

May 12, 2026

# Consolidated Financial Results Presentation

for the Fiscal Year Ended 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 described in this document refers to the net income 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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# Description of Our Products

## 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

Composite module



EMS



Radio control for industrial



Radio Control for hobby



Robotics products



Organic Light-Emitting Diode displays (OLED)



## 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 measuring systems, injection molding AI systems, hot runner systems, machine tools IoT monitoring systems, and other products that promote rationalization of production processes

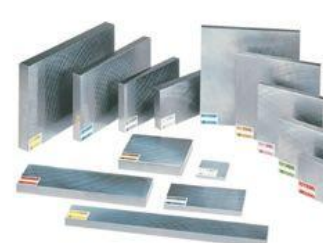
Press dies (Die set)



Mold dies (Mold base)



Finished plate



Molding and production rationalization equipment (In-mold measuring system)



# Overview of Consolidated Financial Results for FY2025

- Revenue decreased due to planned shipment declines associated with the termination of certain businesses in the Electronic Systems, the rebound effect from increased revenue in the previous fiscal year driven by last-time purchases following changes in the business scheme for OLED displays, and the inability to adequately respond to sluggish market conditions and intensifying price competition in Korea and Japan in the Machinery and Tooling.
- Through structural reforms, in addition to the cost reduction effect of 48 hundred million yen achieved up to the previous fiscal year, a further 8 hundred million yen in cost reductions was realized in operating profit for the fourth quarter of the current fiscal year.
- At certain subsidiaries, real estate was sold as part of management rationalization efforts, and a gain on sale of 34 hundred million yen was recorded.
- As of the fourth quarter of the current fiscal year, the cost burden of U.S. tariffs has been generally passed on through pricing, and the impact on operating profit has been minor.

(Millions of yen)	FY2024 (Actual)	FY2025 (Actual)	YoY
Net sales	48,116	42,982	(5,134)
Gross Profit	8,868	6,923	(1,945)
Margin (%)	18.4	16.1	
Operating profit	(1,292)	(2,280)	(988)
Margin (%)	(2.7)	(5.3)	
Foreign exchange gains/losses	(44)	407	452
Ordinary profit	(206)	(683)	(477)
Margin (%)	(0.4)	(1.6)	
Net profit	(281)	2,522	2,804
Margin (%)	(0.6)	5.9	
Average exchange rate	152 yen/\$	151 yen/\$	-1 yen/\$
Closing exchange rate	150 yen/\$	160 yen/\$	10 yen/\$

## Highlights of the Current Period (YOY)

### Net sales

In the Machinery and Tooling, sales decreased due to the impact of sluggish demand, the inability to respond to price competition accompanying intensified competition for orders for mold bases, a core product, and the settling down of last-buy demand for out-cell touch sensors.

### Operating profit

Even with such cost reductions through structural reforms, the deficit widened due to lower revenue, and worsening inventory-related profit and loss in touch sensors.

### Ordinary profit

Although foreign exchange gains were recorded, the operating loss widened, leading to an increase in the deficit.

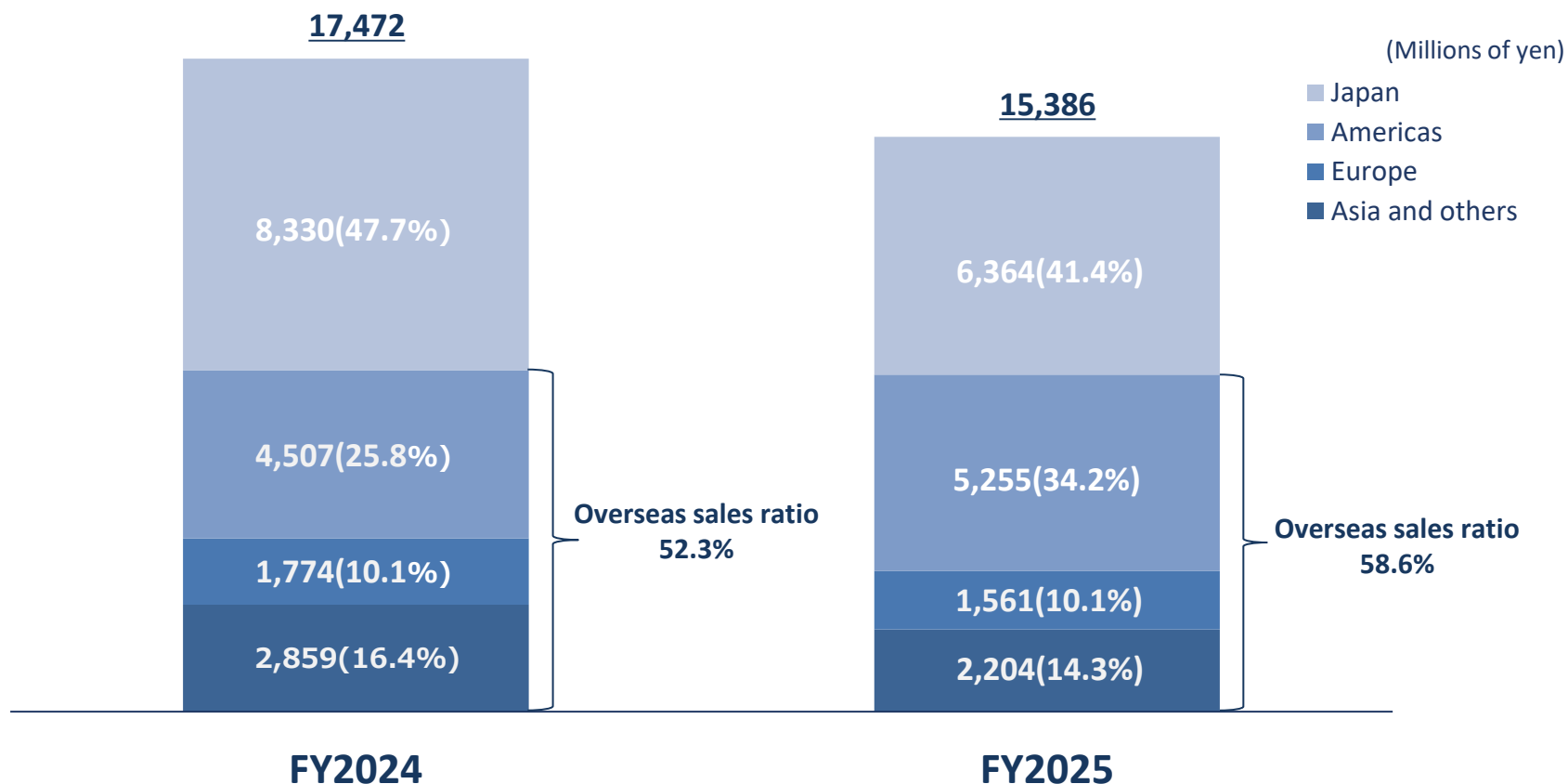
### Net profit

In addition to the realization of real estate sales at subsidiaries, gains on the liquidation of subsidiaries were recorded, resulting in a return to profitability.

# Sales by Market Region / Electronic Systems

- ▶Japan : Stabilization of last-buy orders for out-cell touch sensors, together with decreased customer demand for EMS led to lower revenue.
- ▶Americas/Europe: Despite the termination of the vacuum fluorescent display (VFD) business and the rebound effect from last-time purchases of our OLED products in the same period of the previous fiscal year, revenue increased due to higher EMS orders in the Americas.
- ▶Asia and others : As in the Americas and Europe, revenue decreased due to the impact of changes in the business scheme for OLED displays and the subsiding of last-buy demand for out-cell touch sensors.

■ Overseas sales ratio: Due to a significant decrease in net sales to Japan, the ratio increased by +6.3 points.



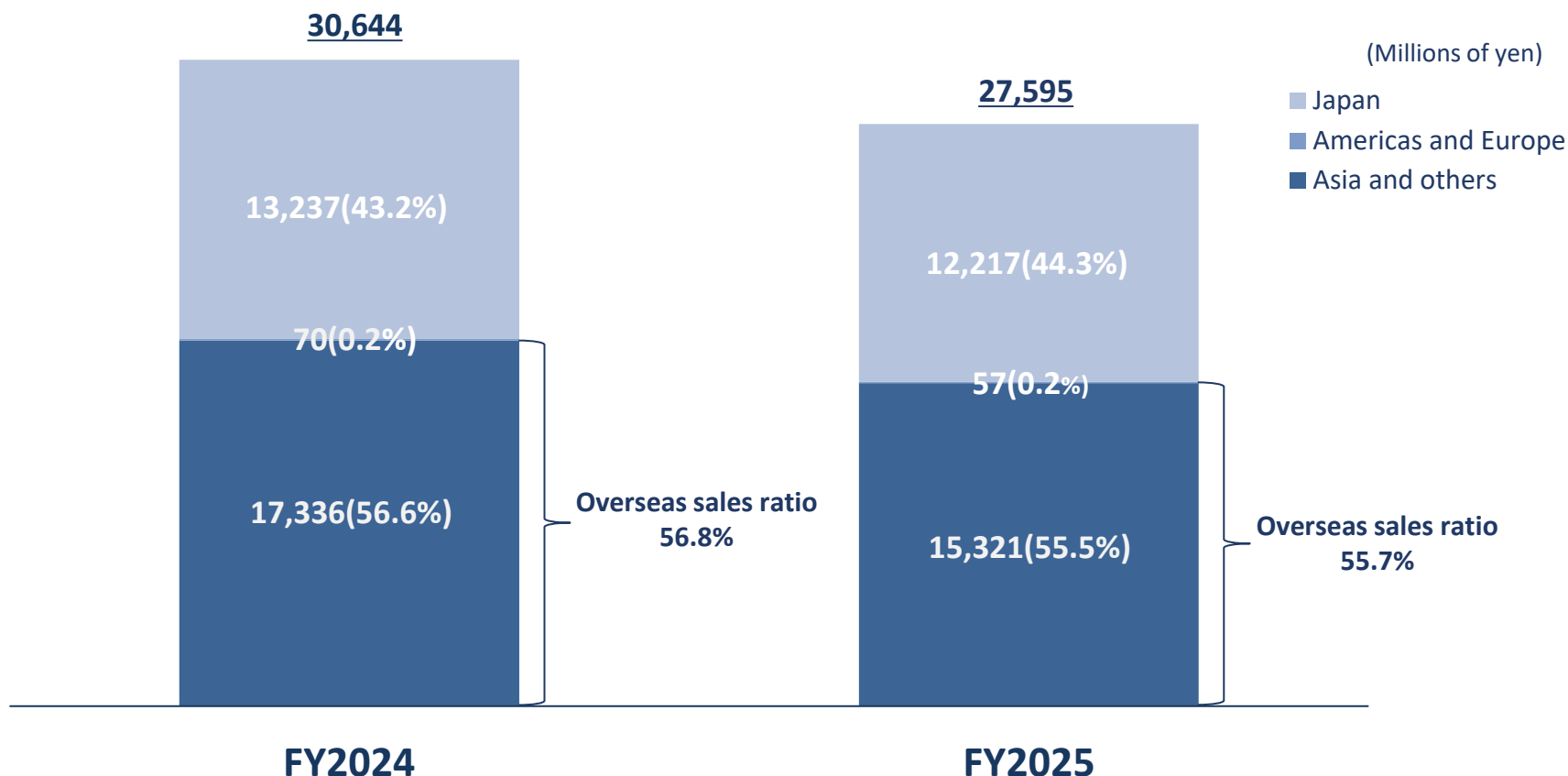
(Notes)

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

- ▶Japan : Although molding and production rationalization equipment, including in-mold measuring systems, grew, overall revenue decreased because sales of mold-related equipment and plate products remained sluggish, mainly due to the delayed recovery of automotive-related market conditions and the impact of price competition.
- ▶Asia and others: Although the ASEAN market remained at the same level as the previous fiscal year, revenue decreased due to sluggish demand for automobiles and home appliances in the main Korean market, increased imports of low-priced Chinese products, the impact of price competition, and planned sales declines resulting from the reorganization of production bases in China.

■ Overseas sales ratio: Due to decreased sales to Asia, the ratio decreased by 1.1 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.

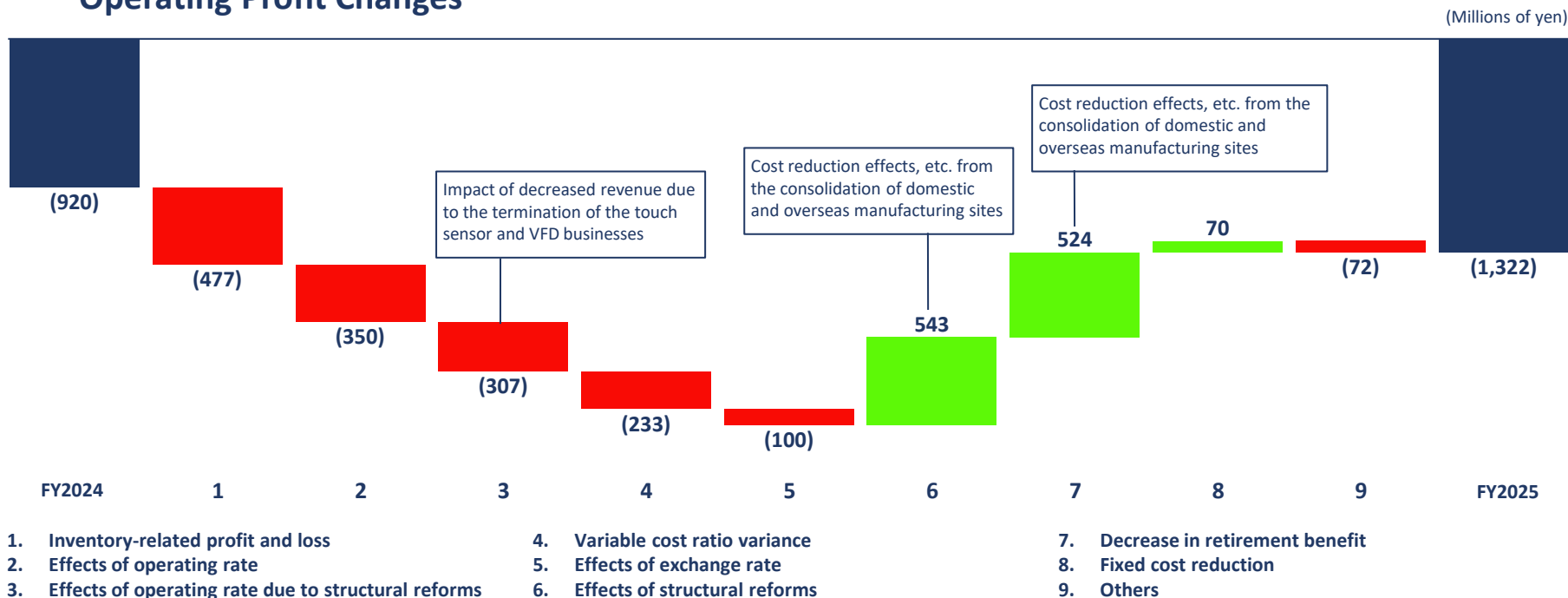
# Segment Performance / Electronic Systems

(Millions of yen)	FY2024	FY2025	YOY	Ratio
Net sales	17,491	15,414	(2,076)	-11.9%
Operating profit	(920)	(1,322)	(402)	-

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

- Net sales
- ▶ Composite modules (Decrease)  
Shipments of modules equipped with VFD declined following the termination of the VFD business, and demand for other products also slowed, resulting in sluggish performance. In EMS, although automotive and telecommunications applications remained firm, demand for measuring instrument applications was sluggish and remained at the same level as the previous fiscal year; as a result, revenue fell below the previous fiscal year.
- ▶ Radio control for industrial (Decrease)  
Although demand for agricultural applications and construction machinery increased, orders for FA applications decreased, resulting in decreased revenue.
- ▶ Radio control for hobby (Decrease)  
Revenue decreased due to factors such as the completion of demand for new products in Asia and domestic markets.
- ▶ Robotics products (Increase)  
Industrial servos posted increased revenue due to strong performance in North American UAV-related applications and others.
- ▶ 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.

## Operating Profit Changes



(Note) The effects of operating rate includes not only changes in net sales but also effects due to fluctuations in factory operating rates.

# Segment Performance / Machinery and Tooling

(Millions of yen)	FY2024	FY2025	YOY	Ratio
Net sales	30,645	27,596	(3,049)	-10.0%
Operating profit	(371)	(959)	(587)	-

● Net sales

▶ Domestic (Decrease)

Although molding and production rationalization equipment, including in-mold measuring systems, grew, overall revenue decreased because sales of mold-related equipment and plate products remained sluggish, mainly due to the delayed recovery of automotive-related market conditions and the impact of price competition.

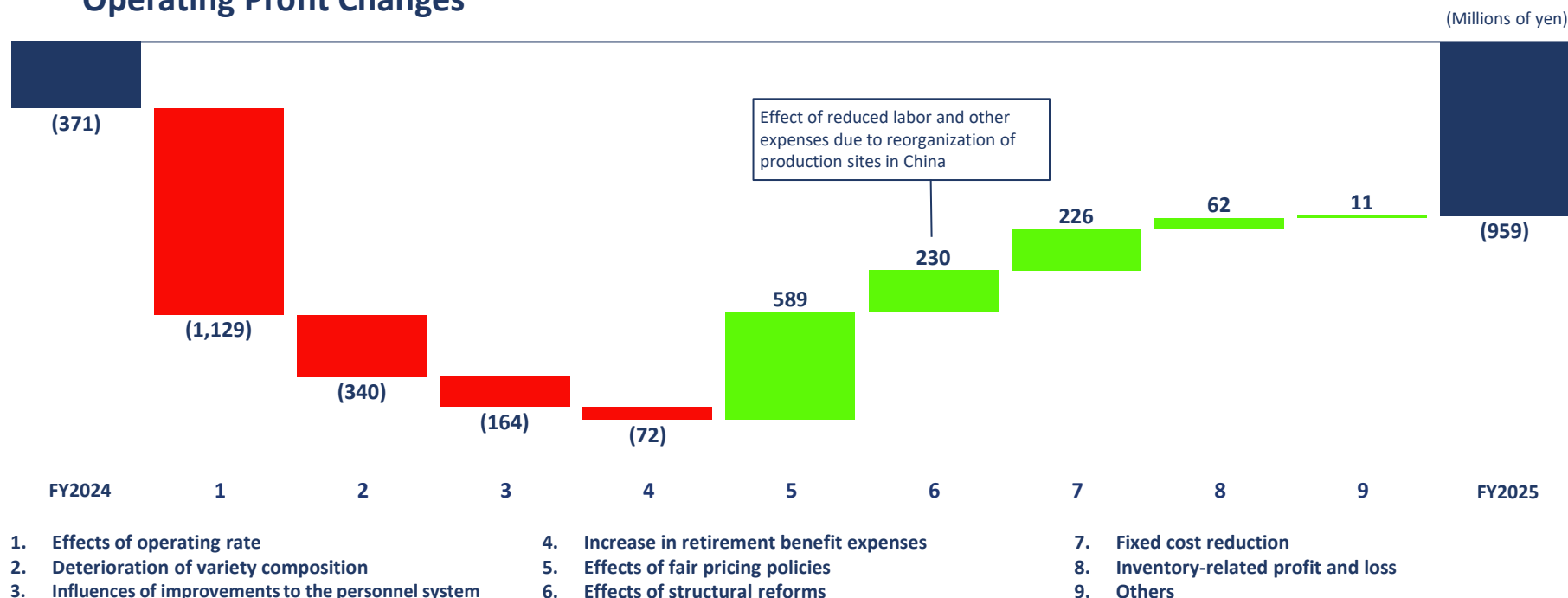
▶ Overseas (Decrease)

Although the ASEAN market remained at the same level as the previous fiscal year, revenue decreased due to sluggish demand for automobiles and home appliances in the main Korean market, increased imports of low-priced Chinese products, the impact of price competition, and planned sales declines resulting from the reorganization of production bases in China.

(Note)

Net sales and operating profit include internal transactions.

## Operating Profit Changes



(Note) The effects of operating rate includes not only changes in net sales but also effects due to fluctuations in factory operating rates.

# Consolidated Balance Sheet

## [Main factors of increase/decrease]

- Cash and deposits: Increase due to implementation of inventory optimization policies and sale of real estates.
- 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 and increase in retained earnings due to the recording of net income for the period.

(Millions of yen)	FY2024	FY2025	YoY	<b>FY2025</b> (Millions of yen)	
Cash and deposits	31,285	<b>36,189</b>	4,903	<b>Current assets</b> 62,075 (+3,119)	<b>Current/Non-current liabilities</b> 13,684 (+905)
Accounts receivable	13,129	<b>13,039</b>	(89)		
Inventories	13,967	<b>11,981</b>	(1,985)		
Other current assets	573	<b>864</b>	290		
Fixed assets	42,135	<b>46,809</b>	4,674		<b>Fixed assets</b> 46,809 (+4,674)
<b>Total assets</b>	<b>101,090</b>	<b>108,884</b>	7,793	<b>Net assets</b> 95,200 (+6,887)	
Current liabilities	6,534	<b>6,312</b>	(222)		
Non-current liabilities	6,243	<b>7,372</b>	1,128		
Equity	77,167	<b>83,793</b>	6,625		
Non-controlling interests	11,144	<b>11,406</b>	262		
<b>Total liabilities and net assets</b>	<b>101,090</b>	<b>108,884</b>	7,793	<b>Assets</b>	<b>Liabilities and Net Assets</b>

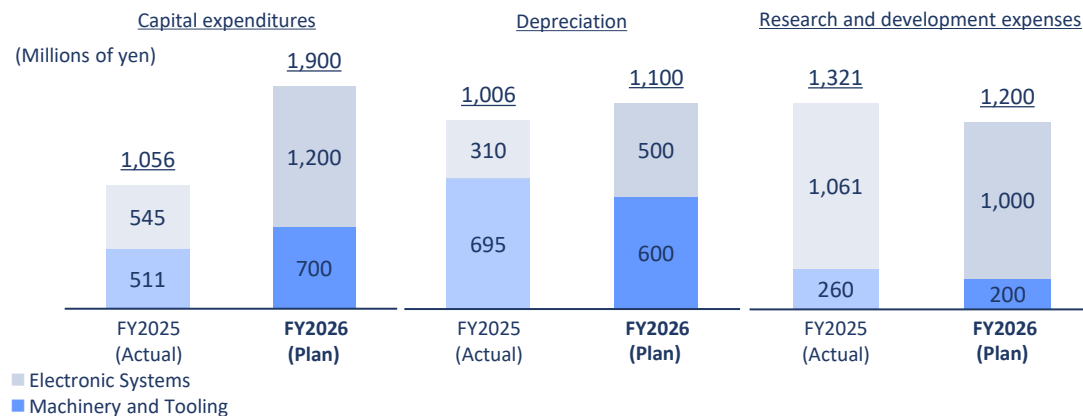
Equity ratio: 77.0% (FY2024: 76.3%)

Net assets per share: 1,975.55 yen (FY2024: 1,819.33 yen)

(Note)

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

(Millions of yen)		FY2025 (Actual)	FY2026 (Plan)	YoY
Consolidated	Net sales	42,982	<b>45,000</b>	2,017
	Operating profit	(2,280)	<b>(1,300)</b>	980
	Margin(%)	(5.3)	<b>(2.9)</b>	
Electronic Systems	Net sales	15,414	<b>16,800</b>	1,385
	Operating profit	(1,322)	<b>(600)</b>	722
	Margin(%)	(8.6)	<b>(3.6)</b>	
Machinery and Tooling	Net sales	27,596	<b>28,200</b>	603
	Operating profit	(959)	<b>(700)</b>	259
	Margin(%)	(3.5)	<b>(2.5)</b>	
Foreign exchange gains/losses		407	<b>(420)</b>	(827)
Ordinary profit		(683)	<b>(850)</b>	(166)
Margin(%)		(1.6)	<b>(1.9)</b>	
Net income		2,522	<b>(3,900)</b>	(6,422)
Margin(%)		5.9	<b>(8.7)</b>	
Average exchange rate		151 yen/\$	<b>150 yen/\$</b>	-1 yen/\$



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

## [Impact of the Middle East Situation]

- Impact due to the escalating tensions in the Middle East has already begun to appear in some areas, including rising crude oil prices, soaring prices of petroleum-related products, and procurement difficulties. Although the amount of impact has been estimated based on certain assumptions, it is difficult to make a reasonable estimate at this time. Therefore, it is not included in the assumptions for the earnings forecast except for impacts that have already occurred to date.
- The Company has already implemented some measures such as passing on costs and optimizing the supply chain, and will continue efforts to mitigate the impact. If any material impact requiring disclosure is expected, it will be promptly announced.

## [Earnings Forecast]

### ■ Net sales

In the Electronic Systems, we will deepen relationships with existing customers in EMS, and in IRC, expand sales to the construction and agricultural machinery markets while also deepening relationships with existing customers. In the Machinery and Tooling, demand is expected to recover mainly in the semiconductor industry, and these factors are expected to drive higher sales.

### ■ Operating profit

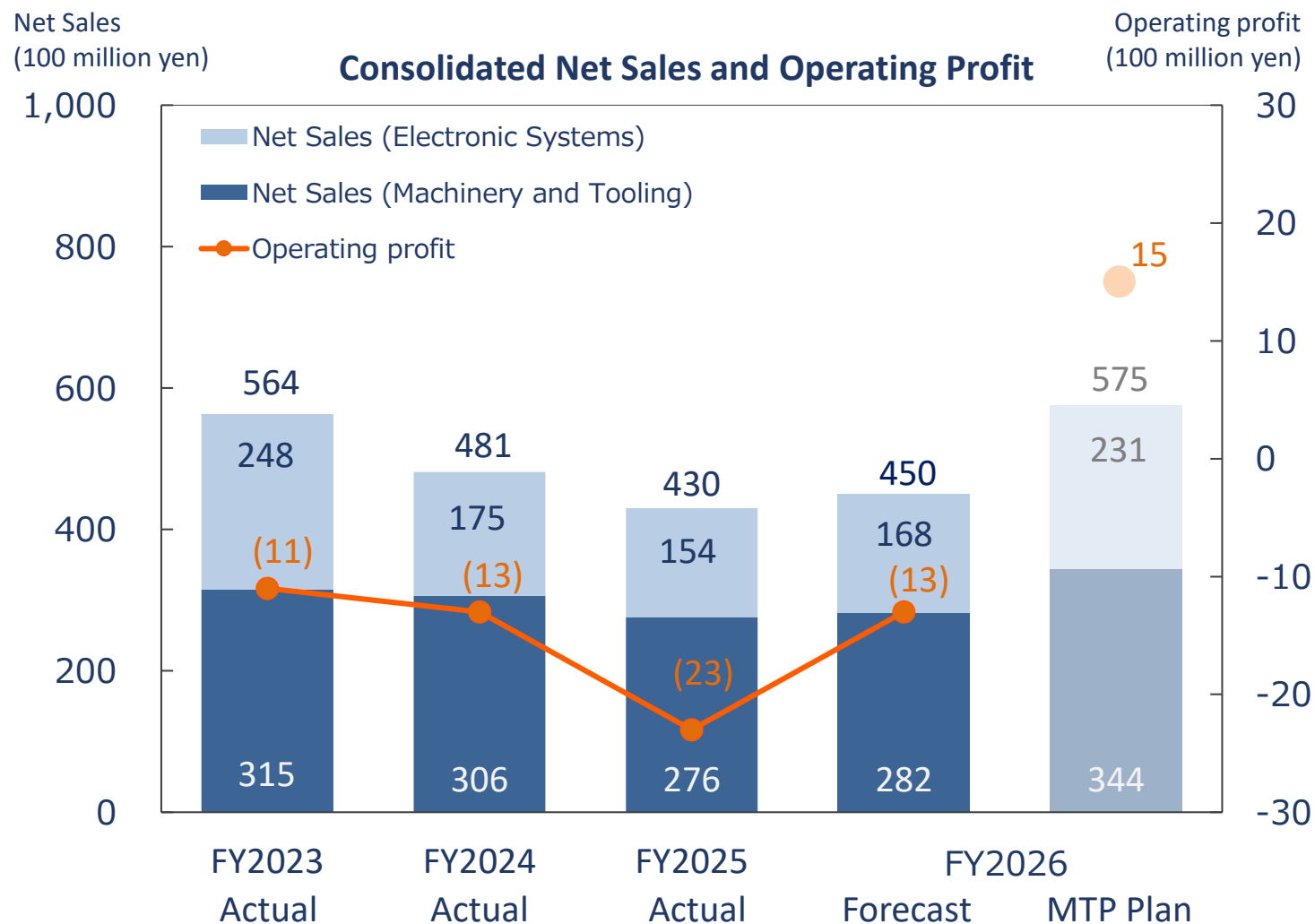
In the Electronic Systems, we aim to improve profitability through the positive impact of increased sales in EMS and an improved variety composition, while in IRC, although higher sales are expected, profits are projected to decline due to increased fixed costs such as development expenses. In the Machinery and Tooling, we expect improvement in the variable cost ratio due to the liquidation of the Korean subsidiary and the effect of an appropriate selling price policy. In the next fiscal year, we expect overall earnings improvement through higher operating rates and reductions in fixed costs.

### ■ Ordinary profit and Net income

While a gain on the sale of cross-shareholdings is planned as extraordinary income, we expect to record foreign exchange losses as non-operating expenses, in addition to impairment losses associated with capital expenditures and the renewal of the company-wide core system.





# Progress of Key Measures in the Medium-Term Business Policy

Although the plan assumed a return to profitability, net sales and operating profit are expected to fall short of the plan due to changes in the business environment.



# Progress of Key Measures in the Medium-term Policy



Basic Policy		Eval.	Progress Status
Reorganization and strengthening of the business structure	Completing Restructuring	 Needs improvement	<ul style="list-style-type: none"> <li>✓ Implemented structural reforms as planned, achieving cost reductions of 56 hundred million yen compared to FY2023.</li> <li>✗ Although the review of the business foundation was promoted, challenges remain in achieving the originally envisioned growth trajectory.</li> </ul> <p><b>Composite Modules</b></p> <ul style="list-style-type: none"> <li>✗ Sales of existing products declined due to the exhaustion of demand. Efforts were focused on acquiring new customers, but these efforts did not result in a short-term recovery.</li> </ul> <p><b>Hobby Radio Control</b></p> <ul style="list-style-type: none"> <li>▲ The hobby market stagnated due to U.S. tariffs. Sales were maintained by providing products that met market needs.</li> </ul> <p><b>Plate / M&amp;T</b></p> <ul style="list-style-type: none"> <li>✗ Efforts were made to strengthen sales promotion functions, including expanding the functionality of the e-commerce site for Machinery and Tooling and launching “FO Plus,” a service that enables quotation and ordering of machined parts with drawings. However, mainly due to the delayed recovery in automotive-related market conditions, the mold market in Japan and Korea remained sluggish, resulting in a decline in sales.</li> </ul>
	Expanding into Solution Domain	 Continue Efforts	<p><b>Industrial Radio Control (→P12)</b></p> <ul style="list-style-type: none"> <li>▲ Customer development for wireless remote controls for construction machinery was promoted, and mass-production shipments began in the second half of FY2025. Although progress has been delayed compared with the initial plan, expansion is planned through a steady launch and the development of new applications.</li> </ul> <p><b>Robotics (→P13–14)</b></p> <ul style="list-style-type: none"> <li>▲ Sales of industrial servos fell short of targets due to factors such as delays in mass-production projects. We are moving forward with initiatives to raise product awareness by strengthening collaboration, including participating in overseas trade shows and selling samples on the MISUMI website in Japan.</li> <li>▲ For drones, deliveries to nearby fire departments were made, and PoC projects for local governments are ongoing.</li> </ul> <p><b>Streamlining Molding Work (→P15)</b></p> <ul style="list-style-type: none"> <li>▲ We entered into a capital alliance with MAZIN Inc., our partner in injection molding AI system. To promote smarter molds, we are advancing globalization, including expansion into North America in collaboration with our partners.</li> </ul>
Strengthening the Management Foundation	Enhancing Corporate Function	 Continue Efforts	<ul style="list-style-type: none"> <li>▲ Promoted skill enhancement training in AI, language, and other areas centered on level-specific training, as well as the development of global talent.</li> <li>✓ Continued interactive dialogue sessions between management and employees and reflected frontline opinions in initiatives.</li> <li>✓ In the company-wide core system renewal project, promoted quantitative examination of effects and system selection. (→P11)</li> <li>▲ Continued implementation of governance enhancement measures, including company-wide risk and security education.</li> </ul>
	Developing Stakeholders Trust	 Continue Efforts	<ul style="list-style-type: none"> <li>✓ Implemented SDGs activities as planned, including establishing a Scope 3 calculation framework.</li> <li>▲ Inventory reduction and consolidation of sites where production has ended.</li> <li>▲ Promoted the sale of idle real estate while also planning to reduce cross-shareholdings, using the obtained funds for growth investments and shareholder returns to improve capital efficiency.</li> </ul>

## ■ Business Restructuring of Korean Subsidiaries

- In the Machinery and Tooling business, operations at WONJIN PRECISION Co., LTD., a Korean subsidiary engaged in the manufacture and sale of mold bases, will be discontinued in January 2026 after a comprehensive review of its future growth potential and business profitability. At the same time, its operations will be consolidated into KISHIN Corporation and KISHIN MEGATEC Co., Ltd., which are also Korean subsidiaries, as part of a review of the business structure through the focused allocation of management resources.
- In the Electronic Systems business, the liquidation of FUTABA ELECTRONICS COMPONENTS KOREA Co., Ltd., which mainly engages in procurement and sales of electronic systems products in Korea, is scheduled for June 2026. In conjunction with the termination of VFD and out-cell touch sensor businesses, we will reduce fixed costs and review the business operating structure.

This restructuring is expected to improve the medium-term operating profit margin and enhance cash flow generation.

## ■ Renewal of the Company-Wide Core System

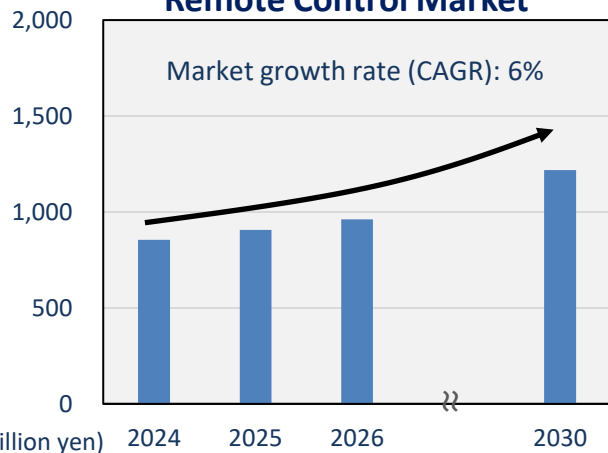
- In response to the increasing maintenance and operational burden caused by the aging of existing systems, as well as the risk of future difficulties in continuing maintenance, we are considering a transition to a globally unified business and system platform based on Fit-to-Standard, maximizing the use of standard functions.
- This initiative aims to build a data-driven management infrastructure that supports faster management decision-making and optimal allocation of management resources, accelerate group-wide DX, reduce the burden of system modifications associated with legal and regulatory changes, improve operational efficiency through the use of the latest technologies such as AI, and improve the medium- to long-term indirect cost structure.

A decision on this matter is scheduled for the first quarter of FY2026, and details will be promptly disclosed as soon as they are finalized.

# Key Measures Progress / Electronic Systems

## Radio Control for Industrial

### 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



Waist type



Pistol grip type

### New industrial wireless remote control

- Mass production shipments to start in 2H FY 2025
- Continue market development and lineup expansion

### Key Measures of MTP

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

### Progress in FY2025

- For major U.S. construction machinery customers delivery of pistol-grip type begins
- 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 FY2026

- For construction machinery customers, waist-type delivery of new wireless remote controls begins
- Horizontal expansion into crane applications, etc.



### Exhibiting at CONEXPO

- Exhibited wireless remote controls at one of North America's largest international construction trade shows

# Key Measures Progress / Electronic Systems

## ■ Robotics Products



### High-torque products Expanded BLA34 series lineup

- 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



### XPONENTIAL EUROPE2025 Trade show exhibition (Product display at the RADIOSISTEMI booth)

- Defense- and drone-related events held in the EU
- Exhibited at trade shows

### Small Industrial Servo Market



### 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

(100 million yen)

\* Our estimate based on similar motor market information

### 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 FY2025:

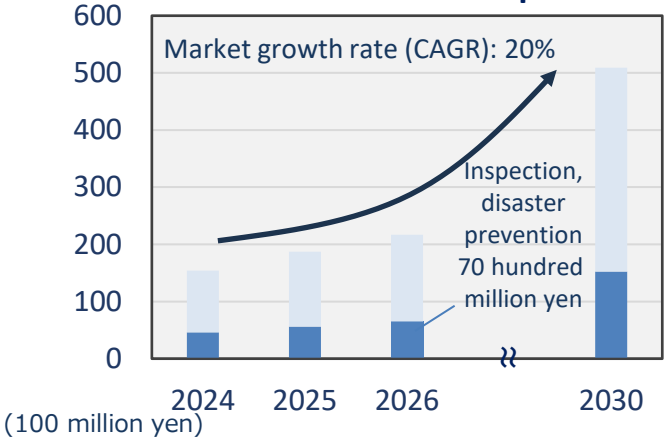
- High-torque product lineup
- Enhanced data transmission via CM.BUS
- Lower heat, longer life with vector control
- Web listing and info organization for EC sites

### Measures for FY2026

- Expand sales activities and proposal efforts for UAVs, including defense applications
- Develop applications in the FA and robotics markets in Japan and overseas

## ■ Robotics Products

**Drone Market in Japan**



\*Our estimate based on drone market information

### 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



**Drone deployment example for fire departments**  
(Photo: supplied to Isumi Fire Department)

The medium-sized model (FMC-02, disaster response drone specification) has been delivered to multiple fire departments within the prefecture, and we also provide support such as operator training.

### Key measures of MTP

Proposal of products and services for inspection and disaster prevention

### Our strengths

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

### Progress in FY2025

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

### Measures for FY2026

- Develop small aircraft and expand sales for defense applications
- Promote adoption for inspection and disaster prevention applications through domestic production, customization, and enhanced services



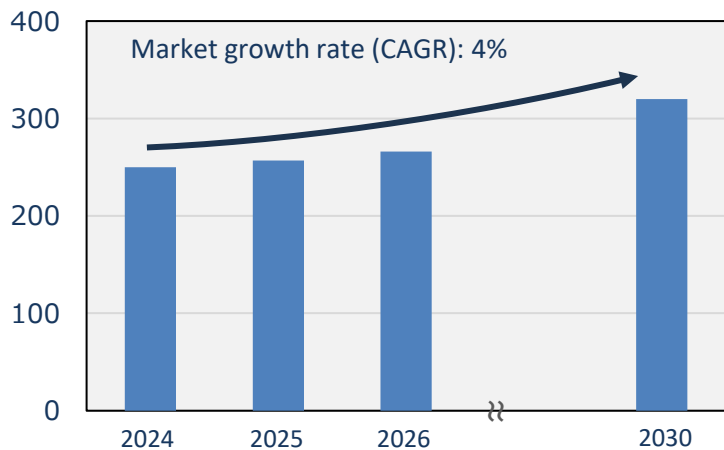
**Demonstration experiment example**  
(Photo: Chiba City Drone-Based Social Issue Response Project)

Verified the effectiveness of providing info. and issuing evacuation instructions to swimmers and other people at sea and near the coast.

# Key Measures Progress / Machinery and Tooling

## ■ Molding and Production Rationalization Equipment

### Sensor Market for Injection Molding



\*Our estimate based on market information

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

The use of recycled plastics is accelerating toward the realization of a circular economy.

We propose MMS and HRS as solutions to difficulties in crude oil procurement.

### MMS (Mold Marshalling System)

Measuring resin behavior inside the mold during injection molding, enabling defect detection in molded products and optimization of molding conditions.

### HRS (Hot Runner System)

Using a mechanism that heats the resin flow path in the injection molding machine, improving resin utilization efficiency and shortening cycle time.



### Next-generation injection molding monitoring system equipped with AI functions

- Scheduled for release in 1H FY 2026

### Key measures of MTP

Development of new injection molding monitoring system and strengthening overseas sales

### Our strengths

- Meeting the challenges of molding with recycled plastics  
→ Stable molding quality through AI-enabled MMS  
→ Reduced resin waste through HRS

### Progress in FY2025

- Capital alliance with MAZIN Inc. for AI systems for injection molding
- Promotion of globalization for smarter molds, including expansion into North America with partners

### Measures for FY2026

- Development and marketing of a next-generation injection molding monitoring system with expanded molding parameters
- Development and marketing of EUROMAP 82.2-compliant HRS with temperature control and low power



### HRS

(Temperature control / low power specification)

- Scheduled for release in 2H FY 2026

## Major New Products and Services in 2H FY 2025

Main new products and services	
<b>Electronic Systems</b>	SkyLeaf Leader ACE
	Surface System Transmitter / T10XCR *1
	Surface System Transmitter / T10PXR
	Air System Transmitter / T26SZ PRO *2
	Entry Set for 1/10 electric RC car
Ultra-compact 6-axis gyro for RC Air System / GYA483	
<b>M&amp;T</b>	FO Plus *3
	Plate Builder Feature Enhancements
	IoT Monitoring System On-Premises Version
	Cassette-Type Resin Test Mold



**\*1**  
**T10XCR**  
(Surface system transmitter)

- Launched in December 2025
- F-4G system
- Independent stick adjustment mechanism
- 15-level adjustable feeling mode



**\*2**  
**T26SZ Pro**  
(Air system transmitter)

- Launched in January 2026
- Evolved metal gimbal
- High-end class focused on operability
- Brown metallic case



**\*3**  
**FO Plus**  
(Futaba Order Site Plus)

- Available from January 2026
- By uploading 2D drawings or CAD data, users can request quotes and place orders online
- Streamlining customers' purchasing operations, creating an environment that enables them to focus on high-value-added tasks

## Summary of Key Measures

- While promoting structural reforms and reviewing the business foundation, challenges remain in shifting to the growth trajectory initially envisioned.
- IRC, robotics, and molding/production rationalization equipment have been positioned as growth drivers, with focused investments made in these areas.
- FY 2026 represents a turning point, as we simultaneously launch growth businesses and rebuild our company-wide foundation.
- Aiming for medium-to-long term profit growth and improved capital efficiency.