

Financial Results Briefing for the Six Months Ended November 30, 2025

**TOYO DENKI SEIZO K.K.
January 13, 2026**

- 1. Overview of Financial Results for the Six Months Ended November 30, 2025**
- 2. Segment Performance**
- 3. Financial Results Forecast for the Fiscal Year Ending May 31, 2026**
- 4. Topics**

Appendix

1. Overview of Financial Results for the Six Months Ended November 30, 2025

2. Segment Performance

3. Financial Results Forecast for the Fiscal Year Ending May 31, 2026

4. Topics

Appendix

Overview of Consolidated Financial Results

Orders received increased steadily, but net sales declined due to a pullback following large projects

(100 million yen)	6M FYE May 2025	6M FYE May 2026	YoY Change	
				%
Orders received	204.4	235.6	+31.1	+15.2%
Order backlog	428.0	465.3	+37.2	+8.7%

6M FYE May 2026 Forecast	Change vs. Forecast	
		%
180.0	+55.6	130.9%

Net sales	190.1	181.7	(8.3)	(4.4)%
Operating profit (%)	7.6 (4.0%)	6.7 (3.7%)	(0.8)	(11.1)%
Ordinary profit	9.8	8.9	(0.9)	(9.2)%
Profit [Profit per share(yen)]	8.0 86.24	8.6 95.80	+0.6	+8.1%

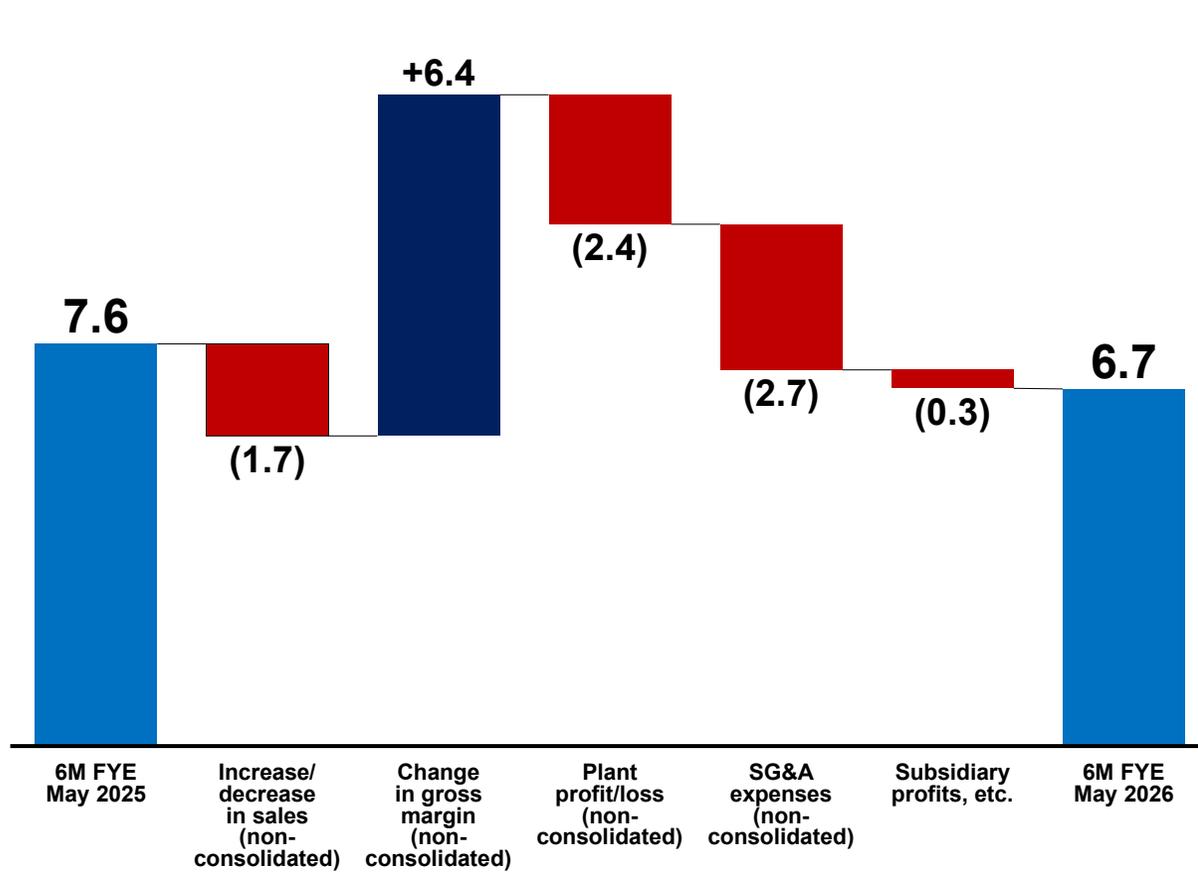
190.0	(8.2)	95.7%
9.0 (4.7%)	(2.2)	75.3%
10.5	(1.5)	85.4%
7.5 82.95	+1.1	115.4%

Ratio of overseas sales to net sales	28.5%	21.2%	(7.3)pt	-
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Increase and Decrease in Operating Profit / Breakdown of Non-Operating Income/Expenses and Extraordinary Income/Loss

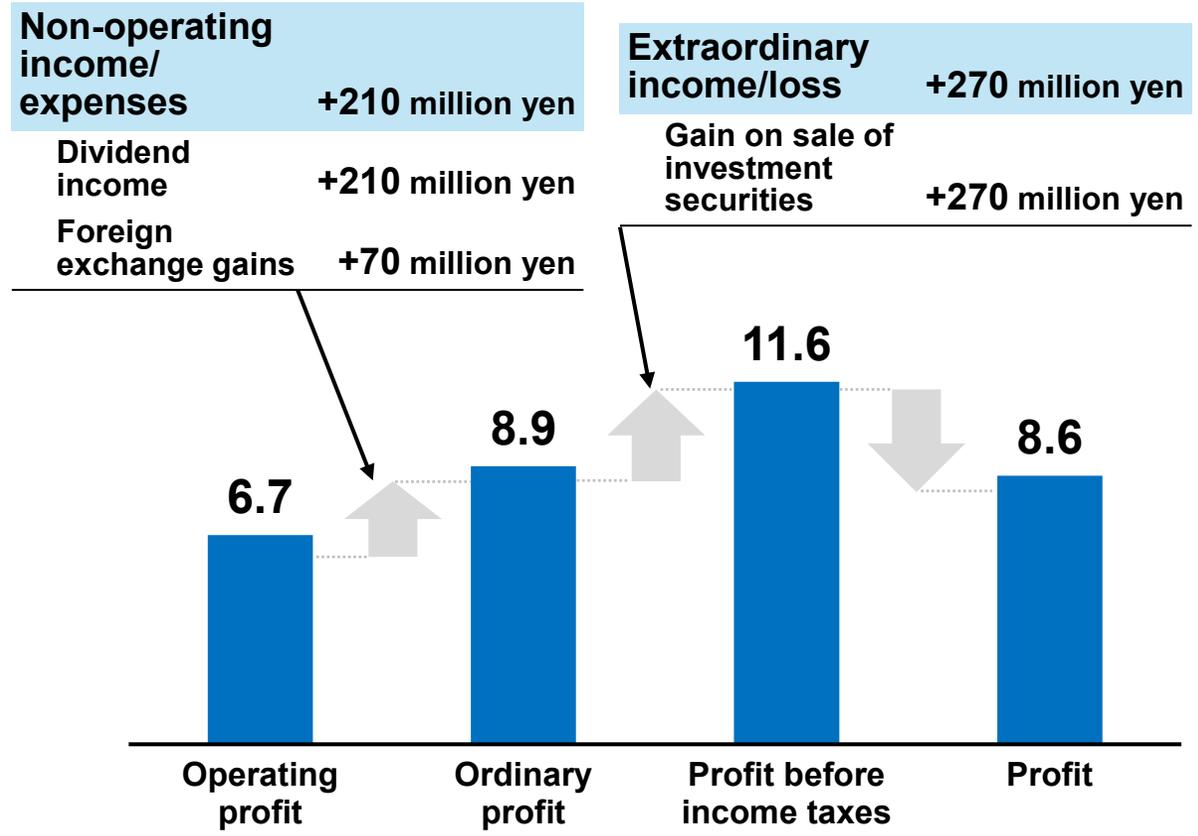
Operating profit decreased due to lower sales and additional costs incurred in some large projects

Increase/Decrease in Operating Profit



Breakdown of Non-Operating Income/Expenses and Extraordinary Income/Loss

(100 million yen)



Consolidated Balance Sheets

(100 million yen)	May 31, 2025	November 30, 2025	Fiscal year-end comparison	
Total assets	532.1	558.6	+26.5	
Current assets	300.8	311.8	+10.9	
Cash and deposits	50.0	43.1	(6.9)	
Trade receivables	168.0	177.3	+9.3	
Inventories	80.7	89.4	+8.6	<ul style="list-style-type: none"> • Inventories grew mainly due to an increase in work in process
Non-current assets	231.2	246.8	+15.5	<ul style="list-style-type: none"> • Investment securities increased due to a rise in market value, despite a continued reduction of cross-shareholdings
Plant and equipment, and intangible assets	53.3	52.3	(1.0)	
Investment securities	141.7	162.6	+20.8	<ul style="list-style-type: none"> • Borrowings rose to meet capital needs resulting from an increase in working capital
Liabilities	258.2	269.1	+10.8	
Trade payables	75.1	62.7	(12.3)	
Borrowings from other banks	92.0	117.4	+25.3	
Net assets	273.8	289.5	+15.6	
Equity-to-asset ratio	51.5%	51.8%	+0.3pt	

(100 million yen)	6M FYE May 2025	6M FYE May 2026	Overview
Cash flows from operating activities	(34.2)	(26.5)	<ul style="list-style-type: none"> • Net cash used in operating activities was 26.5million yen, mainly due to increases in trade receivables and inventories, and a decrease in trade payables. • Net cash provided by investing activities was 0.8 million yen, mainly due to sales of investment securities, despite the purchase of non-current assets • Net cash provided by financing activities was 18.2 million yen, mainly due to an increase in short-term borrowings, despite repayment of long-term borrowings and dividend payments
Cash flows from investing activities	(3.1)	0.8	
Purchase of property, plant and equipment	(3.3)	(2.2)	
Cash flows from financing activities	15.7	18.2	
Cash and deposits at end of period	43.8	43.1	
Interest-bearing debt	125.9	117.4	
Net interest-bearing debt	82.0	74.3	

1. Overview of Financial Results for the Six Months Ended November 30, 2025

2. Segment Performance

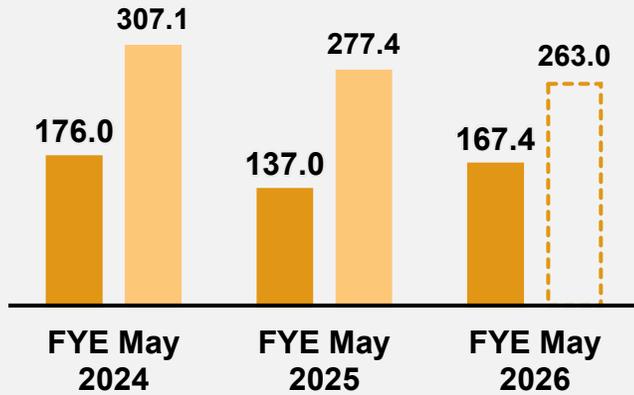
3. Financial Results Forecast for the Fiscal Year Ending May 31, 2026

4. Topics

Appendix

■ 2Q results ■ Full-year results □ Initial forecast (100 million yen)

Orders received

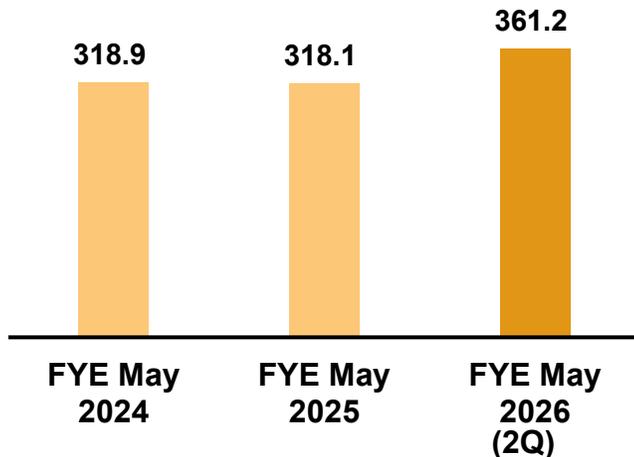


	FYE May 2025 (2Q)	FYE May 2026 (2Q)	%
Domestic railways	84.1	128.3	+52.5%
Overseas railways	37.1	23.6	(36.3)%
Other	15.7	15.4	(1.4)%

Overview (YoY Comparison)

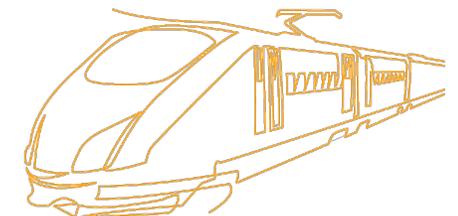
- Domestic sales increased significantly, mainly due to the contribution of newly built rolling stock for private railways in the Kanto region
- Overseas sales decreased mainly due to the impact of a pullback resulting from accelerated orders for maintenance parts for high-speed railroads in China

Order backlog



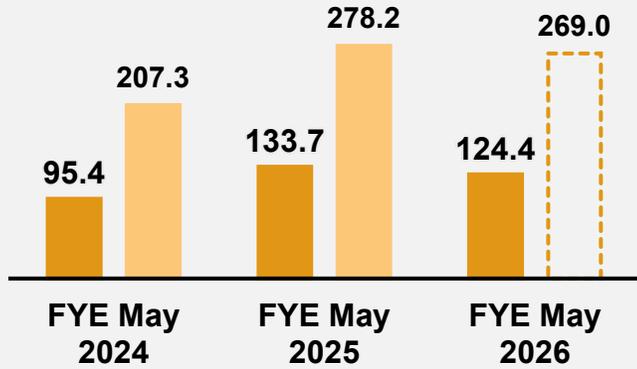
Review of the Business Environment for the Six Months Ended November 30, 2025

- In Japan, an increase in railway users due in part to the recovery of inbound travel stimulated investment in rolling stock by railway operators, leading to an increase in orders received for products for newly built rolling stock and equipment upgrades.
- Overseas, inquiries for parts for high-speed railroads in China continued, and inquiries for products for newly built rolling stock grew against a backdrop of strong investment in railroad infrastructure in various countries
- Order backlogs also remained high



■ 2Q results ■ Full-year results □ Initial forecast (100 million yen)

Net sales

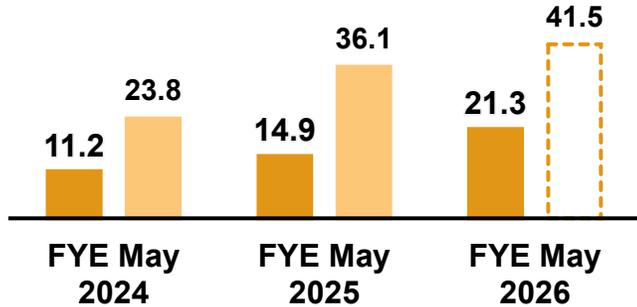


	FYE May 2025 (2Q)	FYE May 2026 (2Q)	%
Domestic railways	73.2	76.4	+4.3%
Overseas railways	46.4	32.0	(30.9)%
Other	14.0	15.8	+13.0%

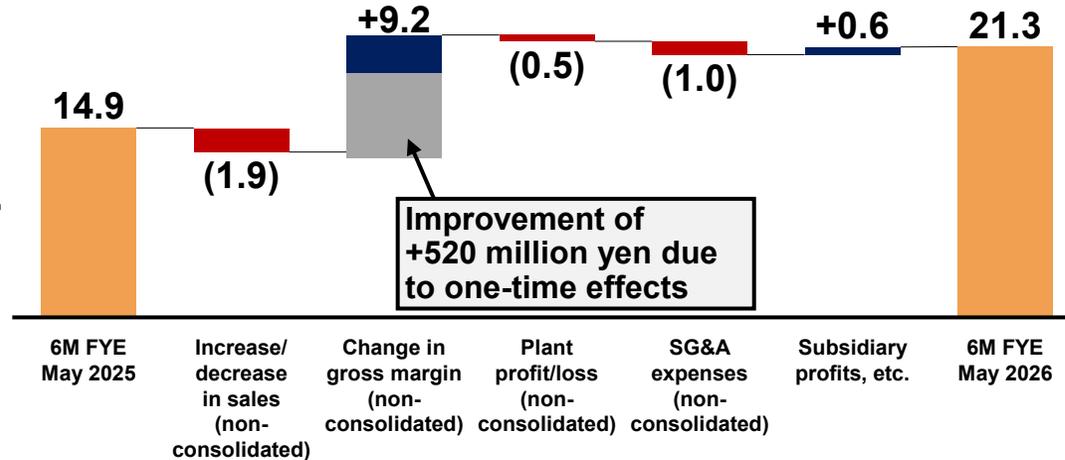
Overview (YoY Comparison)

- Domestic sales to private railways increased
- Overseas sales decreased due to a pullback from large projects in Indonesia in the previous fiscal year

Segment profit



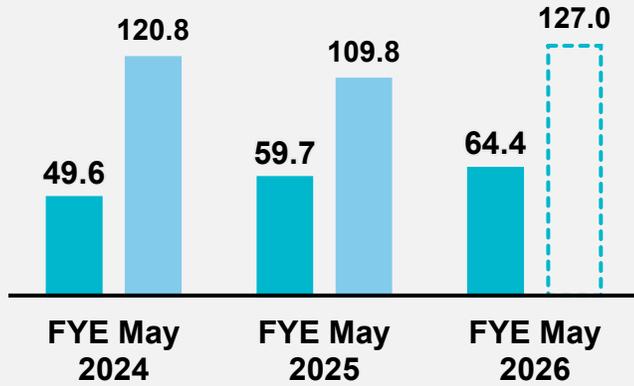
Increase/decrease in profit



- Profit increased due to one-time effects of a revision of estimates for provision for product warranties and related items, and improved profitability

■ 2Q results ■ Full-year results □ Full-year forecast (100 million yen)

Orders received

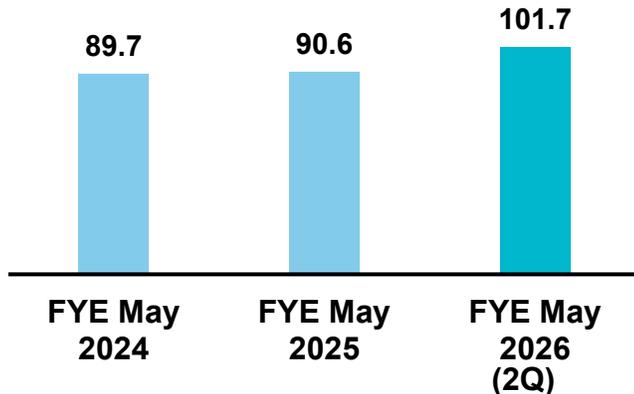


	FYE May 2025 (2Q)	FYE May 2026 (2Q)	%
Automobile testing equipment	17.0	18.7	+10.4%
Production and processing facilities	11.5	8.0	(44.5)%
Power generation and infrastructure	15.1	18.2	+20.7%
Other	16.0	19.3	+20.5%

Overview (YoY Comparison)

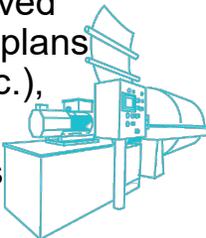
- Orders for automobile testing equipment increased due in part to orders for In-Tyre House Dynamos
- Orders for production and processing facilities decreased for some industries
- Orders for power generation and infrastructure systems increased, boosted by emergency generators for government agencies and other customers

Order backlog



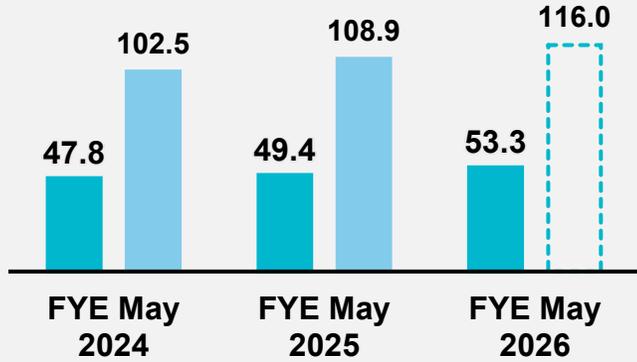
Review of the Business Environment for the Six Months Ended November 30, 2025

- In automobile testing equipment, we worked to expand the lineup of In-Tyre House Dynamos for the development of electrification of automobiles, leading to an increase in inquiries in addition to new orders
- In production and processing facilities, we strengthened technical proposals in cooperation with group companies in response to growing needs for saving energy and maintenance
- In power generation and infrastructure systems, we saw an increase in orders received for and inquiries about emergency power generators to support business continuity plans (BCP) for government agencies (the Acquisition, Technology & Logistics Agency, etc.), telecommunications carriers, and financial institutions
- Due to China's rare earth export restrictions, the arrival of related raw materials was delayed, and this had some impact on production activities



■ 2Q results ■ Full-year results □ Full-year forecast (100 million yen)

Net sales

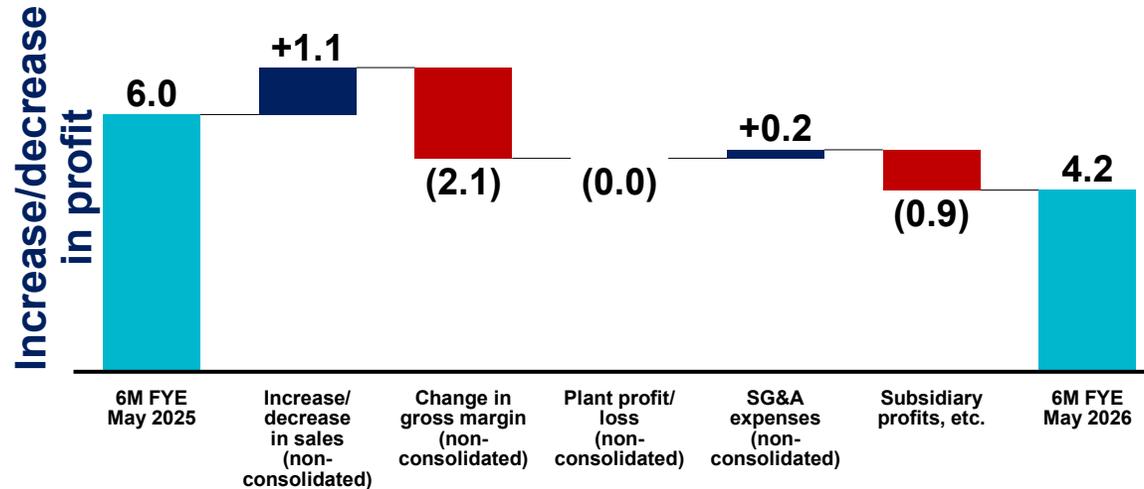
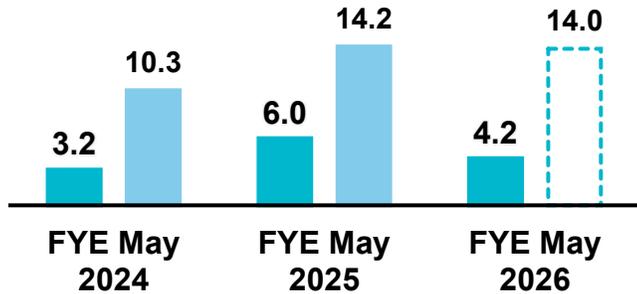


	FYE May 2025 (2Q)	FYE May 2026 (2Q)	%
Automobile testing equipment	10.5	14.0	+34.1%
Production and processing facilities	15.5	10.8	(30.3)%
Power generation and infrastructure	9.2	13.6	+47.1%
Other	14.1	14.7	+4.8%

Overview (YoY Comparison)

- Sales of automobile testing equipment increased for finished car manufacturers
- Sales of production and processing facilities decreased for some industries
- Sales of power generation and infrastructure systems increased, mainly for government agencies

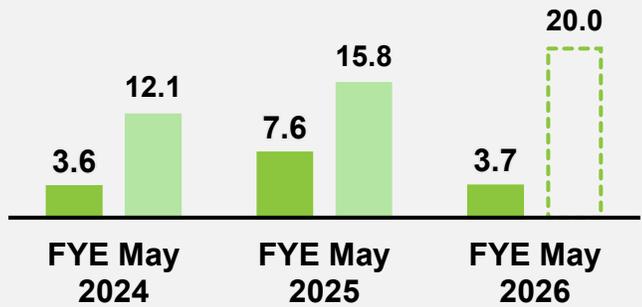
Segment profit



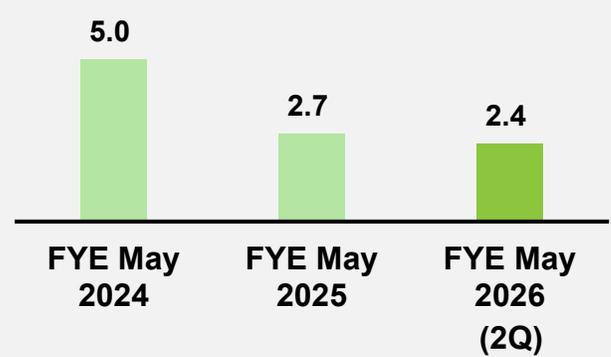
- Segment profit decreased mainly due to the recording of design costs for new development projects in automobile testing equipment and power generation and infrastructure systems

■ 2Q results ■ Full-year results □ Full-year forecast (100 million yen)

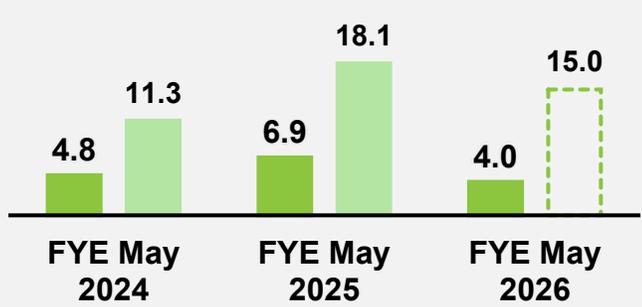
Orders received



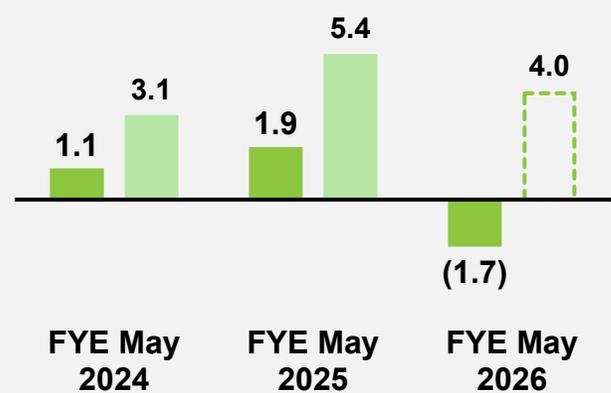
Order backlog



Net sales



Segment profit



Overview (YoY Comparison)

- Orders received and order backlog decreased
- Net sales decreased due to a pullback from large projects in the previous fiscal year
- Segment loss expanded due to the recording of additional costs as expenses associated with system delivery for large new development projects that exceeded initial assumptions, as well as a pullback in sales following large projects

Review of the Business Environment for the Six Months Ended November 30, 2025

- In railway station operating equipment systems, we strove to develop systems to support cashless services, ticketless boarding, and other services in order to improve the convenience of transportation services and operational efficiency
- In remote monitoring systems, we promoted the development of cloud-based remote monitoring systems, etc., for monitoring and controlling mobile devices, equipment, and facilities



1. Overview of Financial Results for the Six Months Ended November 30, 2025

2. Segment Performance

3. Financial Results Forecast for the Fiscal Year Ending May 31, 2026

4. Topics

Appendix

Financial results forecast remains unchanged

(100 million yen)	FYE May 2025		FYE May 2026		YoY Change
	2Q	Full year	2Q (Results)	Full year (Initial forecast)	Full year
Orders received	204.4	403.1	235.6	410.0	+6.8
Net sales	190.1	405.3	181.7	400.0	(5.3)
Operating profit (%)	7.6 (4.0%)	23.8 (5.9%)	6.7 (3.7%)	24.0 (6.0%)	+0.1
Ordinary profit	9.8	25.8	8.9	25.0	(0.8)
Profit [Profit per share (yen)]	8.0 86.24	21.2 231.29	8.6 95.80	22.5 248.84	+1.2
Dividend per share (yen)		70.00		75.00	

Outlook for Financial Results (by Segment)

Financial results forecast remains unchanged

(100 million yen)	Transportation Business			Industry Business			ICT Solution Business		
	FYE May 31, 2026 Full-year forecast	Change from previous period		FYE May 31, 2026 Full-year forecast	Change from previous period		FYE May 31, 2026 Full-year forecast	Change from previous period	
			%			%			%
Orders received	263.0	(14.4)	(5.2)%	127.0	+17.1	+15.6%	20.0	+4.1	+26.5%
Net sales	269.0	(9.2)	(3.3)%	116.0	+7.0	+6.5%	15.0	(3.1)	(17.4)%
Segment profit	41.5	+5.3	+14.8%	14.0	(0.2)	(1.7)%	4.0	(1.4)	(26.3)%

1. Overview of Financial Results for the Six Months Ended November 30, 2025
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4. Topics

Appendix

Start of commercial operation of newly built rolling stock for PT.INKA in Indonesia

Transportation Business



Photo courtesy of PT Industri Kereta Api

Customer	PT Industri Kereta Api (PT.INKA)
Number of cars	192
Operation start date	December 16, 2025
Equipment delivered by Toyo Denki Seizo	Traction motors, driving gear units, Current collector (pantograph) Propulsion controller (VVVF inverter) Auxiliary power supply

Initiatives for the Indonesian railway market

KRL Commuter Line

Commuter trains in the Jakarta metropolitan area

Newly built rolling stock made in Indonesia

- Strengthen sales activities to receive orders for **secondary cars**

Life-prolonging of used cars made in Japan (Retrofit)

- Strengthening activities to receive orders for replacement electrical equipment

Jakarta MRT

Subway

North-South Line Extension (Phase 2A)

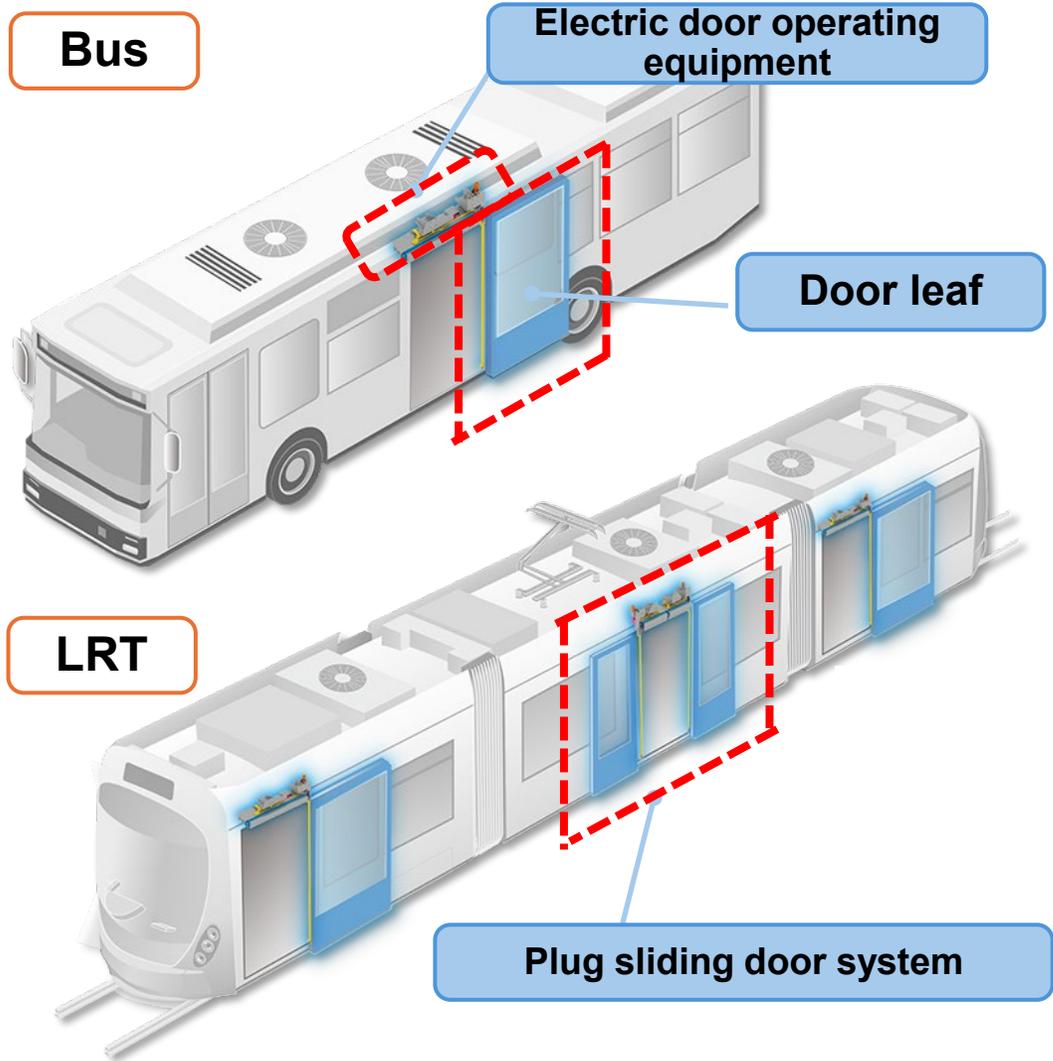
- Scheduled to open in 2027 or later
- Progress in the plan for 48 newly built cars

East-West Line (Phase 1)

- Scheduled to open in 2031
- Plans for newly built cars

Development of electric plug sliding door system for buses and LRTs

Transportation Business



◆ Electric plug sliding door system

- System configuration with electric operating equipment and door leaf
- Plug sliding doors, which are mainly made overseas, are produced domestically by the Group
- The door panel moves outward and then slides, allowing for more interior space
- Sales are expected to expand in the bus and LRT markets

Exhibited at Mass-Trans Innovation Japan 2025



Exhibited an electric plug sliding door system at Mass-Trans Innovation Japan held from November 26 to 29, 2025.

Showcased the features of the Group's products to transit operators.

◆ Plant tour for shareholders was held

We held a Plant Tour to deepen understanding of our business activities.

Date	Wednesday, October 29, 2025
Location	Yokohama Plant
Number of participants	36
Contents	<ul style="list-style-type: none">• Explanation of our initiatives by President, Representative Director Watanabe• Participants visited the manufacturing site for electrical equipment for rolling stock (control devices, current collector (pantograph), etc.) and the technical training center• Q&A

We will continue to actively work to deepen communication and build better relationships with our shareholders and various other stakeholders.



◆ Participation in endowed courses at Kanto Gakuin University

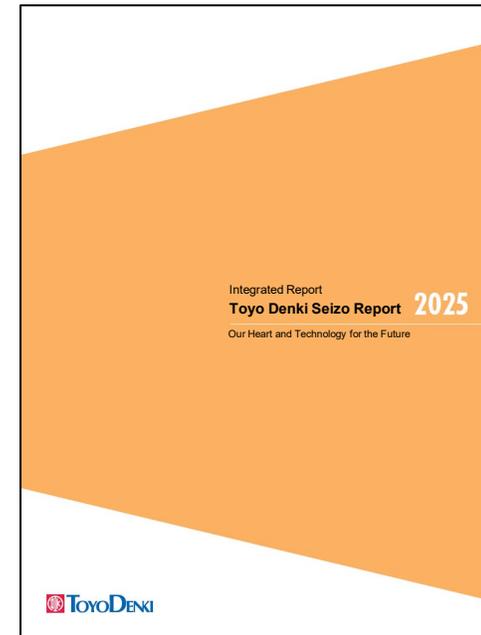
Based on our sustainability policy, we participated in and gave a lecture at the “Yokohama Green Purchasing Network Cooperation Course: Kanagawa Studies (Environment)” planned by the Yokohama Green Purchasing Network.

Date	Tuesday, December 9, 2025
Location	Kanto Gakuin University (Yokohama, Kanagawa Prefecture)
Number of participants	45
Lecture theme	<ul style="list-style-type: none"> • Our Sustainability Management • Environmental Superiority of Railways



◆ Publication of Toyo Denki Seizo Report 2025

The integrated report was issued to deepen understanding of the Company among a wide range of stakeholders by integrating financial and non-financial information, including business principles, the value creation process, and activities in each business.



1. **Overview of Financial Results for the Six Months Ended November 30, 2025**
2. **Segment Performance**
3. **Financial Results Forecast for the Fiscal Year Ending May 31, 2026**
4. **Topics**

Appendix

<Reference> Net Sales by Segment

			FYE May 2025	FYE May 2026
			2Q	2Q
(Millions of yen)				
Reporting segments	Transportation Business	Domestic railways	7,324	7,642
		Overseas railways	4,643	3,208
		Other	1,405	1,589
		Subtotal	13,373	12,440
	Industry Business	Automobile testing equipment	1,050	1,409
		Production and processing facilities	1,557	1,085
		Power generation and infrastructure	925	1,361
		Other	1,410	1,479
	Subtotal	4,944	5,335	
	ICT Solution Business	ICT Solutions	695	401
		Subtotal	695	401
Other		1	2	
Total		19,015	18,179	

TOYO DENKI SEIZO engages in manufacturing that is useful to society through three businesses: the **Transportation Business** that supports comfortable and safe railway transport, the **Industry Business** that is helpful for people's lives and energy saving, and the **ICT Solution Business** that enables reliable monitoring and operations through network technologies.

Transportation Business

- Electrical equipment for railway vehicles
- Railways energy storage system
- Door operating equipment for buses



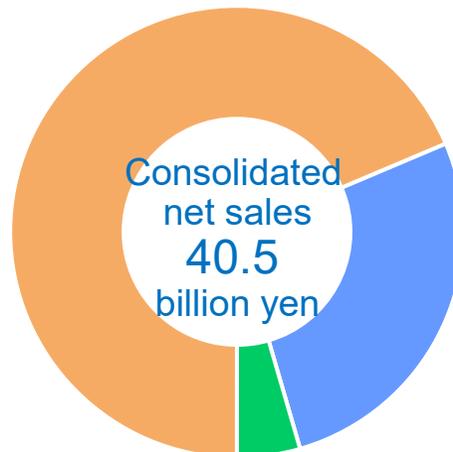
Propulsion controller (VVVF inverters)



Traction motors

Transportation Business
68.6%

Sales Ratio by Segment



Industry Business

- Testing system for automobiles
- Production and processing equipment drive system
- Power generation and power supply systems



In-Tyre-House Dynamo

Industry Business
26.9%

ICT Solution Business

4.5%

ICT Solution Business

- Railway station operating equipment systems
- IoT solution (Cloud-based remote monitoring and control system)



Commuter pass issuing machine



Eco-drive motor

<Reference> Subsidiaries and Affiliates

○ Consolidated subsidiary ● Equity-method affiliate ■ Non-consolidated subsidiary ▲ Affiliate not accounted for by the equity method

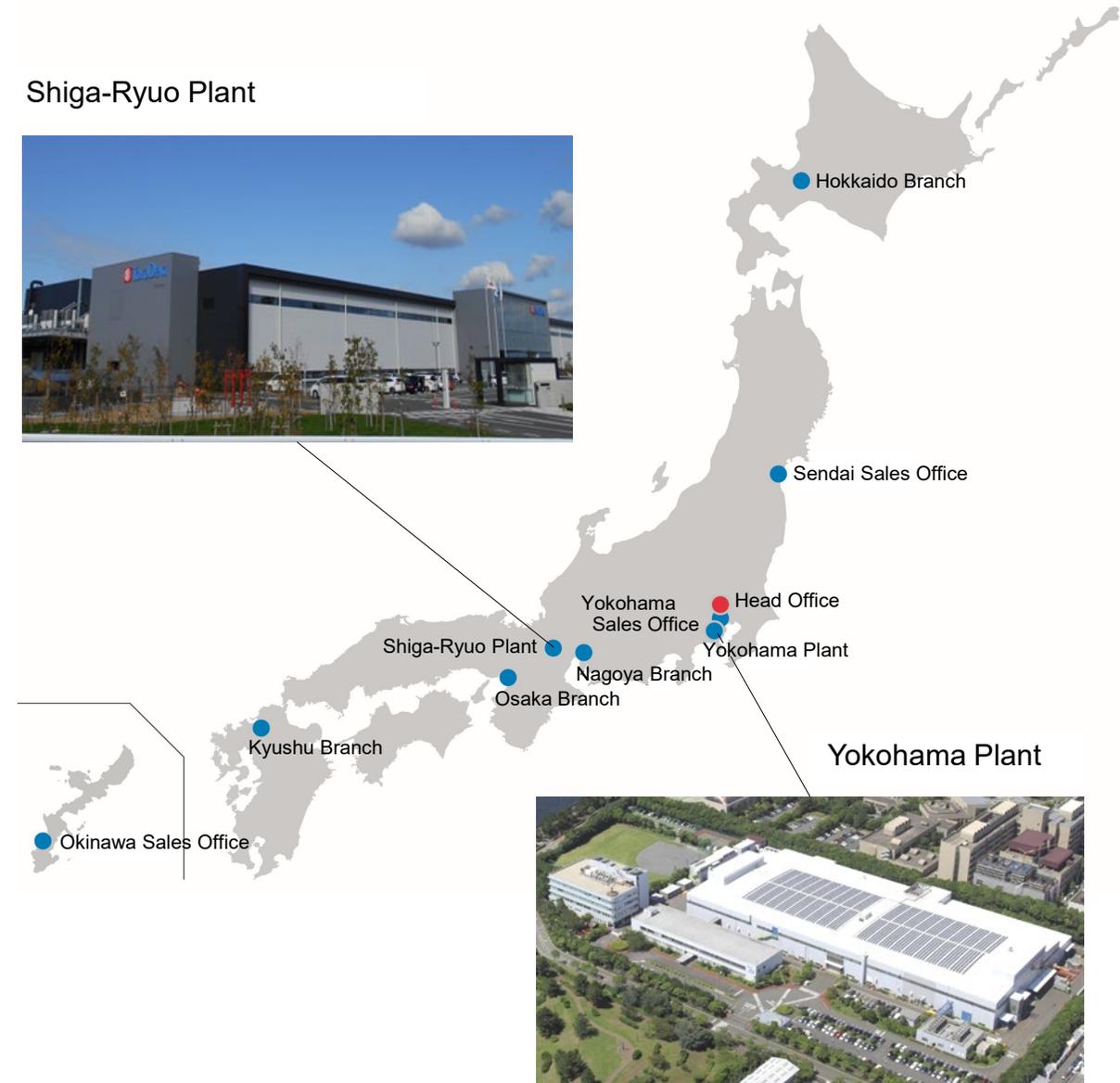
	Transportation Business	Industry Business	Other
Domestic	<ul style="list-style-type: none"> ○ Toyokouki Co., Ltd. ○ TAIHEI ELECTRIC Co., Ltd. 	<ul style="list-style-type: none"> ○ Toyo Sangyo Co., Ltd. ○ TD. Drive Mfg. Co., Ltd. 	<ul style="list-style-type: none"> ○ Toyo Shoji Co., Ltd.
Overseas	<ul style="list-style-type: none"> ○ Toyo Denki (Beijing) Co., Ltd. ○ Changzhou Yangdian Zhanyun Transport Equipment Co., Ltd. ● Changzhou Ruiyang Transmission Technology Co., Ltd. ● Beijing Jingche Shuangyang Traction System Co., Ltd. ■ Chengdu Shuangyang Rail Transit Equipment Co., Ltd. ■ TOYO DENKI RAILWAY SERVICE, LLC ▲ Chengdu Yonggui Toyo Rolling Stock Equipment Co., Ltd. 	<ul style="list-style-type: none"> ■ SIAM TOYO DENKI Co., Ltd. 	

<Reference> Company Profile

Company Profile (as of May 31, 2025)

Company name	TOYO DENKI SEIZO K.K. (TOYO ELECTRIC MFG. CO., LTD.)
Establishment	June 20, 1918
Share capital	4,998,390,000 yen
Number of employees	1,146 (consolidated)
Head office	1-4-16, Yaesu, Chuo-ku, Tokyo 103-0028, Japan
Stock exchange listing	Tokyo Stock Exchange, Standard Market
Securities code	6505
Total number of authorized shares	36,000,000
Total number of issued shares	9,735,000 shares
Number of shareholders	6,159

Shiga-Ryuo Plant



- Forward-looking statements in this document are based on information available as of the date of this release and on assumptions as of the date of this release regarding uncertain factors that may affect future financial results. Actual results may differ due to various factors in the future.
- Statements regarding future forecasts in this document are based on the judgment of the Group based on information available as of the date of this release. They are not necessarily comprehensive.