

November 11, 2025

Consolidated Financial Results Presentation for the First Half of the Fiscal Year Ending March 31, 2026

Futaba Corporation

1. The performance forecasts described in this document are based on information currently available to the Company and certain assumptions deemed reasonable and include potential risks and uncertainties such as exchange rates.
Please note that actual results may differ from these forecasts due to various significant factors.
2. The amounts stated in this document are rounded down to the nearest million yen and rounded to the nearest hundred million yen for figures in hundred millions.
3. The net income (interim) described in this document refers to the net income (interim) attributable to owners of the parent company.
4. This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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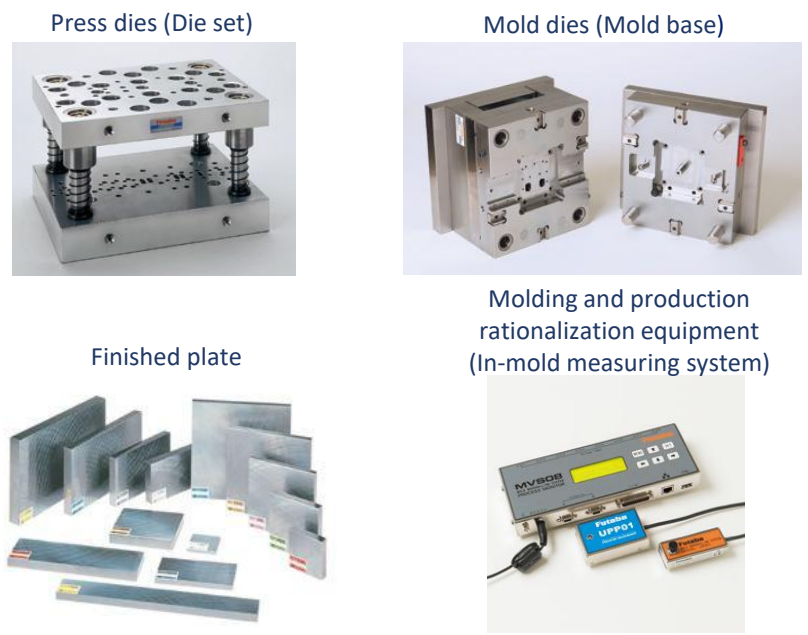
Electronic Systems Business

- Composite modules : Display modules that combine a control board with a display device. Utilizing wireless and display technologies, we offer contract manufacturing (EMS) and contract development (ODM) based on customer design information
- Radio control for industrial : Wireless remote controls for truck cranes, radio-controlled helicopters for pesticide spraying and drones, etc.
- Radio control for hobby : High-performance transmitters and receivers with bidirectional communication functions, servos, etc.
- Robotics products : Industrial drones capable of stable flight even in bad weather, servos with excellent durability and environmental resistance, etc.
- Organic Light-Emitting Diode displays (OLED) : Display devices with high contrast and beautiful, high-definition screens



Machinery and Tooling Business

- Press dies : Die sets and parts for metal press processing molds
- Mold dies : Mold bases and parts for resin molding molds
- Finished plate : Precision plates ideal for mold applications, machinery equipment, and jig/tool design and manufacturing, as well as thick CFRP plates for cutting processing such as "Felcarbo"
- Molding and production rationalization equipment : In-mold measurement systems, injection molding AI systems, hot runner systems, machine tools IoT monitoring systems, and other products that promote rationalization of production processes



Overview of Consolidated Financial Results for FY2025 2Q

- Appropriate sales price policies were continuously promoted. However, revenue decreased due to planned shipment reductions resulting from the termination of certain businesses, sluggish demand for the Machinery and Tooling in the Korean market, and changes in the business scheme for OLED displays.
- Structural reforms resulted in additional cost reductions of 7 hundred million yen in operating profit for the second quarter, on top of the 48 hundred million yen cost reductions achieved up to the previous fiscal year.
- In the Machinery and Tooling, the postponement of new developments by customers and increased allowance for doubtful accounts from certain Korean customers, combined with a deterioration in product mix and inventory-related profit and loss in the Electronic Systems, led to operating profit significantly underperforming business forecasts.
- U.S. tariff costs were fully passed on to prices as of the second quarter, with no impact on operating profit.

(Millions of yen)	FY2024/2Q (Actual)	FY2025/2Q (Actual)	YoY
Net sales	24,568	20,953	(3,615)
Gross Profit	4,362	3,468	(893)
Margin (%)	17.8	16.6	
Operating profit	(474)	(1,125)	(650)
Margin (%)	(1.9)	(5.4)	
Foreign exchange gains/losses	(416)	(349)	67
Ordinary profit	(357)	(860)	(503)
Margin (%)	(1.5)	(4.1)	
Interim net profit	(1,273)	(710)	562
Margin (%)	(5.2)	(3.4)	
Average exchange rate	152 yen/\$	147 yen/\$	-5 yen/\$
Closing exchange rate	143 yen/\$	149 yen/\$	6 yen/\$

Highlights of the Current Period (YOY)

Net sales

In the Machinery and Tooling, revenue declined due to sluggish demand in the Korean market, intensified price competition with competitors for our core product, mold bases, and changes in the business scheme for OLED displays.

Operating profit

Even with such cost reductions through structural reforms, the deficit widened due to lower revenue, an increase in the allowance for doubtful accounts for certain Korean customers, and changes in product mix resulting from changes in the business scheme for OLED displays.

Ordinary profit

Despite a reduction in foreign exchange losses, the operating loss widened, leading to an increase in the deficit.

Interim net profit

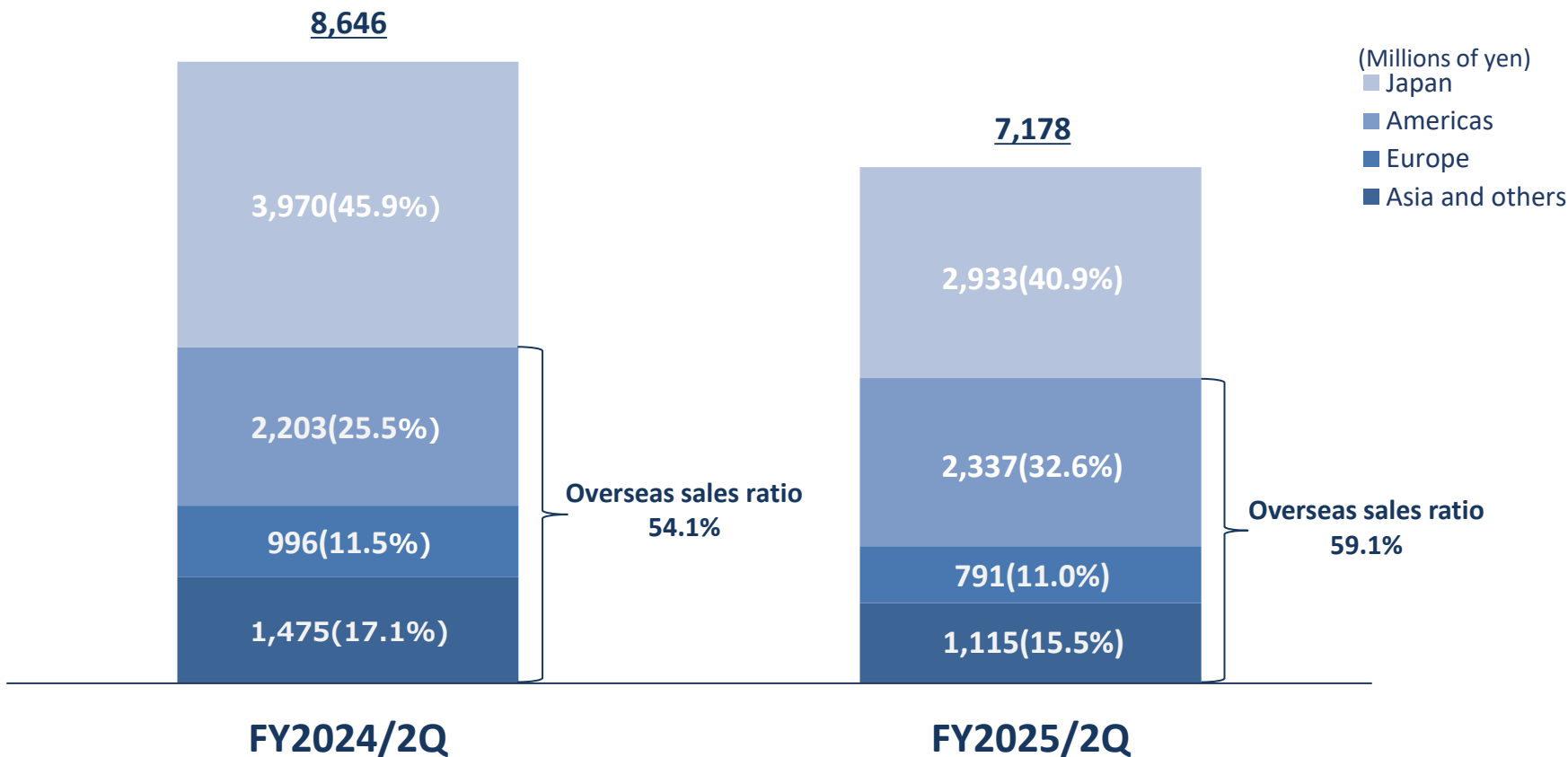
The loss narrowed mainly due to the realization of real estate sales at a subsidiary.

Sales by Market Region / Electronic Systems

Futaba

- ▶Japan : Stabilization of last-buy orders for out-cell touch sensors, together with decreased customer demand for EMS and the transitional period due to changes in the business scheme for OLED displays led to lower revenue.
- ▶Americas/Europe: While increased EMS orders in the Americas had a positive impact, stabilization of last-buy orders for out-cell touch sensors and the transitional period due to changes in the business scheme for OLED displays led to lower revenue.
- ▶Asia and others : Decreased customer demand for EMS and the transitional period due to changes in the business scheme for OLED displays led to lower revenue.

■ Overseas sales ratio: Due to a significant decrease in net sales to Japan, the ratio increased by +5.0 points.



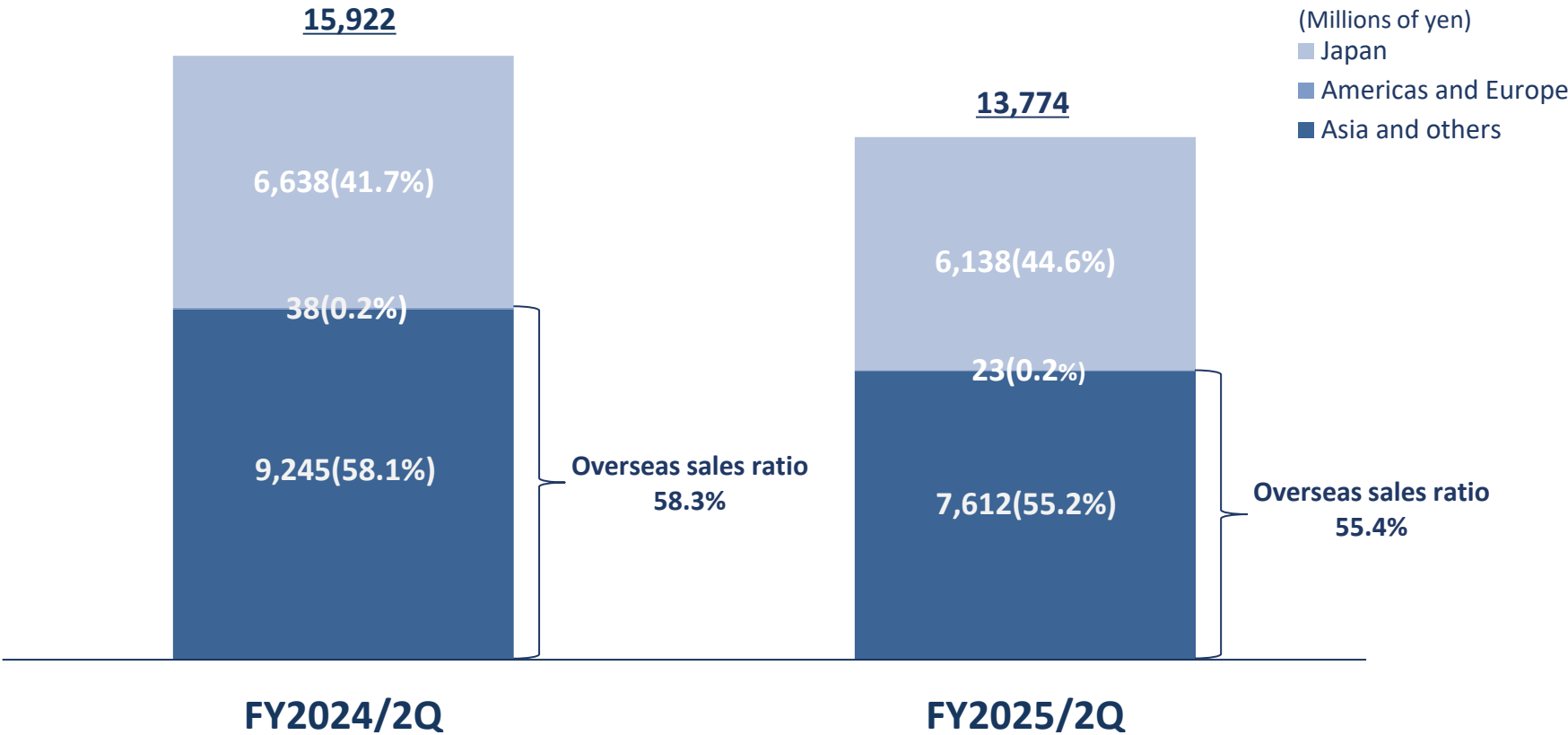
(Notes)

- 1. The numbers in parentheses represent the proportion of total sales.
- 2. The sales figures listed on this page do not include internal transactions.

Sales by Market Region / Machinery and Tooling

Futaba

- ▶Japan : Growth was seen in molding and production rationalization equipment, as well as in machine tool IoT monitoring systems, which are current focus areas. However, sales of mold equipment and plate products remained sluggish due to the delayed recovery of the automotive-related market, which led to lower revenue.
 - ▶Asia and others: While the ASEAN market remained in line with the previous year, the main Korean market was affected by sluggish demand for automobiles and home appliances as well as intensified price competition. In addition, planned sales decreases due to the reorganization of production bases in China led to lower revenue.
- Overseas sales ratio: Due to decreased sales to Asia, the ratio decreased by 2.9 points.



(Notes)

1. The numbers in parentheses represent the proportion of total sales.

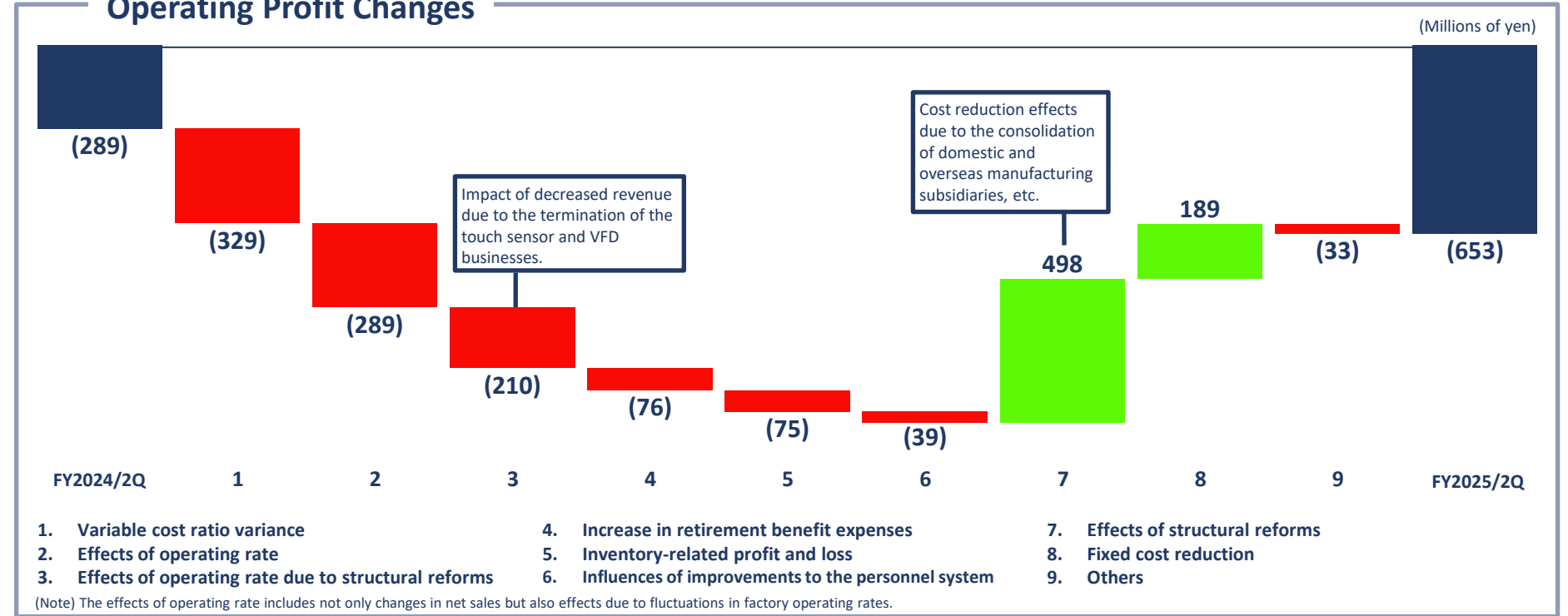
2. The sales figures listed on this page do not include internal transactions.

(Millions of yen)	2Q		YOY	Ratio
	FY2024	FY2025		
Net sales	8,652	7,193	(1,459)	-16.9%
Operating profit	(289)	(653)	(364)	

(Note)

Net sales and operating profit include internal transactions.

- Net sales
 - ▶Composite modules **(Decrease)**
Shipments of modules equipped with vacuum fluorescent display (VFD) decreased due to the termination of the VFD business. In EMS, although automotive applications remained steady, measurement instrument and communication equipment applications were sluggish, resulting in decreased revenue.
 - ▶Radio control for industrial **(Decrease)**
Although demand for construction machinery and agricultural applications increased, orders for FA applications decreased, resulting in decreased revenue.
 - ▶Radio control for hobby **(Decrease)**
Revenue decreased due to sluggish demand in the North American and domestic markets.
 - ▶Robotics products **(Increase)**
Industrial servos saw increased revenue due to strong performance in domestic amusement applications and North American UAV-related fields.
 - ▶OLED displays **(Decrease)** *Discontinued in-house production
Revenue decreased due to the transitional period of changing the business scheme from in-house production and sales.



(Millions of yen)	2Q		YOY	Ratio
	FY2024	FY2025		
Net sales	15,923	13,774	(2,148)	-13.5%
Operating profit	(185)	(471)	(286)	-

(Note)
Net sales and operating profit include internal transactions.

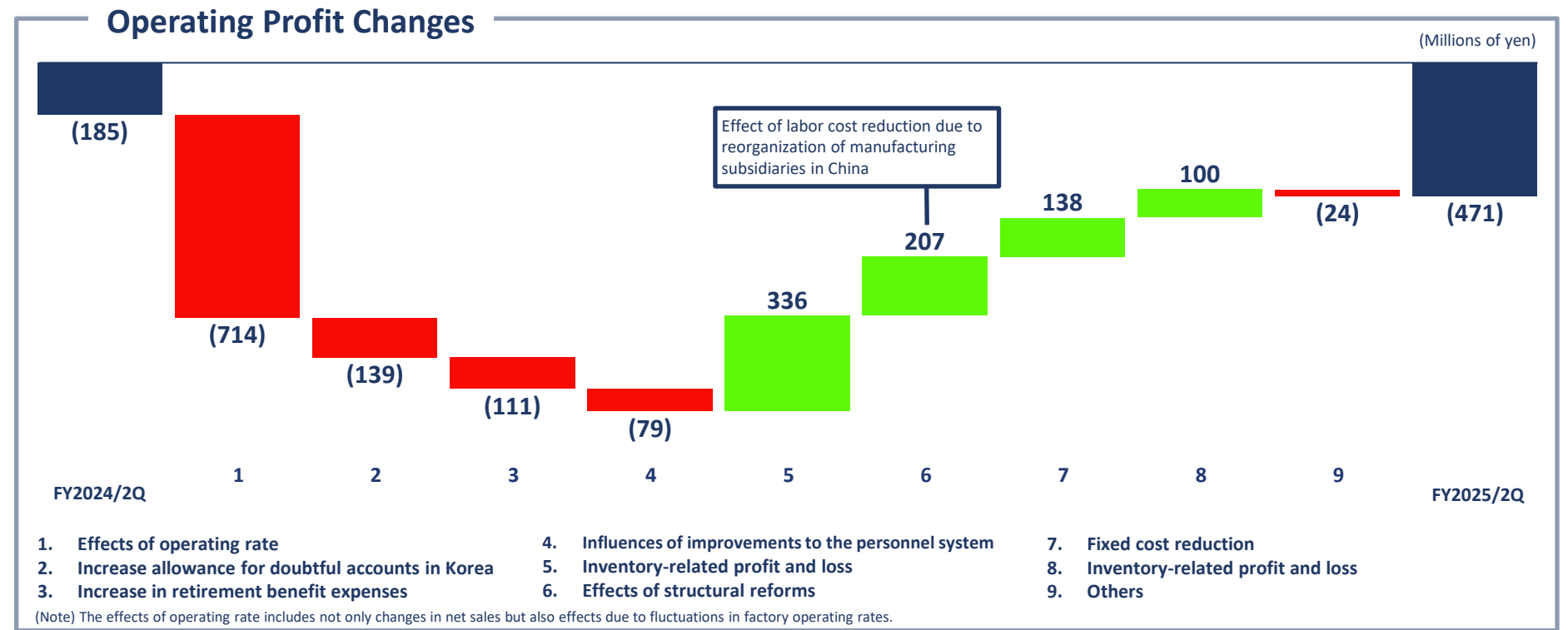
●Net sales

▶Domestic (Decrease)

Growth was seen in molding and production rationalization equipment, as well as in machine tool IoT monitoring systems, which are current focus areas. However, sales of mold equipment and plate products remained sluggish, due to the delayed recovery of the automotive-related market, which led to lower revenue.

▶Overseas (Decrease)

While the ASEAN market remained in line with the previous year, the main Korean market was affected by sluggish demand for automobiles and home appliances as well as intensified price competition. In addition, planned sales decreases due to the reorganization of production bases in China led to lower revenue.

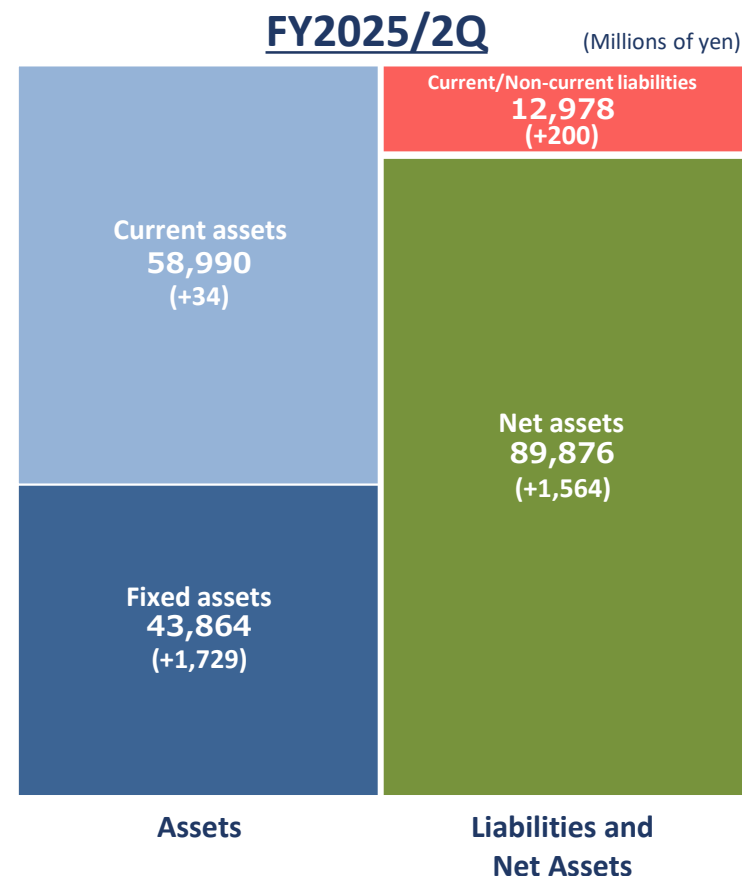


Consolidated Balance Sheet

[Main factors of increase/decrease]

- Cash and deposits: Increase due to implementation of inventory optimization policies and sale of real estate.
- Inventories : Decrease in raw materials and merchandise due to implementation of inventory optimization policies and decline in sales.
- Fixed assets : Increase due to recording of valuation differences on investment securities.
- Equity capital : Increase in valuation difference of other securities.

(Millions of yen)	FY2024/4Q	FY2025/2Q	YoY
Cash and deposits	31,285	32,670	1,385
Accounts receivable	13,129	12,504	(624)
Inventories	13,967	13,138	(829)
Other current assets	573	676	103
Fixed assets	42,135	43,864	1,729
Total assets	101,090	102,855	1,764
Current liabilities	6,534	6,113	(420)
Non-current liabilities	6,243	6,864	620
Equity	77,167	78,482	1,314
Non-controlling interests	11,144	11,394	250
Total liabilities and net assets	101,090	102,855	1,764



Equity ratio: 76.3% (FY2024/4Q: 76.3%)

Net assets per share: 1,850.32 yen (FY2024/4Q: 1,819.33 yen)

(Note)

The numbers in parentheses indicate the increase or decrease (compared to FY2024/4Q).

(Millions of yen)		FY2024	FY2025		Change	<Reason for Plan Revision>
		(Actual)	(Previous Plan)	(Current Plan)		
Consolidated	Net sales	48,116	46,000	42,800	(3,200)	■ Operating profit In the Electronic System Business, a decline in customer demand for composite modules (including EMS) is expected to continue, leading to reduced sales, lower operating rates, and a worsening product mix.
	Operating profit	(1,292)	(200)	(1,600)	(1,400)	
	Margin(%)	(2.7)	(0.4)	(3.7)		
Electronic Systems	Net sales	17,491	15,500	15,500	—	In the Machinery and Tooling Business, sluggish demand for automobiles and home appliances in the main Korean market, price competition with competitors, and the delayed recovery in the domestic automobile-related market are expected to continue to adversely affect the operating rates.
	Operating profit	(920)	(400)	(800)	(400)	
	Margin(%)	(5.3)	(2.6)	(5.2)		
Machinery and Tooling	Net sales	30,645	30,500	27,300	(3,200)	As a result of these factors, full-year operating profit is expected to decrease.
	Operating profit	(371)	200	(800)	(1,000)	
	Margin (%)	(1.2)	0.7	(2.9)		
Foreign exchange gains/losses		(44)	(460)	(320)	140	■ Ordinary Profit Although improvement is expected due to the reduction of foreign exchange losses caused by yen depreciation, ordinary profit is projected to decrease due to a decline in operating profit.
Ordinary profit		(206)	100	(1,000)	(1,100)	
Margin (%)		(0.4)	0.2	(2.3)		
Net income		△281	1,600	1,900	300	
Margin (%)		(0.6)	3.5	4.4		
Average exchange rate		152 yen/\$	140 yen/\$	150 yen/\$	10 yen/\$	

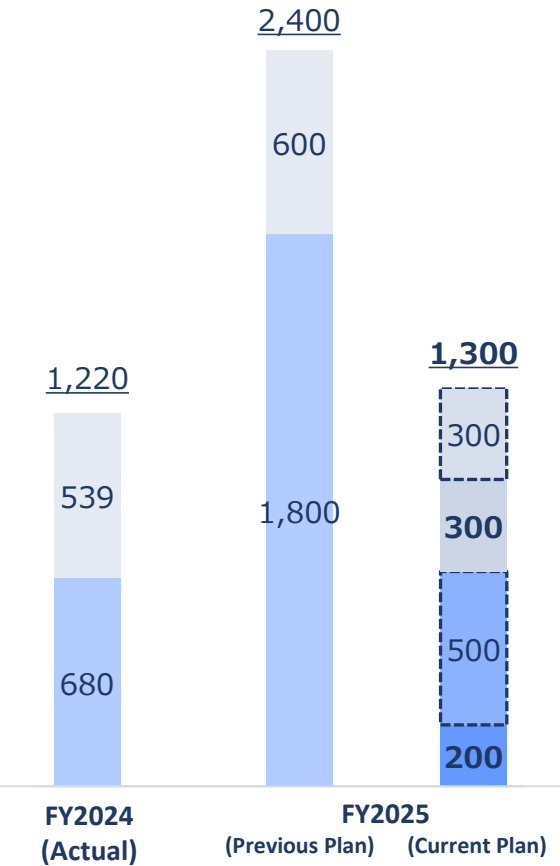
(Note) Sales and operating profit for each segment include internal transactions.

(Millions of yen)

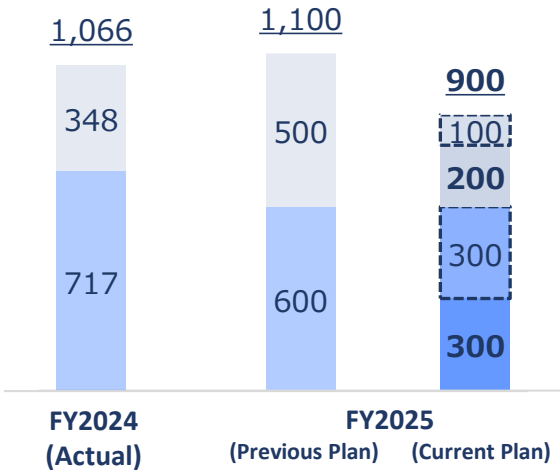
■ Electronic Systems

■ Machinery and Tooling

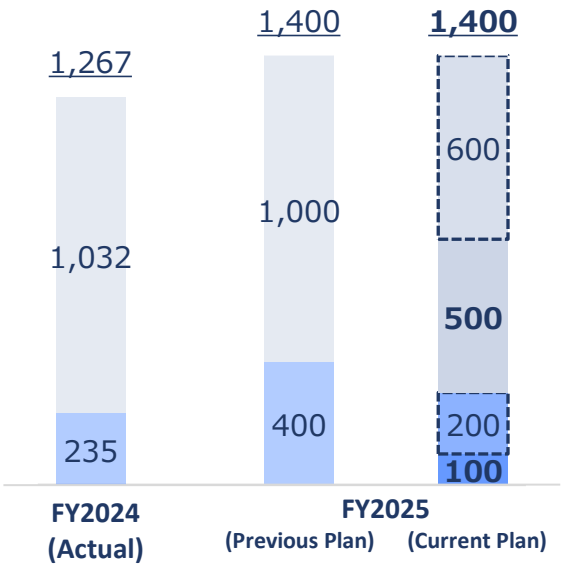
Capital Expenditure



Depreciation



Research and Development Expenses



(Note)  Indicates the estimated value for the second half.

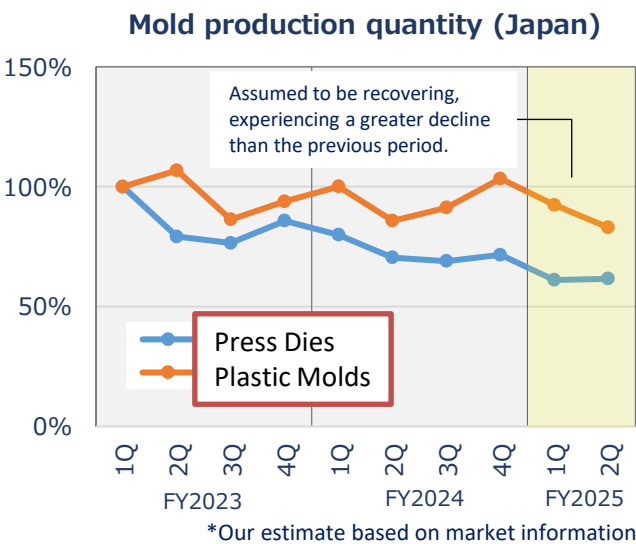
[Main Factors Behind the Downward Revision]

■ Machinery & Tooling

- Due to external factors such as U.S. tariff policies and changes in EV market, mold markets in Japan and Korea are sluggish.
- Although signs of recovery in domestic mold production have emerged in the latter half of FY2024, both press dies and plastic molds are experiencing even greater stagnation than in the previous period.

■ Electronic Systems

- EMS operations for measuring instruments and communication devices have been sluggish, leading to a deterioration in the product mix and a decrease in profits due to lower operating rates.



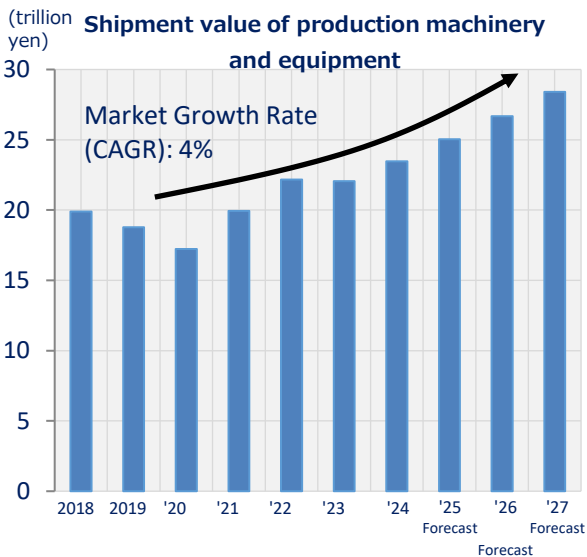
[Countermeasures]

■ Machinery & Tooling

- In addition to promoting appropriate pricing in Japan, we will shift focus to FA market, which is expected to offer significant growth potential. (→ P.11)
- Our Korean subsidiary is currently studying potential countermeasures, including business restructuring.

■ Electronic Systems

- By returning production to the United States, we aim to increase orders from new markets and customers, and expand EMS production at our U.S. subsidiary, including transferring orders from China.



■ Shift to the FA Market in the Machinery & Tooling Business

- The procurement platform for processed equipment parts with drawings, “FO Plus (Futaba Order Site Plus),” is scheduled for launch in the second half of the fiscal year.

By streamlining purchasing operations, we provide an environment that enables customers to concentrate on value-added activities.

Focus is shifting from manufacturing and selling mold parts to FA parts.

- To achieve rapid business expansion, we are optimizing our internal processing and considering partnerships with related companies for FA parts, including potential M&A.



Futaba
フタバオーダーサイト

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商品名: S5400 仕上: GF (MF) 長さ: 20 幅: 300 高さ: 400 単位: 5 参考価格: 2025/10/24

数量: 1 単位: 個 価格: 1000000 送料: 1000000 税別: 1000000 税別: 1000000 税別: 1000000 税別: 1000000

お見積り依頼 (お見積り依頼)

お見積り依頼 (お見積り依頼)

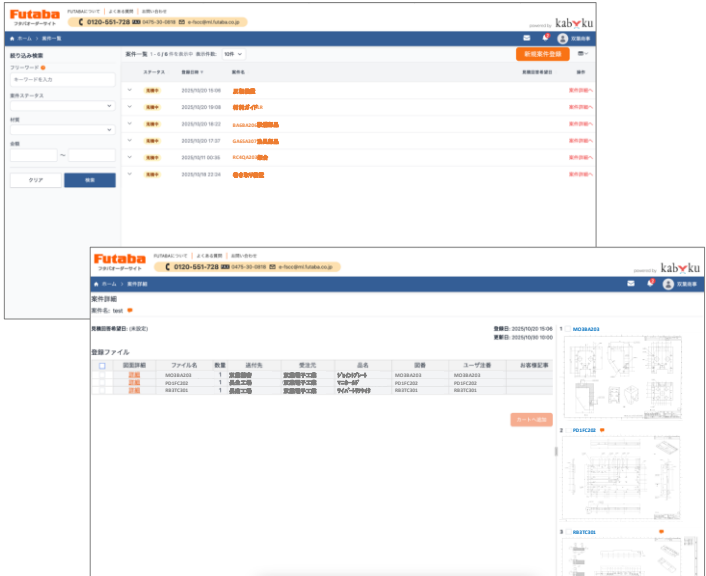
お見積り依頼 (お見積り依頼)



FO Plus



kabyku cloud



Futaba kabyku cloud

お見積り依頼 (お見積り依頼)

品名	仕上	長さ	幅	高さ	単位	参考価格
S5400	GF (MF)	20	300	400	個	1000000

お見積り依頼 (お見積り依頼)

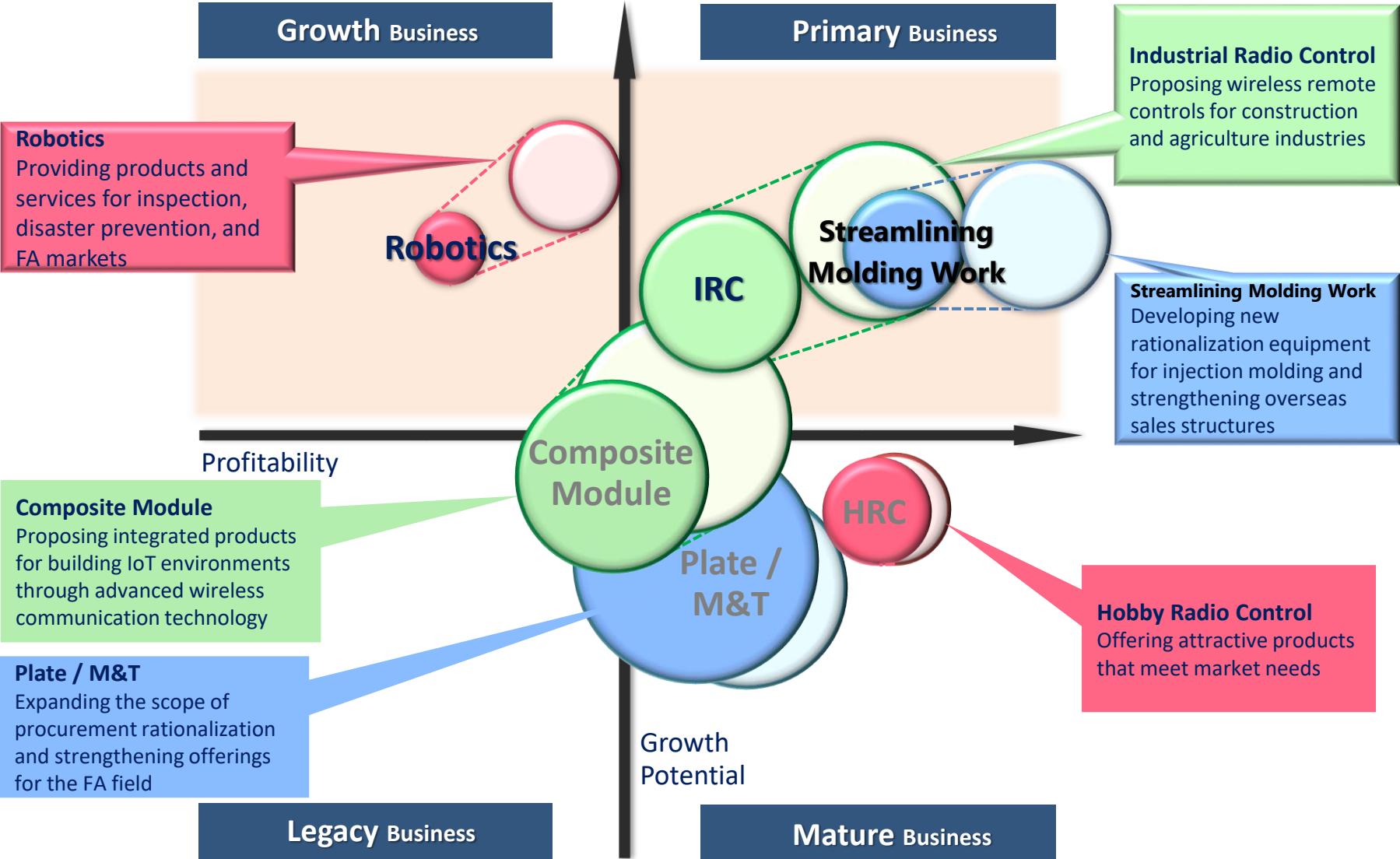
*This is a UI image under development. The UI is may change.

Progress of Key Measures in the Medium-term Business Policy

Portfolio Changes from FY2024 to FY2026

Futaba

Revenue decreased mainly due to sluggish market conditions and intensified price competition in Korea, which is the core market for basic equipment. Steady progress has been made in the growth and core businesses, which are key initiatives under the medium-term management plan.

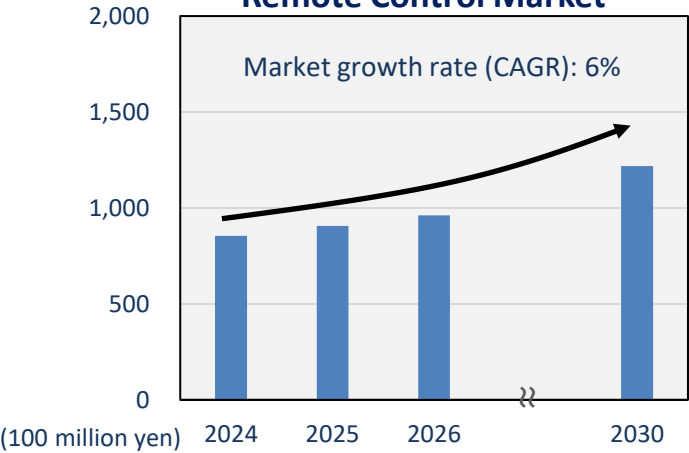


Progress of Key Measures in Medium-term Business Policy

Basic policy		Eval.	Progress status
Restructuring and Strengthening the Business Structure	Completing Restructuring	 Completed	✓ Implemented structural reforms as planned, achieving cost reductions of 5.5 billion yen compared to FY2023
	Expanding into Solution Domain	 Need Improvement	Composite module ▲ Offset sales decline caused by demand cycles through expansion into POS and scientific equipment applications Industrial radio control equipment (→P14) ▲ Promoted customer development for wireless remote control for construction machinery, to begin mass production in FY2025 Although progress is behind the initial schedule, we plan a steady launch and expansion through new application development Robotics products (→P15-16) ✓ Continually introduced attractive new products (T26SZ Pro, T10XCR) and supported various radio control competitions ▲ Launched high-torque industrial servo, expanded support for the FA market, and demonstrated drone effectiveness through participation in disaster drills For some products, sales recognition was delayed due to parts shortages. Streamlining Molding Work (→P17-19) ✓ Advanced development of next-generation injection molding AI systems ✓ Promoted the development of nozzle resin temperature sensors and nozzle temperature sensors for extrusion molding (announced and demoed at the Plastic Japan Exhibition in November)
Strengthening the Management Foundation	Enhancing Corporate Function	 Continue Efforts	✓ Promoted global talent development and enhanced marketing activities ✓ Continued two-way dialogues between management and employees to incorporate on-site feedback into initiatives ✓ Continued efforts to expand the use of generative AI in operations ✓ Completed the formulation of systemization policies for the company-wide core system renewal project ✓ Ongoing risk and security education across the company
	Developing Stakeholders Trust	 Need Improvement	✓ Implemented SDGs initiatives as planned, including establishing a Scope 3 calculation ✓ Reduced inventory and liquidated production sites that ceased operations ▲ Promoted dialogue with institutional investors, although further efforts are needed

■ Industrial Radio Control

Industrial Wireless Remote Control Market



*Our estimate based on market information

Providing new industrial wireless remote control to address the growing market, focusing on construction and agricultural machinery

Construction Machinery

- Increasing investment in housing and infrastructure, mainly in emerging countries
- Increasing demand for remote operation to improve working environments

Agricultural machinery

- Increased food production due to rising food demand from population growth
- Progress in mechanization and automation as a countermeasure to labor shortages



Mini Waist Type

Pistol Grip Type



Waist Type

New Industrial Wireless Remote Control

- Mass production to start in FY2025
- Further lineup expansion planned

Key Measures of MTP

Proposal of wireless remote control compatible with remote operation of construction and agricultural machinery

Progress in 1H FY2025

- Preparing for mass production ramp-up for major construction machinery customers
- Promoting expansion into new applications

Market Needs and Our Strengths

- Low cost and design flexibility
→ Custom switch from standard models
- Quick repair response in case of failure
→ Support service utilizing global bases

Measures for 2H FY2025

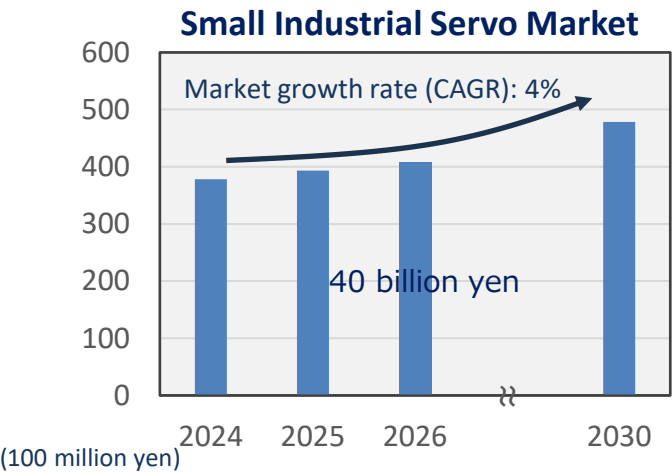
- Start of mass production of new industrial wireless remote controls
- Order acquisition through horizontal deployment



Exhibiting at CSPI-EXPO

- Exhibited wireless remote control at the Construction & Survey Exhibition

■ Robotics Products



* Our estimate based on similar motor market information

Small Industrial Servo

- Acceleration of automation due to labor shortages
- Shifting power sources from pneumatic to electric to realize a decarbonized society
- Increasing demand for servos for defense drones



**High Torque Products
BLA34 series launched**

- More than twice the torque performance of our previous products (AJ9DA series) in a similar size
- Waterproof and dustproof (IP67), passes MIL-standard vibration testing, and supports CAN/PWM communication

Key measures of MTP

Proposal of products and services to the FA market

Our Strengths

- Compact, lightweight, energy-efficient, high torque
- Highly durable and resistant to harsh environments
- New product proposals and quality support system

Progress in 1H FY2025

- Lineup of high-torque products
- Proposal of new protocol CM.BUS
- Reduce heat generation and extend life
- Steady demand for UAV applications
- Custom support and reliability data

Measures for 2H FY2025

- Increasing recognition in the FA market
- Expansion through collaboration with FA equipment manufacturers

Additional measures

- Expansion into defense applications

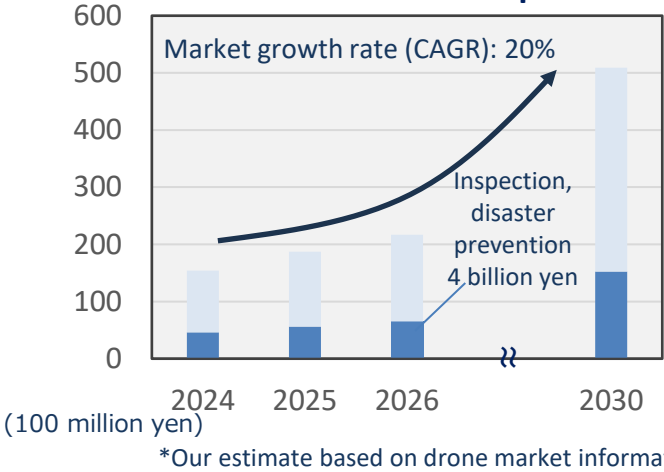


**AUUSI EXPONENTIAL 2025
Exhibition participation**

- Exhibited at defense and drone-related exhibition held in U.S.

■ Robotics Products

Drone Market in Japan



Inspection and disaster prevention drones

- Expecting high growth, although there are potential risks of delayed demand
- Increasing demand for fully domestic production and non-red supply chains



Drones for Firefighting

- Medium-sized model: scheduled for delivery to several fire departments in Chiba Prefecture this fiscal year.



Demonstration of Pharmaceutical Transport by Drone

Photo provided by: JUIDA

- Demonstration of usefulness in supporting material transport during disaster

Key measures of MTP

Proposal of products and services for inspection and disaster prevention

Progress in 1H FY2025

- Continue demonstration experiments for inspection and disaster prevention applications
- Aircraft sales to local governments and support for operator training
- Cooperation in disaster prevention drills to strengthen disaster preparedness
- Product demos at Ministry of Defense events
- Our transmitters and receivers registered on the Blue UAS Cleared List

Our strengths

- Wind and water resistance for outdoor use
- Flexible customization to meet requirements
- Support system including dispatch of flyers

Measures for 2H FY2025

Promoting adoption in inspection and disaster prevention applications through fully domestic production, custom solutions, and enhanced services

Additional initiatives

Expanding sales for defense applications



Devices Registered on Blue UAS Cleared List

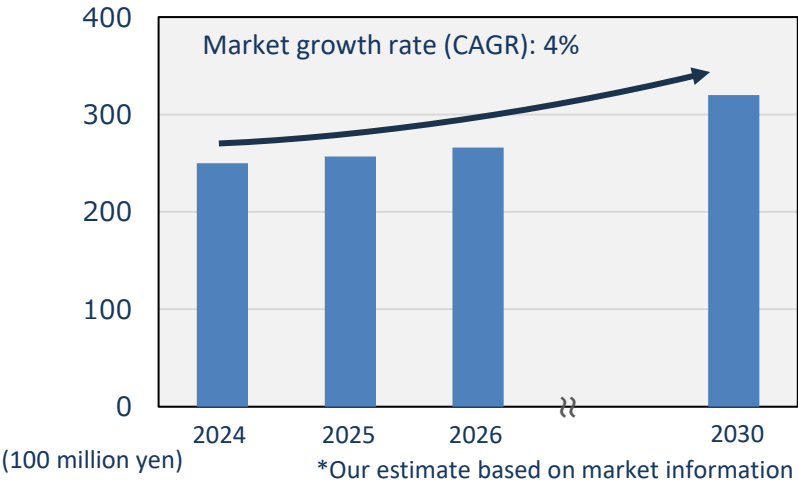
T16IZ Super transmitter

R7208SB receiver



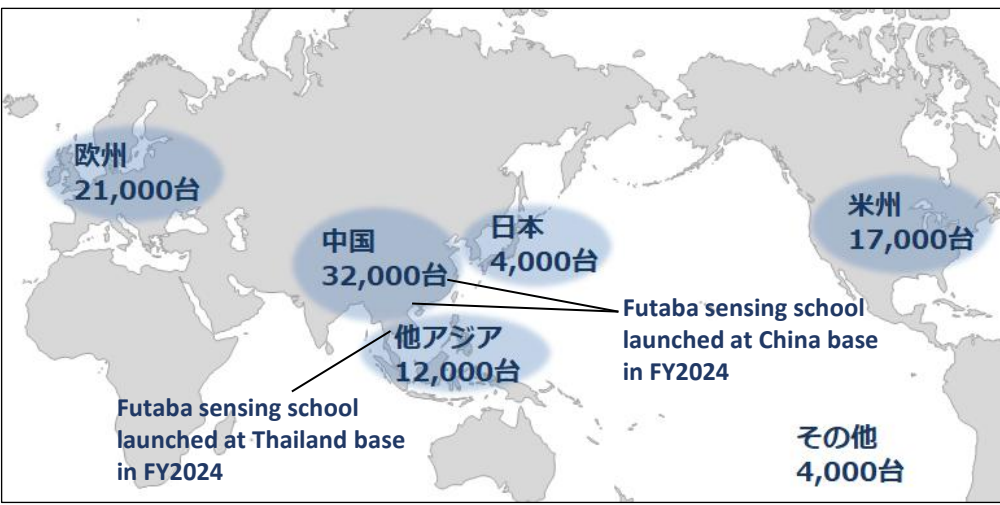
■ Molding and Production Rationalization Equipment

Sensor Market for Injection Molding



Growing need to optimize molding processes using IoT and AI technologies in fields requiring high quality, such as automotive, medical, and electronic components

Annual Sales Volume of Injection Molding Machines



Launch sensing schools in active areas
Promote sales expansion activities

*Our estimate based on market information

Key measures of MTP

Development of new injection molding monitoring system and strengthening overseas sales

Progress in 1H FY2025

- Development of injection molding monitoring system with AI function, and nozzle resin temperature sensor
- Received inquiries from major automotive parts and electrical device manufacturers

Market Needs and Our Strengths

Lack of skilled workers and use of recycled resin Increase difficulty of molding
→Solving issues through real-time in-mold pressure and temperature measurement and AI analysis

Measures for 2H FY2025

- Exhibiting injection molding monitoring systems and nozzle resin temperature sensors at exhibition
- Promoting smart mold concept

Injection molding monitoring system with AI function

(Scheduled for release in 1Q FY2026) (→P18)



Resin temperature sensor for nozzle / extrusion mold

(Scheduled for release in 4Q FY2025)

(→P19)



Automatic control of injection molding machines with AI: Injection molding monitoring system equipped with AI functions

A multi-measurement system capable of measuring multiple parameters such as resin pressure and resin temperature, equipped with AI functions.
Enables quality judgment and automatic control of molding machines, promoting the use of recycled resin, which is difficult to mold stably.

開発中

— MVS08A 後継機 —

射出成形監視システム
MDS32A

金型内に設置したセンサにより、樹脂圧力、樹脂温度、金型表面温度、0～10V 出力の外部機器の情報を統合して計測することができます。開発中の MDS32A では、AI の搭載に加え、さらなる利便性を追求した新機能の追加を予定しています。

便利な新機能



最大 32 点の同時計測

樹脂圧力センサ、樹脂温度センサ、金型表面温度センサ、さらに 0～10V 出力の外部機器の情報を最大で 32 点まで同時に計測できます。多様な計測ニーズに対応可能です。



省配線

複数の中継機でアナログ信号をデジタルデータに変換し、ひとつの通信回路にまとめて MDS32A へ送信することができます。これにより、中継機ごとに個別のケーブルを必要とせず、配線の簡素化を実現しています。



センサ情報を自動設定

利用するセンサの感度区分をバーコードリーダーで読み取ることで、設定条件にセンサ情報が自動的に反映されます。これにより、入力ミスの防止や設定作業の効率化が図れます。



豊富な機能

量産成形現場での運用を考慮し、アラーム監視機能を継続搭載しています。さらに、内蔵 SSD による計測データの保存や、Euromap82.5 の対応など、多彩な機能を備えます。

AI 機能 01

ショットごとの良否判定機能

金型内にセンサを設置し、ショット毎に樹脂圧力、樹脂温度、金型表面温度を計測します。AI は、良品時の波形を基準として学習し、基準と異なる波形を自動で検知、アラートを出します。成形中に金型内の現象をより正確に捉えて良否判定をタイムリーに行なえるようになるため、検査工数の削減に繋げることができます。また寄与度をもとに不良対策に役立てることもできます。

01
正常時の波形を学習

02
基準モデルの生成

03
ショット毎に基準と比較

04
不良品を検出しアラート

AI 機能 02

成形条件の調整機能

AI は、成形条件調整が必要なタイミングで成形機から現在の成形条件を取得します。良否判定で作成した基準モデルを参照し、直近の波形と基準波形の差分を最小化する成形条件を計算、提案または自動調整します。環境変化などにより成形状態が変化した際の連続した不良品の発生を防ぐことができます。

01
成形機から成形条件を取得

02
基準モデルの参照

03
現在と基準との差分を算出

04
最適成形条件を提案または自動調整

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Measure and optimize shear heating in the cylinder and nozzle sections
of injection and extrusion molding:

Nozzle resin temperature sensor / Resin temperature sensor for extrusion molding

- Capable of real-time measurement of resin temperature inside cylinders and nozzles of injection and extrusion molding machines.
- Contributes to improved productivity and quality in the manufacturing of engineering plastics and biomass plastics with narrow temperature margins.



耐熱温度

420°C

耐圧力

350MPa

応答速度

8ms

精度

±1%(F.S.)

■ Hobby Radio Control



T26SZ Pro (Air Systems)

- Evolutionary metal gimbal
- High-end class pursuing operability
- Brown metallic case



T10XCR (Surface Systems)

- First stick transmitter with F-4G system
- Industry's first independent stick adjustment mechanism
- 15-step adjustable feeling mode

■ Machinery & Tooling



[Development Product] Environmentally Friendly CFRP

- Features of Futaba's CFRP Plate (Thick plate, lightweight, processability)
- As part of our efforts toward the SDGs, we have switched resin materials from petroleum-based to plant-based (80%), reducing petroleum resource consumption.

■ UAV Engine



OS ENGINES MFG.CO.,LTD

GT33REU TWIN Range Extender

- Output 2.0kW
- Model for large UAV
- Eliminates concerns about drone flight range