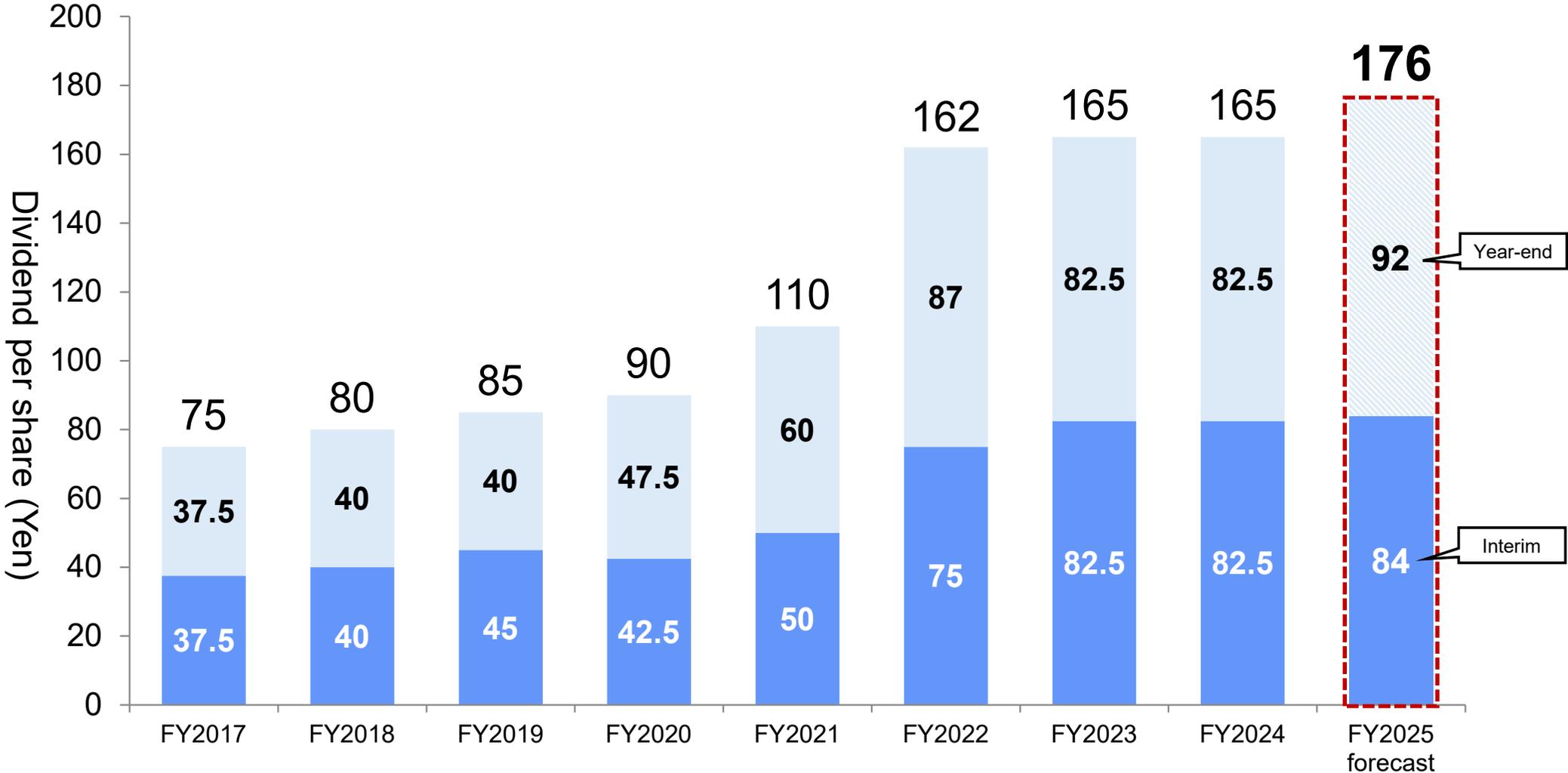
Initiatives to Reduce CO₂ Emissions at Our Sites and Creation of New Business

- Introduced solar power generation and proprietary battery storage packages at major sites in Japan and overseas.
- Developed and gradually introducing a power sharing system not only within our sites but also with suppliers.

➔ Aiming to establish a new business model through our own initiatives.



Dividends



Notes on Forward-Looking Statements

- **These materials contain forward-looking statements, including the outlook and expectations of the Company (including its consolidated subsidiaries).**
These statements are grounded in judgements and assumptions based on the information currently available to the Company. Actual financial results in the future may differ significantly due to uncertainties inherent in the judgements and assumptions, as well as changes in business operations or external and internal conditions.
- **There are numerous factors that involve the above-mentioned uncertainties and potential changes, including the following:**
 - **Changes in economic conditions, demand, and market environment in key markets**
 - **Political developments and various trade or regulatory policies in key markets**
 - **Fluctuations in foreign exchange markets**
 - **Fluctuations in raw material prices**
 - **Business development by competitors such as product/service strategies, pricing policies, and M&A activities**
 - **Strategic changes by partners related to our business alliances**