



OPTEX

FY2026 Q1 Financial Results Presentation

OPTEX GROUP CO., LTD.

May 13, 2026

(Tokyo Stock Exchange Prime Market Securities code: 6914)

<Disclaimer>

The forward-looking statements, including OPTEX GROUP CO., LTD.'s operating results, strategies, and business plans, contained in these materials are based on judgments and assumptions posited on information available at the time of the presentation. There is a possibility actual operating results will differ materially from the projections described herein as a result of uncertainties contained within these judgments and assumptions, and changes in the Company's management of its businesses or changes in domestic and overseas business conditions in the future.

[Reference] Overview of Our Business Segments

Industrial Automation (IA) Business

Automation Systems

Automotive secondary battery manufacturing equipment



Industrial PCs

Embedded boards for semiconductor manufacturing equipment and tracking cameras for airports



Inspection Lighting

Lighting that helps improve the quality of inspections during factory inspection processes



Factory Automation

Sensors for factory automation which help automate factory production processes and reduce labor requirements



Sensing Solution (SS) Business

Security Sensors

Intrusion detection sensors for homes, businesses, and large-scale critical facilities



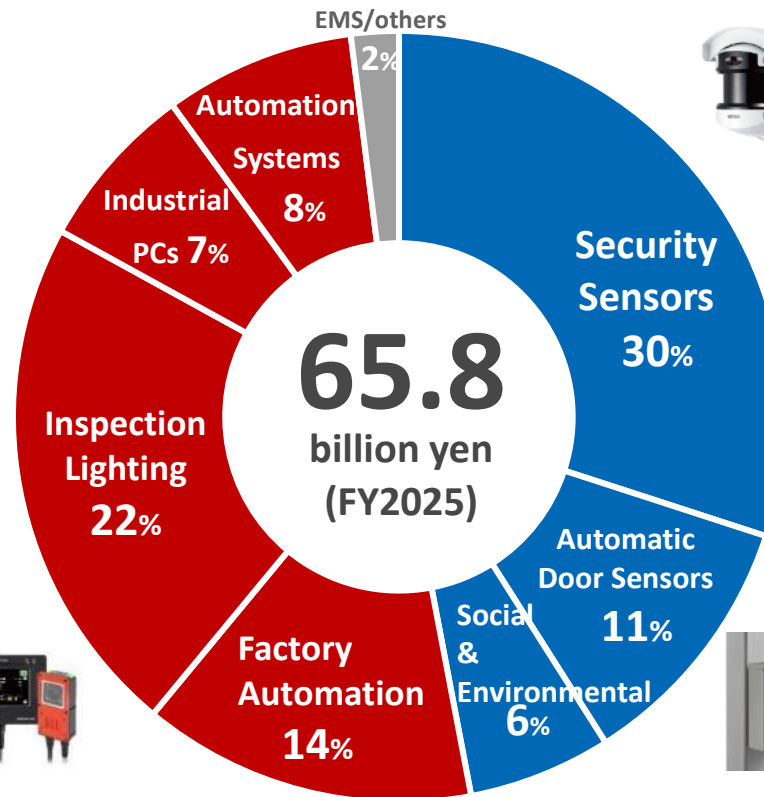
Automatic Door Sensors

Automatic door sensors, shutter sensors for factories and warehouses



Social & Environmental

Vehicle detection sensors for parking lots and water quality measurement sensors for water supply and sewage systems



1. FY2026 Q1 Overview of Financial Results

2. FY2026 Consolidated Earnings Forecasts (Unchanged)

Financial Results of FY2026 Q1

SS Business : Sensing Solution Business
IA Business : Industrial Automation Business

Net Sales Increased 21.3% year on year

- **Sensing Solution (SS) Business:** Sales for large-scale critical facilities in the Security Sensors and for parking lots in the Social and Environmental remained steady, as in the previous fiscal year.
- **Industrial Automation (IA) Business:** Sales related to Factory Automation, Inspection Lighting and Industrial PCs remained strong due to capital investment in the semiconductor and electric/electronic component industries recovering.

Operating Profit Increased 59.3% year on year

- The product mix improved due to increased sales of highly profitable products (Factory Automation and Inspection Lighting, Industrial Automation (IA) Business).
- Effect of foreign exchange translation attributable to the weaker yen.

Summary of FY2026 Q1 Consolidated Financial Result

Unit: million yen, (): Ratio to net sales

	FY2025 Q1 Results	FY2026 Q1 Forecast	YoY
Net sales	15,080	18,299	+21.3%
Gross profit	8,113 (53.8%)	9,982 (54.5%)	+23.0%
SG&A	6,239 (41.4%)	6,998 (38.2%)	+12.2%
Operating profit	1,873 (12.4%)	2,983 (16.3%)	+59.3%
Ordinary profit	1,631 (10.8%)	3,173 (17.3%)	+94.5%
Profit attributable to owners of parent	1,778 (11.8%)	2,241 (12.2%)	+26.1%
Basic earnings per share (yen)	49.92	62.92	

- Exchange rate

	FY2025 Q1 Results	FY2026 Q1 Results
1USD	152.60 yen	156.86 yen
1EUR	160.50 yen	183.65 yen
1GBP	192.15 yen	211.56 yen

Comparison of FY2026 Q1 Consolidated Financial Result between Segments

Unit: million yen

	Net sales			Operating profit (Operating profit margin)		
	FY2025 Q1 Results	FY2026 Q1 Results	YoY	FY2025 Q1 Results	FY2026 Q1 Results	YoY
Sensing Solution Business	7,856	8,883	+13.1%	1,597 (20.3%)	1,772 (20.0%)	+11.0%
Industrial Automation Business	6,981	9,169	+31.3%	516 (7.4%)	1,490 (16.3%)	+188.7%
EMS Business	236	240	+1.9%	-137	-39	—

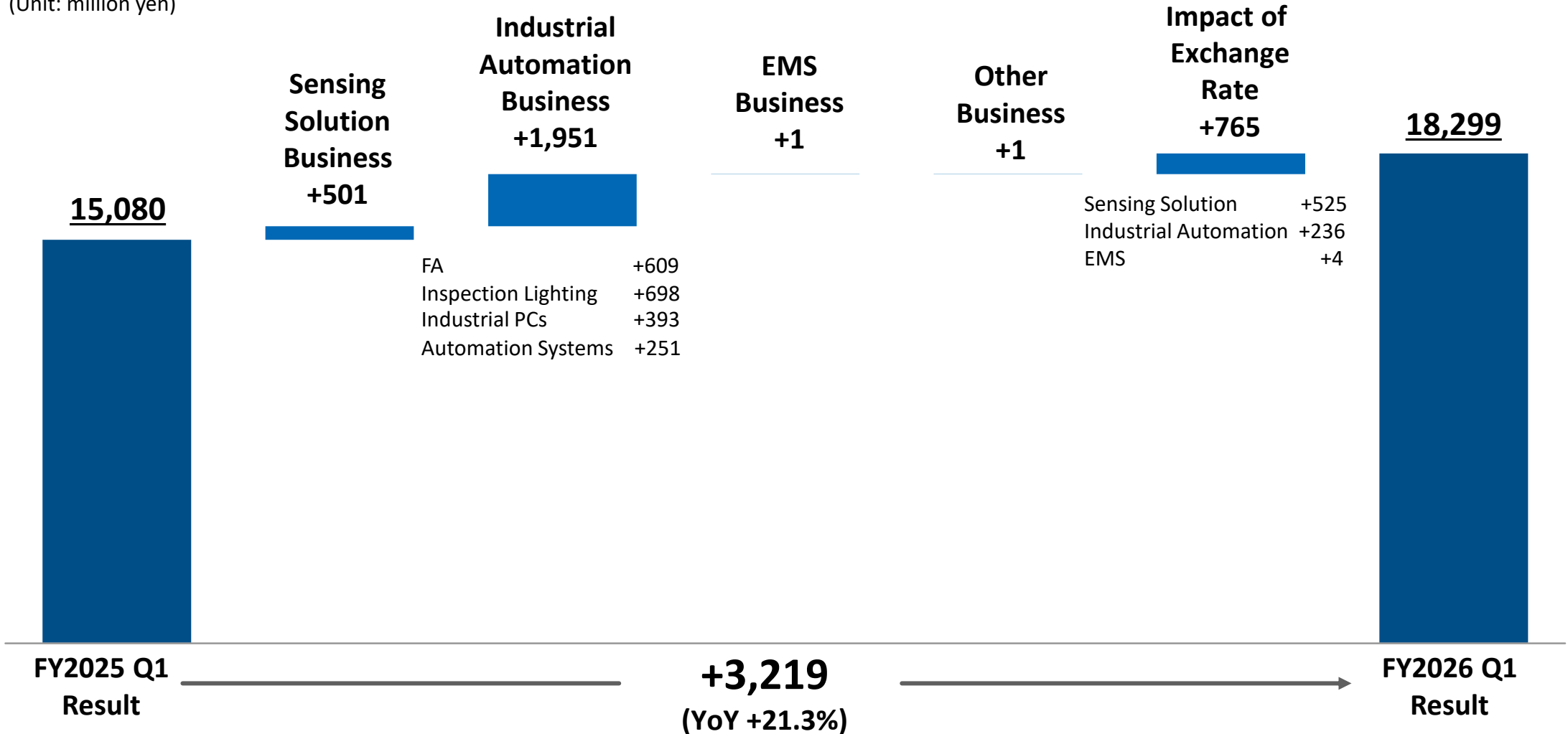
* Net sales by segment represents the figure excluding sales from inter-segment transactions.

* Operating profit by segment represents the figure including operating profit from inter-segment transactions.

Factors of change in Net Sales (Year- on-year)

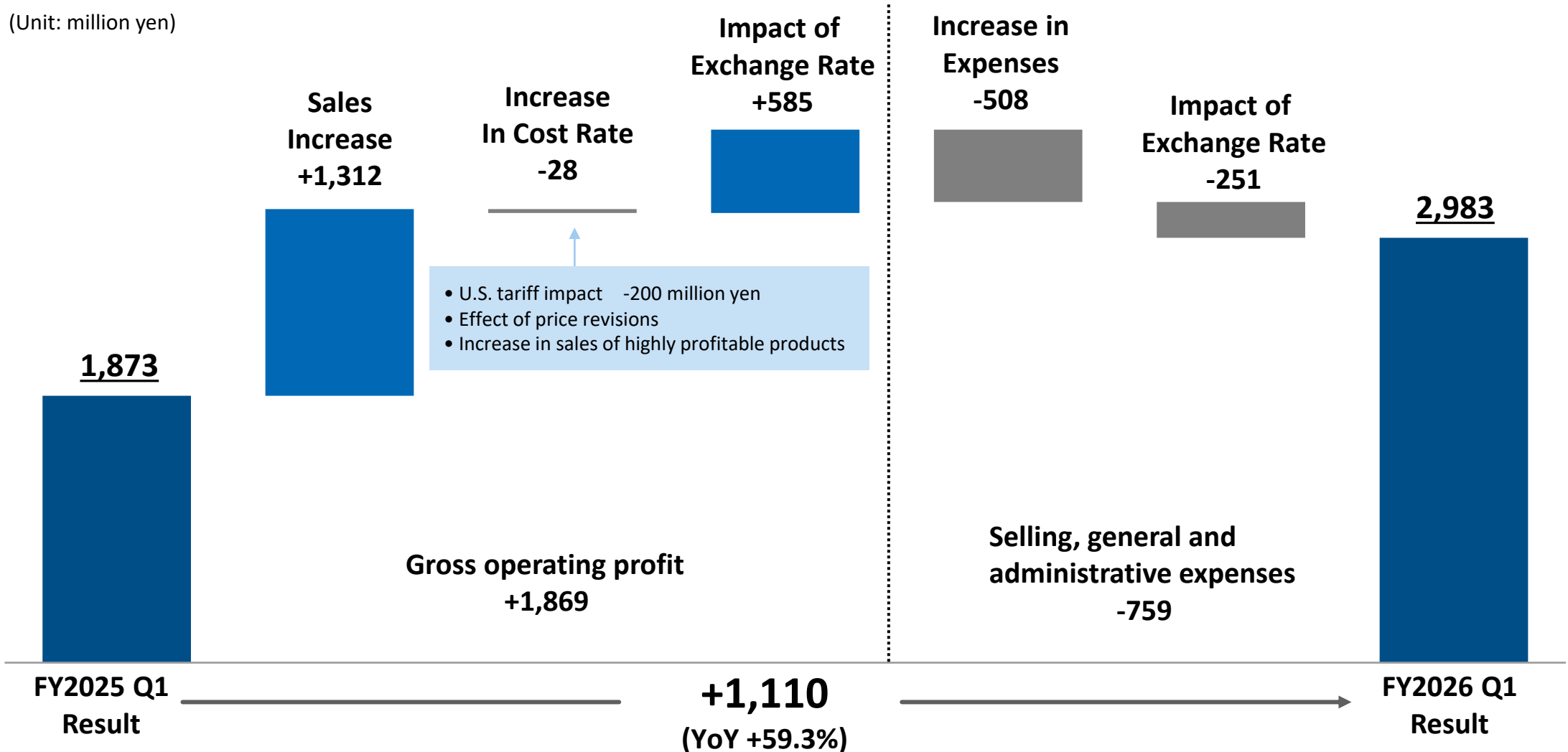
SS Business : Sensing Solution Business
 IA Business : Industrial Automation Business

(Unit: million yen)



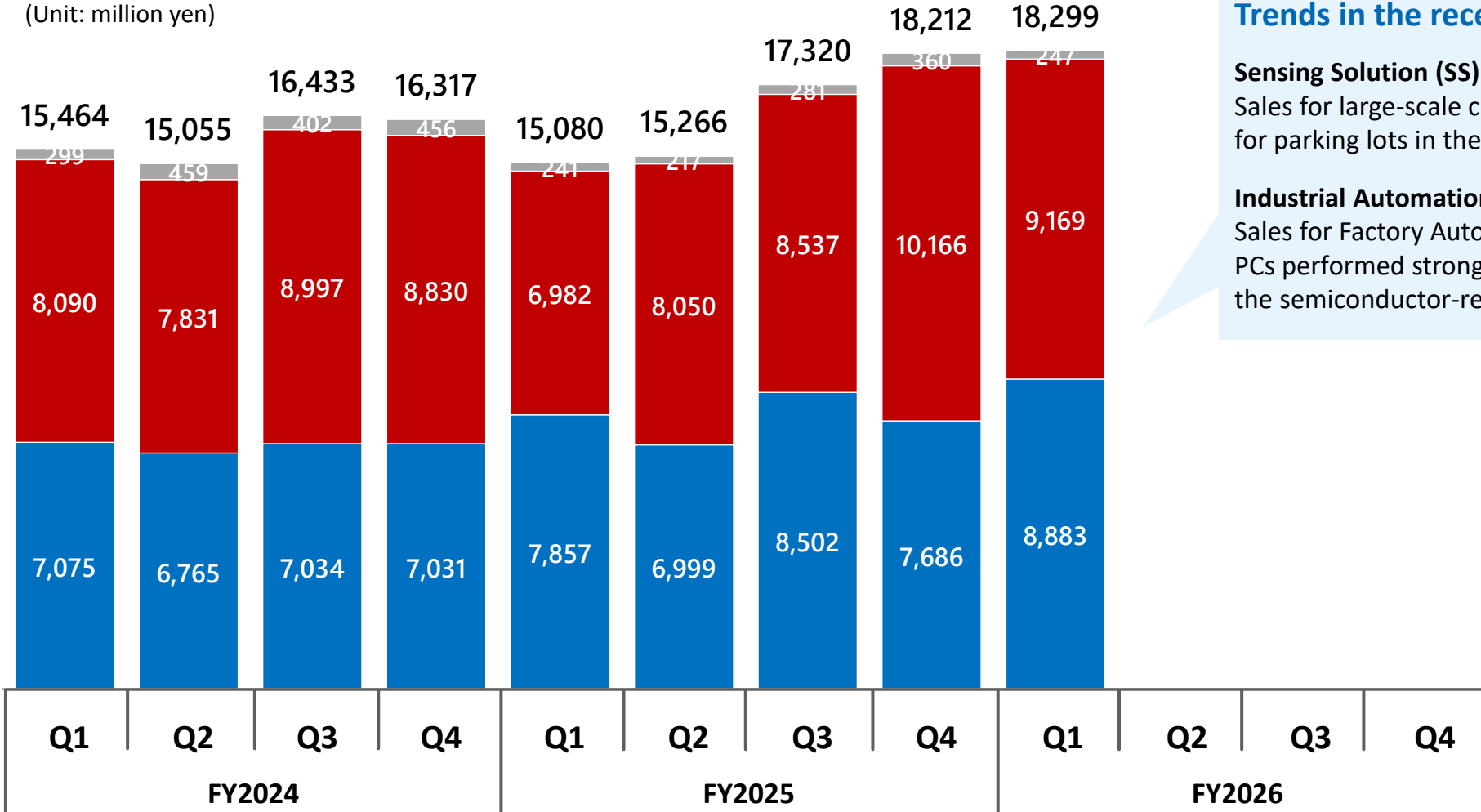
Factors of change in Operating Profit (Year- on-year)

(Unit: million yen)



Quarterly performance - Consolidated Net Sales (FY2024 to FY2026)

(Unit: million yen)



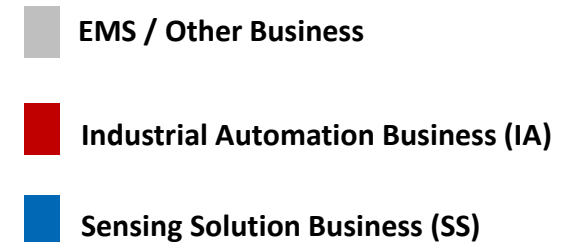
Trends in the recent Q1 (Jan.-Mar.)

Sensing Solution (SS) Business:

Sales for large-scale critical facilities in the Security Sensors and for parking lots in the Social and Environmental remained steady.

Industrial Automation (IA) Business:

Sales for Factory Automation, Inspection Lighting, and Industrial PCs performed strongly, driven by a recovery in demand from the semiconductor-related markets.



Security Sensors / Sensing Solution Business (SS)

Region	FY2026 Q1 Overview
Japan	- Sales to security companies were weak. - Sales of products for large-scale critical facilities were strong.
AMERICAs	- Sales of laser scan sensors for large-scale critical facilities including data centers were strong.
EMEA	- Sales of laser scan sensors for large-scale critical facilities including data centers were solid.
Asia and Oceania	- Sales of LED lighting and other products for large-scale critical facilities were strong.



Example of intrusion detection in a data center

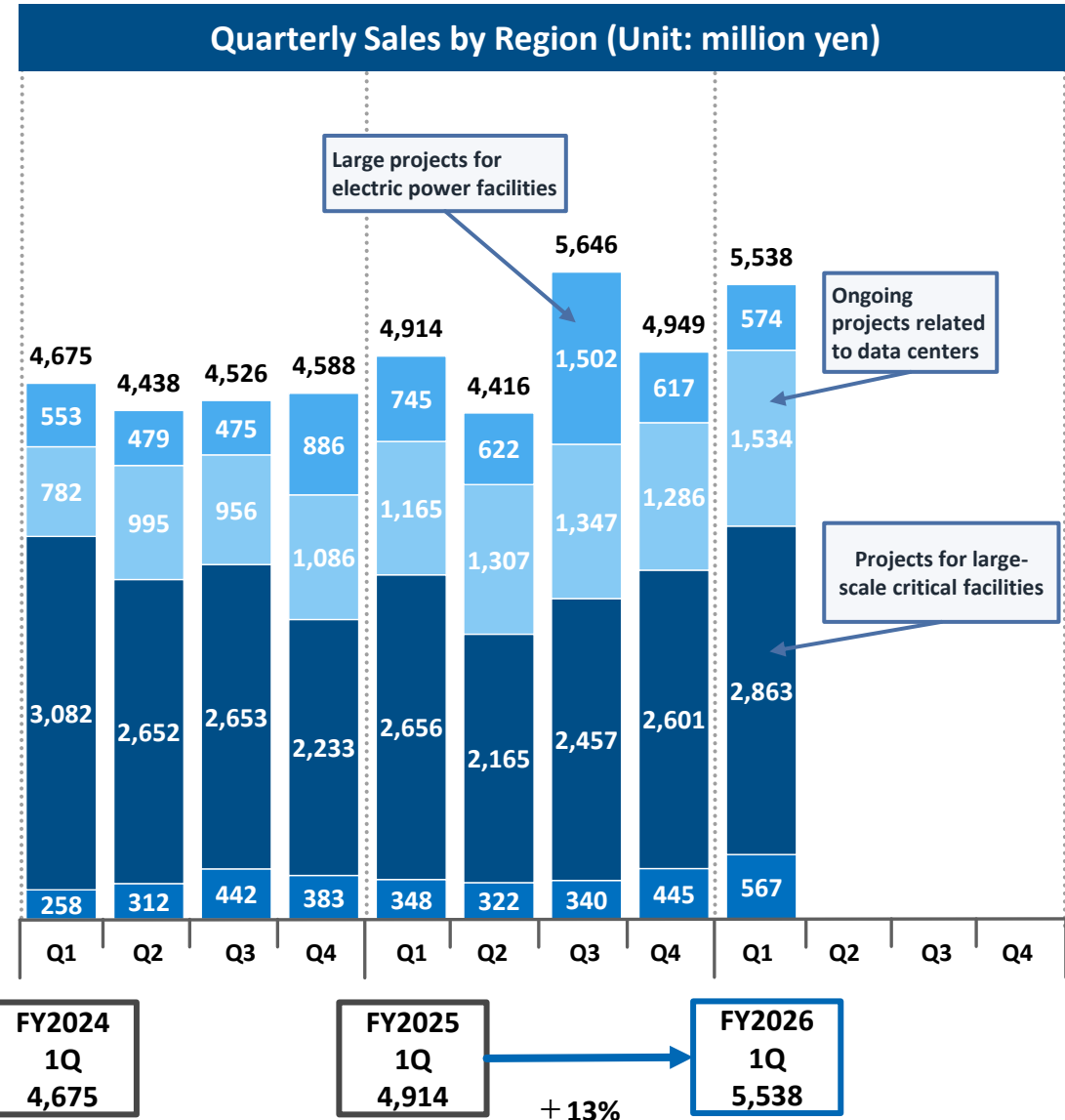


Indoor sensor



Outdoor sensor

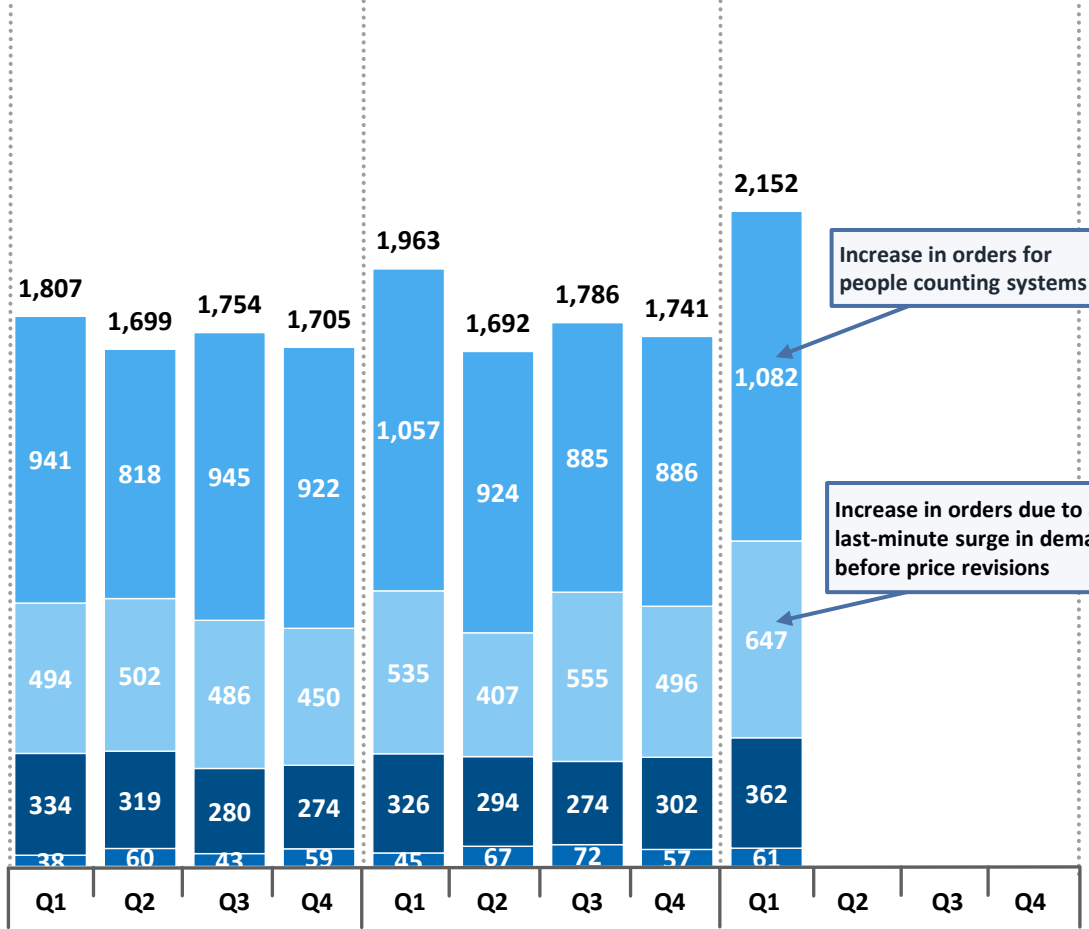
Sensors for large-scale critical facilities



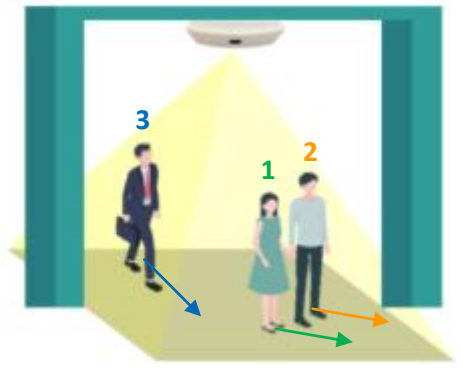
Automatic Door Sensors / Sensing Solution Business (SS)

Region	FY2026 Q1 Overview
Japan	<ul style="list-style-type: none"> - Sales of automatic door sensors were sluggish. - Sales of people counting systems for commercial facilities were steady.
AMERICAS	<ul style="list-style-type: none"> - Sales of automatic door sensors and industrial door sensors were strong. - Orders increased due to a last-minute surge in demand before price hikes.
EMEA	<ul style="list-style-type: none"> - Sales of automatic door sensors were steady.

Quarterly Sales by Region (Unit: million yen)



Automatic door sensors

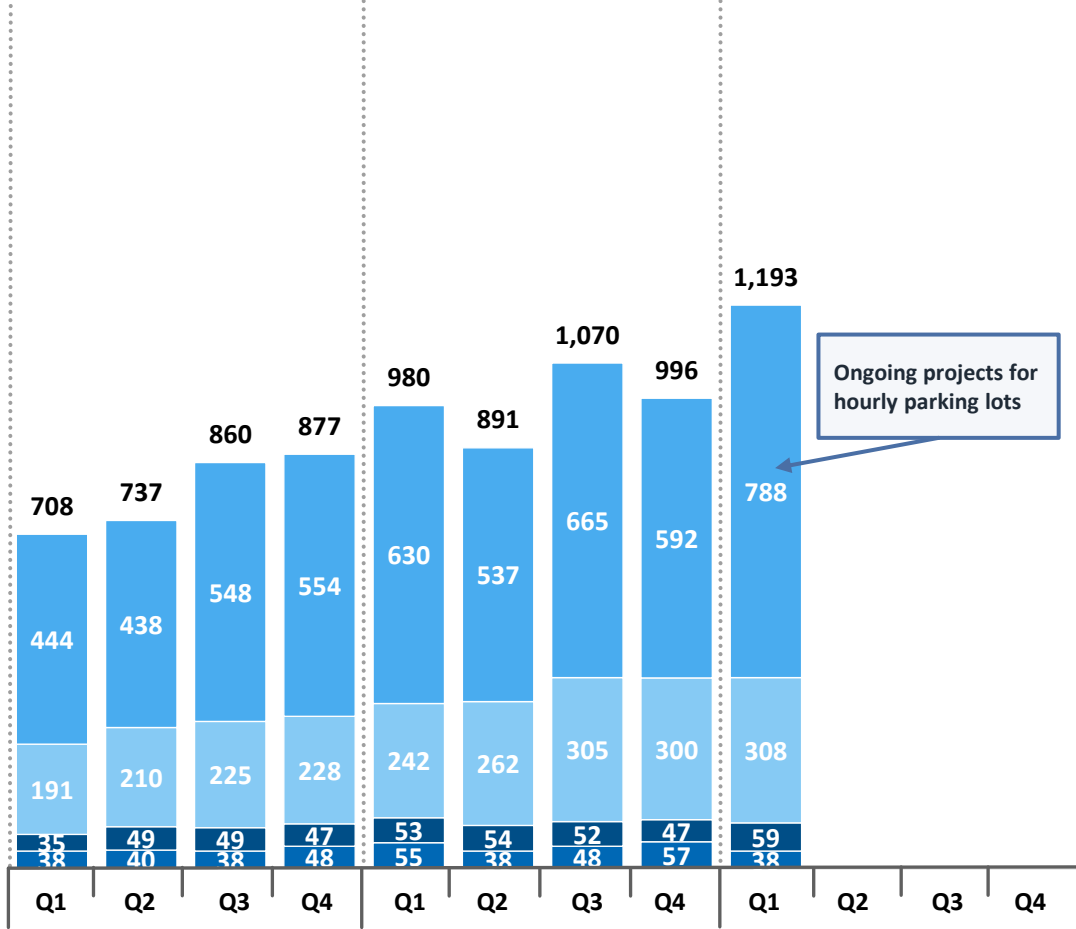


People counting systems

Social & Environmental / Sensing Solution Business (SS)

Region	FY2026 Q1 Overview
Japan	<ul style="list-style-type: none"> - Sales of solutions for parking lots such as parking occupancy sensors and vacancy indicator systems were strong. - Sales of water quality sensors and data management systems for water supply and sewage system applications were firm.
AMERICAS	<ul style="list-style-type: none"> - Sales of vehicle detection sensors remained steady given use for opening and closing of parking lot gates.

Quarterly Sales by Region (Unit: million yen)



Parking occupancy management system

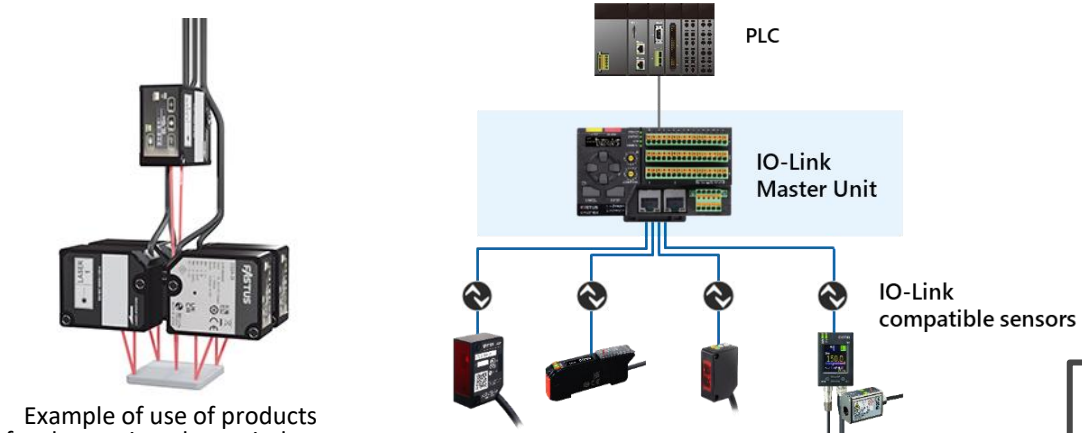
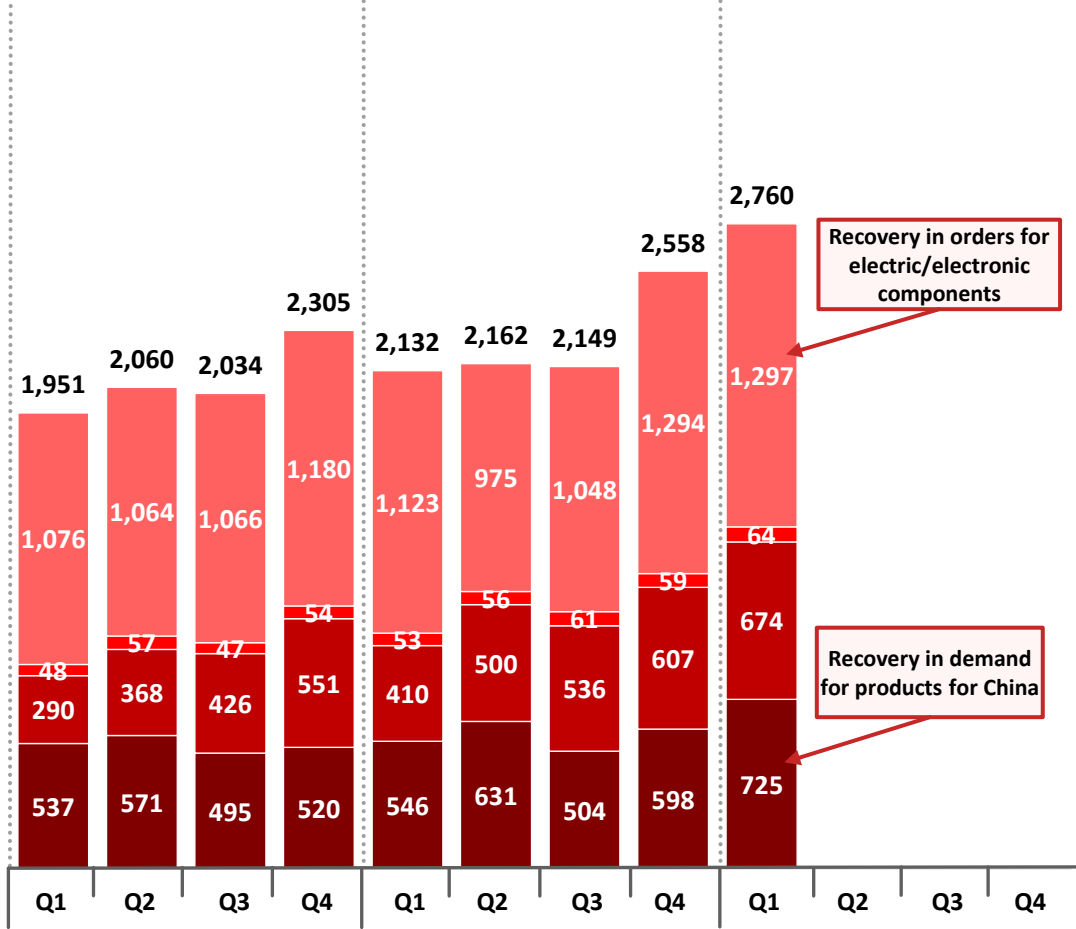
FY2024 1Q 708 → FY2025 1Q 980 → FY2026 1Q 1,193 (+22%)

Factory Automation Sensors / Industrial Automation Business (IA)



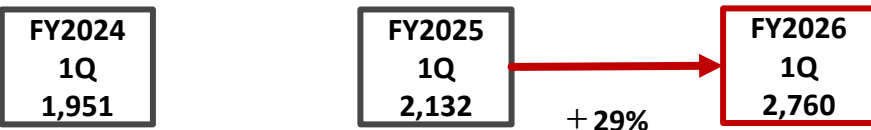
Region	FY2026 Q1 Overview
Japan	- Sales were steady due to a recovery in demand for capital investment in the semiconductor and electric/electronic component industries.
EMEA	- Sales of major customers (OEMs) to their clients in the U.S. and China were strong.
Asia and Oceania	- Sales of products for batteries and electric/electronic components were strong in China.

Quarterly Sales by Region (Unit: million yen)



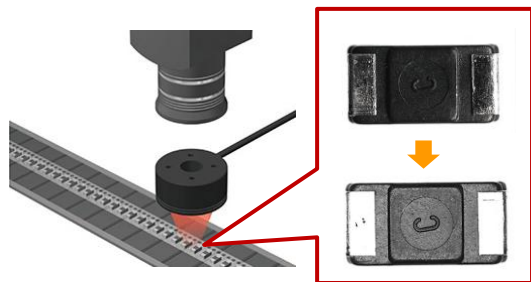
Example of use of products for the semiconductor industry

Statuses of and information about various sensors visualized with IO-Link

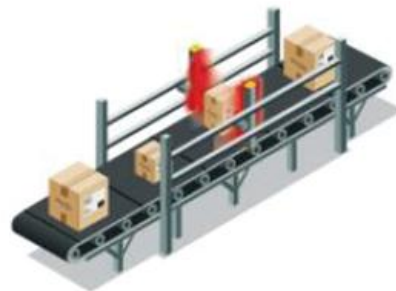


Inspection Lighting (Former MVL segment) / Industrial Automation Business (IA)

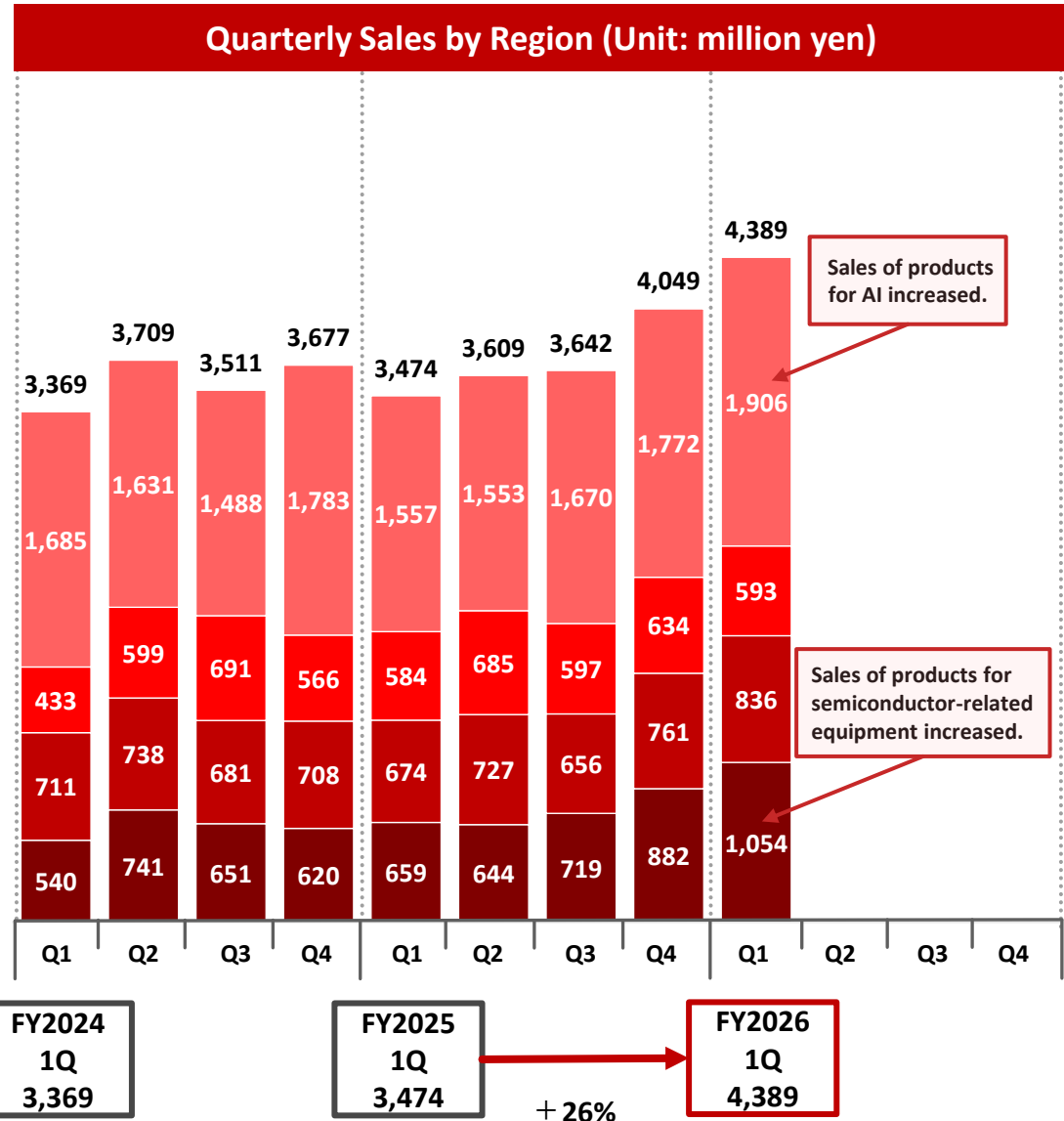
Region	FY2026 Q1 Overview
Japan	- Sales of products for semiconductors and electric/electronic components were strong due to an increase in demand for capital investment in AI
AMERICAs	- Sales of products mainly for the logistics industry remained on par with the previous year.
EMEA	- In products handled by the French subsidiary, sales for the logistics industry were strong.
Asia and Oceania	- Sales of products for semiconductors remained firm in Southeast Asia.



Visual inspection solution for electronic components

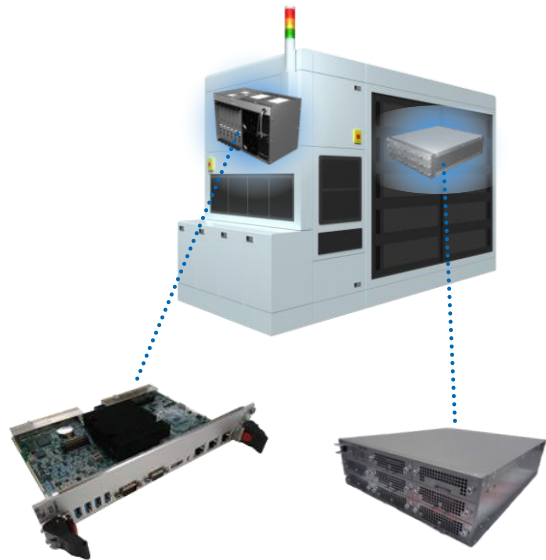


Use in the logistics industry



Industrial PCs (Former IPC segment) / Industrial Automation Business (IA)

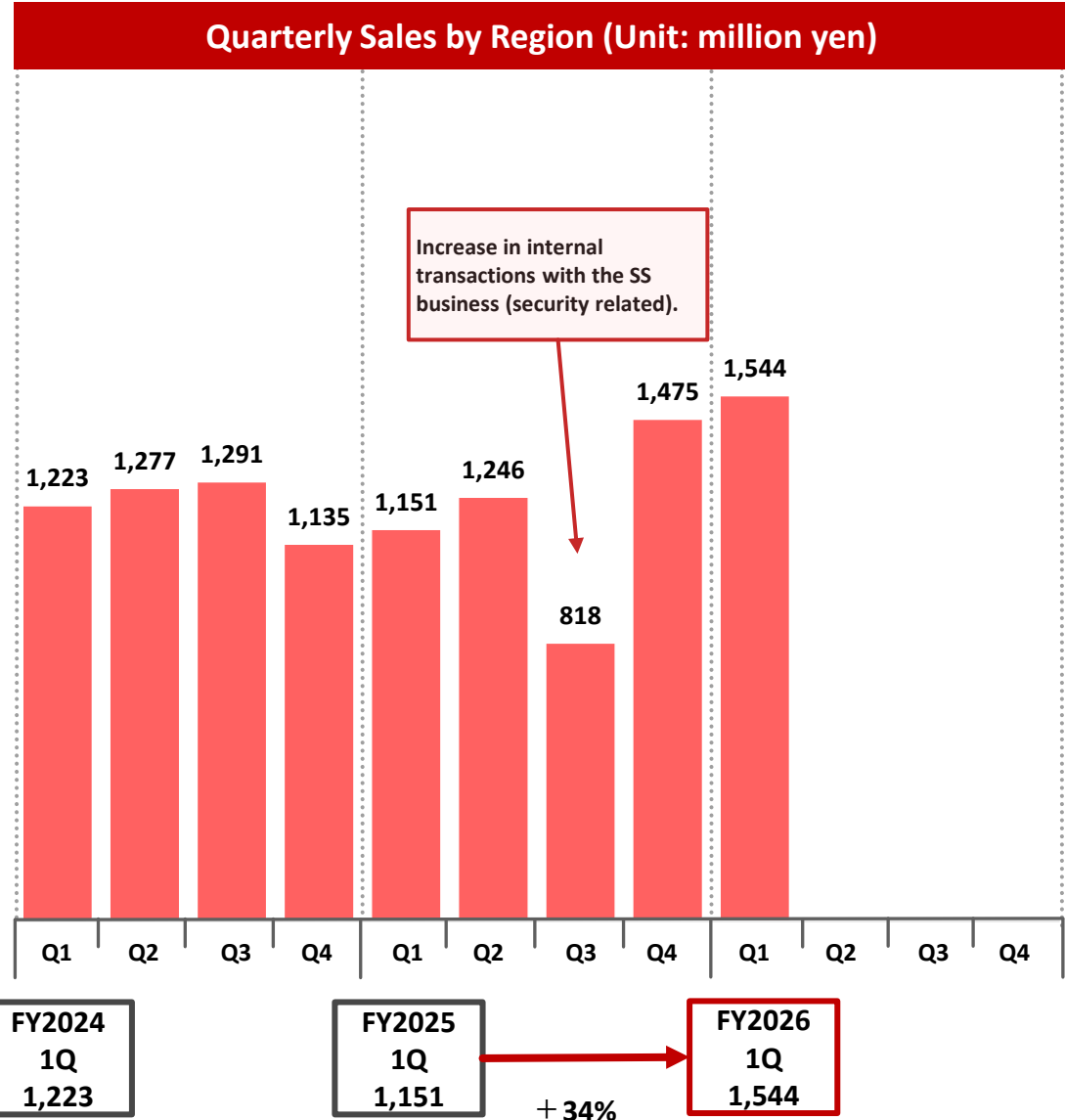
Region	FY2026 Q1 Overview
Japan	<ul style="list-style-type: none"> - Sales of products for semiconductor manufacturing equipment were strong. - Sales of products for social infrastructure were firm.



Industrial computer for semiconductor manufacturing equipment



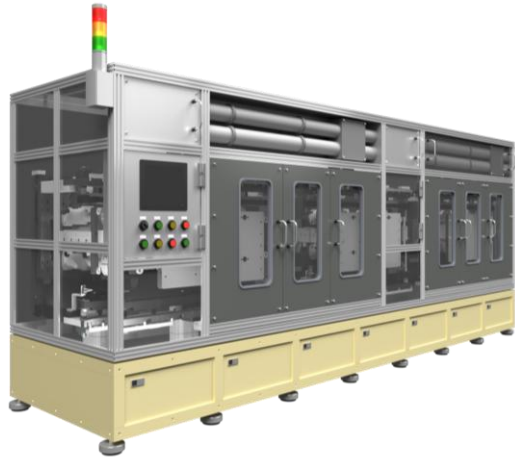
Tracking Cameras



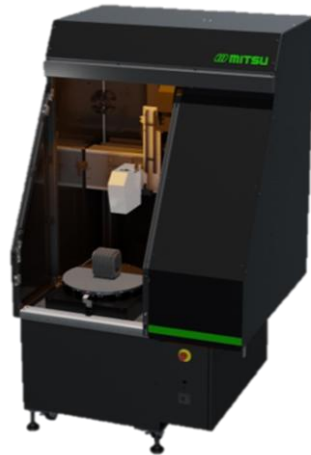
Automation Systems (Former MECT segment) / Industrial Automation Business (IA)



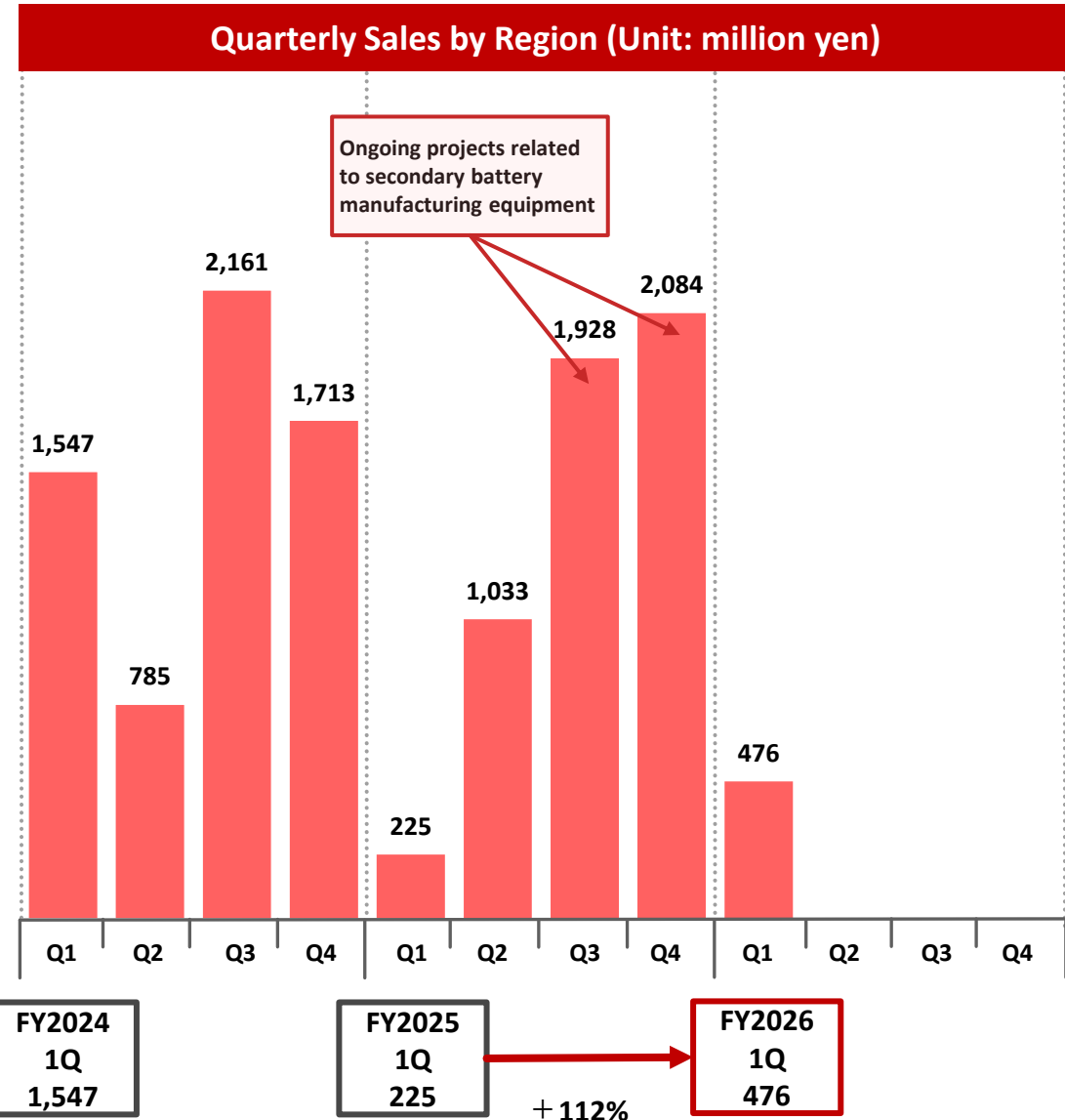
Region	FY2026 Q1 Overview
Japan	Sales of secondary battery manufacturing equipment decreased due to the deceleration of demand for EV-related capital investment



Manufacturing equipment of secondary batteries for electric vehicles and hybrid vehicles



Non-contact 3D shape measuring device



1. FY2026 Q1 Overview of Financial Results

2. FY2026 Consolidated Earnings Forecasts (Unchanged)

FY2026 Consolidated Earnings Forecasts

Remains unchanged from the initial forecast announced on February 13, 2026

We will continue to closely examine trends in each region and the future outlook to identify changes and uncertainties in the business environment against the backdrop of geopolitical risks.

Unit: million yen, (): Ratio to net sales	FY2025 Results	FY2026 Forecast	YoY
Net sales	65,878	69,000	+4.7%
Gross profit	34,291 (52.1%)	36,515 (52.9%)	+6.5%
SG&A	26,137 (39.7%)	27,715 (40.2%)	+6.0%
Operating profit	8,153 (12.4%)	8,800 (12.8%)	+7.9%
Ordinary profit	8,000 (12.1%)	8,800 (12.8%)	+10.0%
Profit attributable to owners of parent	6,595 (10.0%)	6,600 (9.6%)	+0.1%
Basic earnings per share (yen)	185.16	185.28	

● Exchange rate

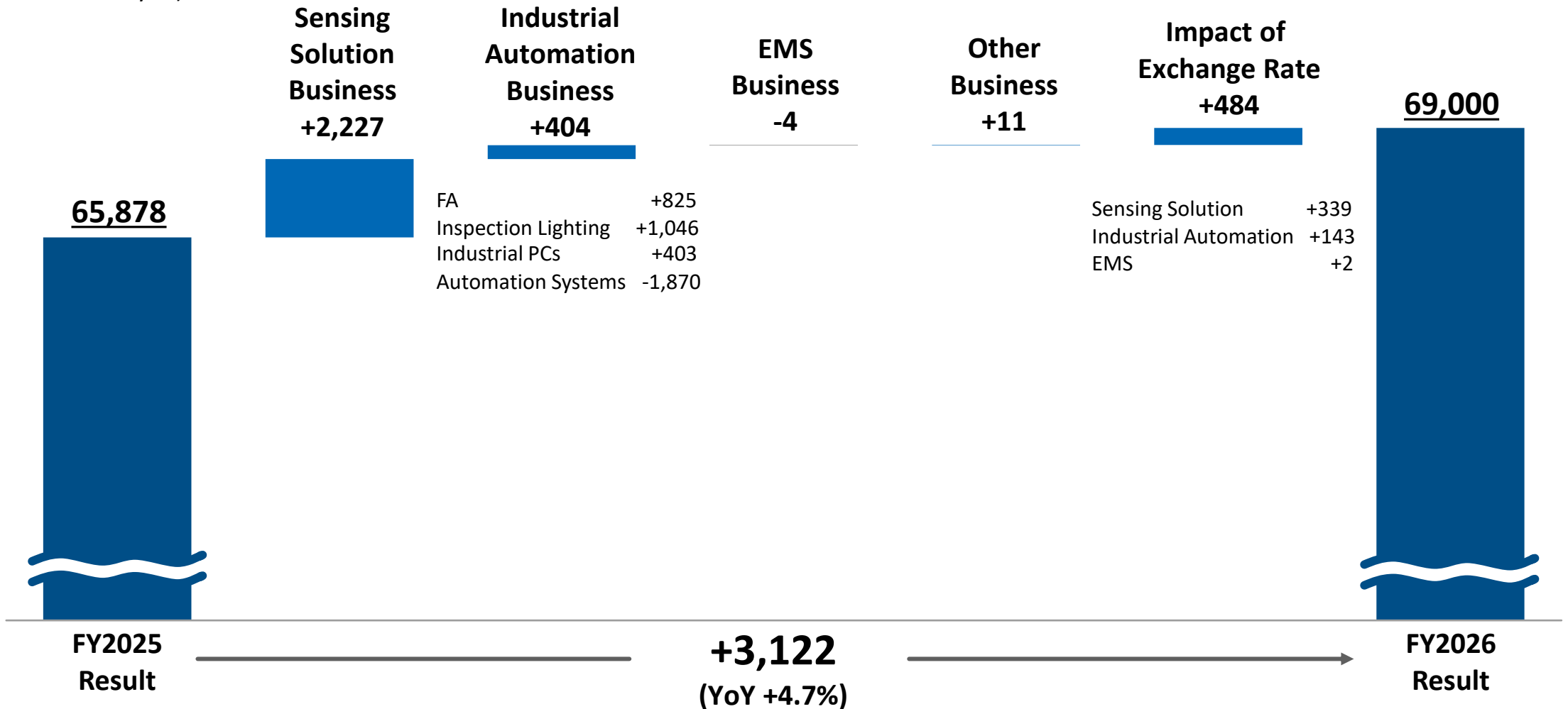
	FY2025 Results	FY2026 Forecast
1USD	149.71 yen	150.00 yen
1EUR	169.00 yen	175.00 yen
1GBP	197.25 yen	200.00 yen

● Exchange rate sensitivity (Forecast for FY2026, the amount of impact due to a change of one yen)

	Net Sales	Operating profit
USD	Approx. 120 mil. yen	Approx. 30 mil. yen
EUR	Approx. 60 mil. yen	Approx. 40 mil. yen
GBP	Approx. 30 mil. yen	Approx. 10 mil. yen

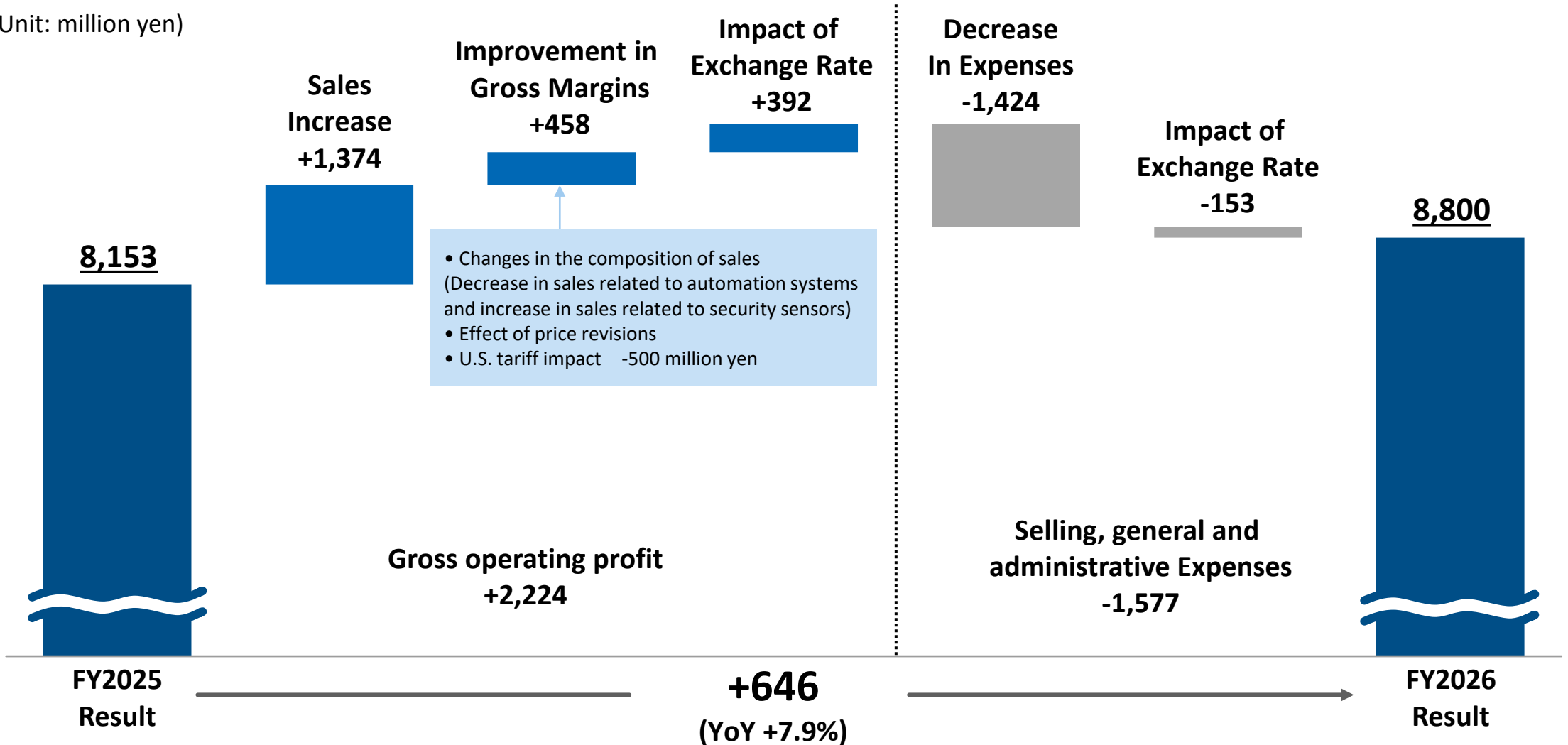
Factors of change in Net Sales (Year- on-year)

(Unit: million yen)



Factors of change in Operating Profit (Year- on-year)

(Unit: million yen)

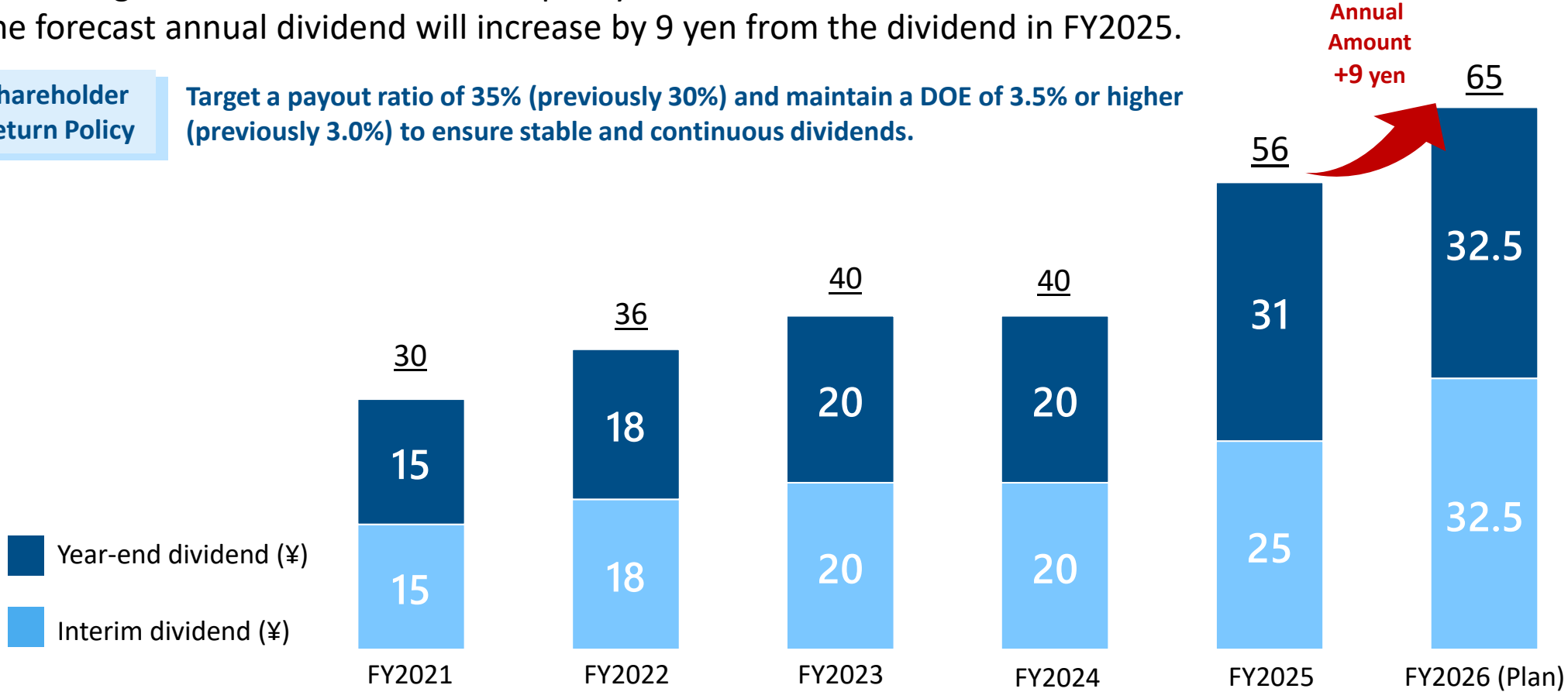


Shareholder Return

Our strengthened shareholder return policy will take effect in FY2026.
 The forecast annual dividend will increase by 9 yen from the dividend in FY2025.

Shareholder Return Policy

Target a payout ratio of 35% (previously 30%) and maintain a DOE of 3.5% or higher (previously 3.0%) to ensure stable and continuous dividends.



Dividend payout ratio	28.8%	26.9%	30.8%	25.0%	30.2%	35.1%
DOE	3.2%	3.4%	3.4%	3.0%	3.8%	4.0%
ROE	11.2%	12.8%	11.1%	12.2%	12.5%	-



FY2021
 Acquisition of treasury shares
 1.0 billion yen
 630,000 shares

References

Growth Vision Toward FY2030

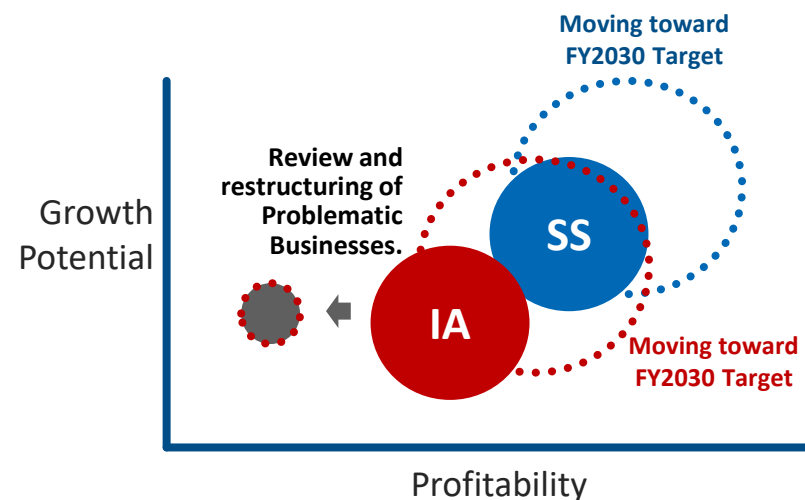
Thoroughly implement business portfolio management and decisively review underperforming businesses. Evolve core businesses into a solution-oriented model to enhance corporate value.

Key Performance Indicators for Corporate Value Creation in FY2030

Consolidated Net Sales **100 bn yen**
 Operating Profit Margin **15% or higher**
 ROE **stable at 15%**

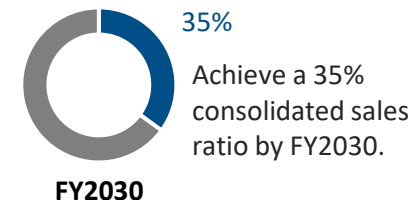
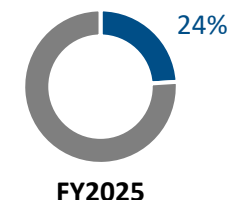
Achieve high profitability and stable growth through optimal allocation of management resources, rather than investing uniformly across all businesses.

Business Portfolio Image for FY2030



Drastically review problematic businesses, including potential downsizing or withdrawal, without exceptions.

Expand the solution-oriented business model.



The Foundation Supporting Strategic Acceleration

Sharing the group's strategic direction

Deepening expertise in each segment

Digital Transformation

Human Resource Development

Technological Co-creation

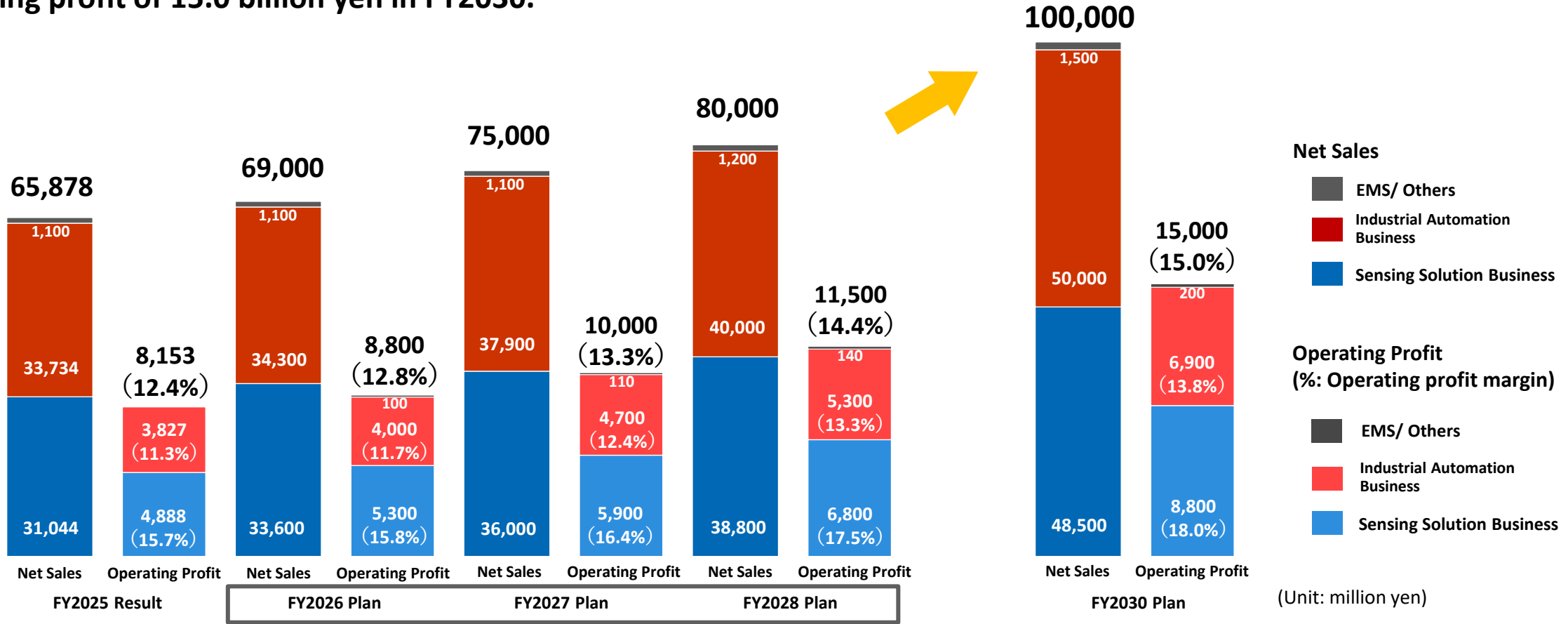
Sustainability

Deepen expertise in each segment and leverage speed as a competitive advantage.

Three-Year Management Plan (FY2026-FY2028)

Optex Group formulates a three-year management plan using a rolling approach, updated annually to adapt to rapid changes in market conditions flexibly.

We project net sales of 80.0 billion yen and operating profit of 11.5 billion yen for FY2028, the final year of the plan. Furthermore, by continuously improving the operating profit margin, we target net sales of 100.0 billion yen and operating profit of 15.0 billion yen in FY2030.

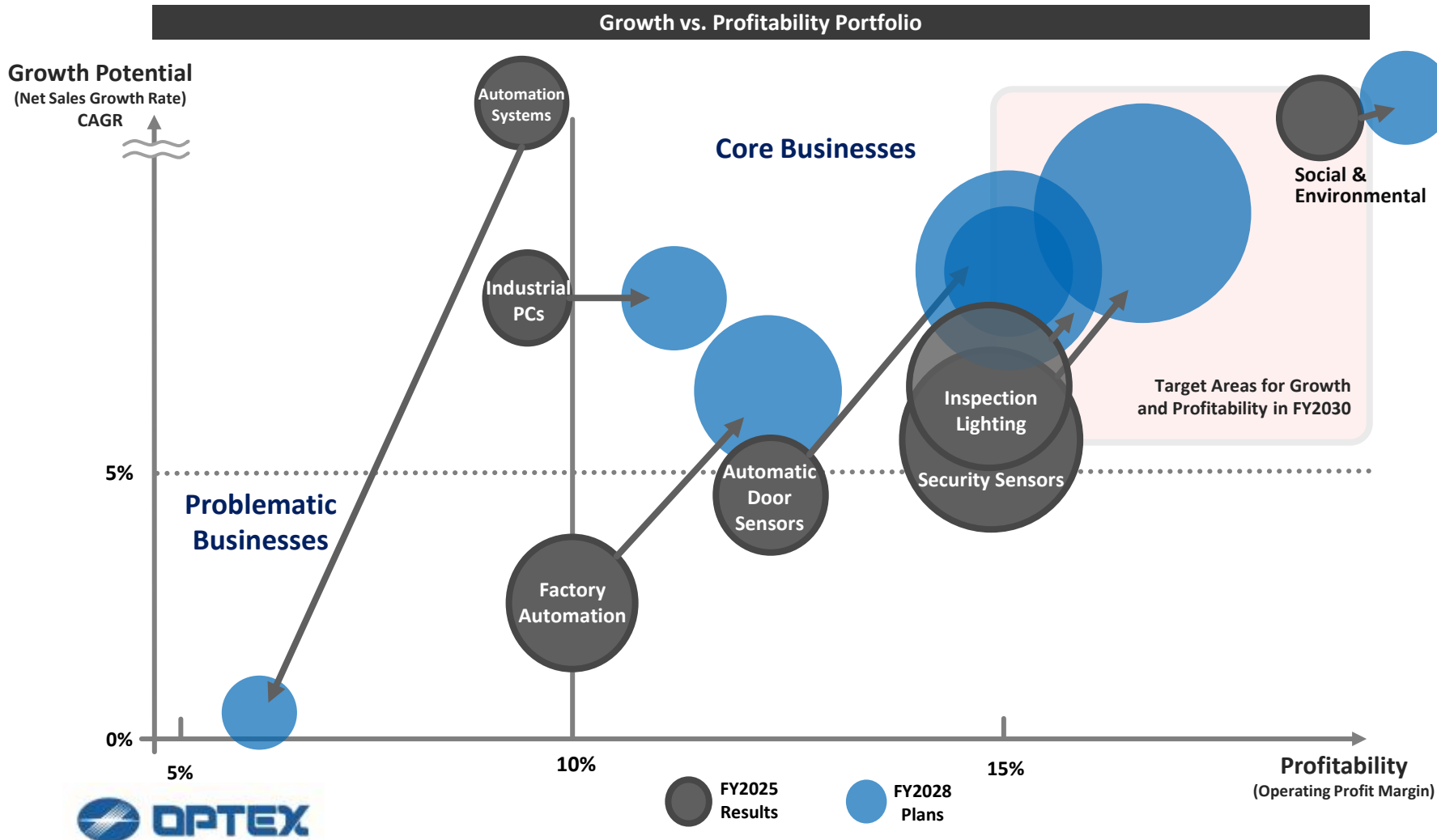


Note: Operating profit by segment in the bar chart does not include corporate adjustments (corporate expenses, etc.); therefore, it does not match the total operating profit shown above. Please refer to P.39 for the previous three-year management plan (2025–2027) as of February 14, 2025.



Promotion of Business Portfolio Management

We will optimally allocate management resources to high-growth, high-profit Core Businesses and establish a high-profit structure over the three-years through FY2028. We aim to achieve an operating margin of 15% or higher by FY2030.



Key Strategic Themes

Core Businesses

- ✓ Prioritize the allocation of management resources, including R&D, human capital, sales channels, and production/supply.
- ✓ Expand solution-oriented business models.
- ✓ Incorporate non-linear growth through M&A and strategic alliances.

Problematic Businesses

- ✓ Evaluate businesses from the perspectives of growth, profitability, and strategic alignment.
- ✓ Conduct a thorough review by FY2028, without exception, including potential downsizing or withdrawal.

Notes:

- The size of each circle represents the scale of net sales.
- SS, FA, and Inspection Lighting:
 - CAGR since the transition to a holding company structure. FY2017–2025 and FY2020–2028.
 - (*Note: FY2020 is excluded from the calculation due to the significant impact of COVID-19.)
- Industrial PCs / Automation Systems:
 - CAGR since becoming consolidated subsidiaries. Industrial PCs: FY2021–2025 and FY2024–2028. Automation Equipment: FY2022–2025 and FY2025–2028.



Targets and Progress of the Solution-Oriented Business

**Traditional Approach
(Product-Centric)**



**Solution-Oriented Approach
(Focusing on True Customer Needs)**

Product Sales
||
High-Quality Specifications
Superior Performance
Reliable Quality

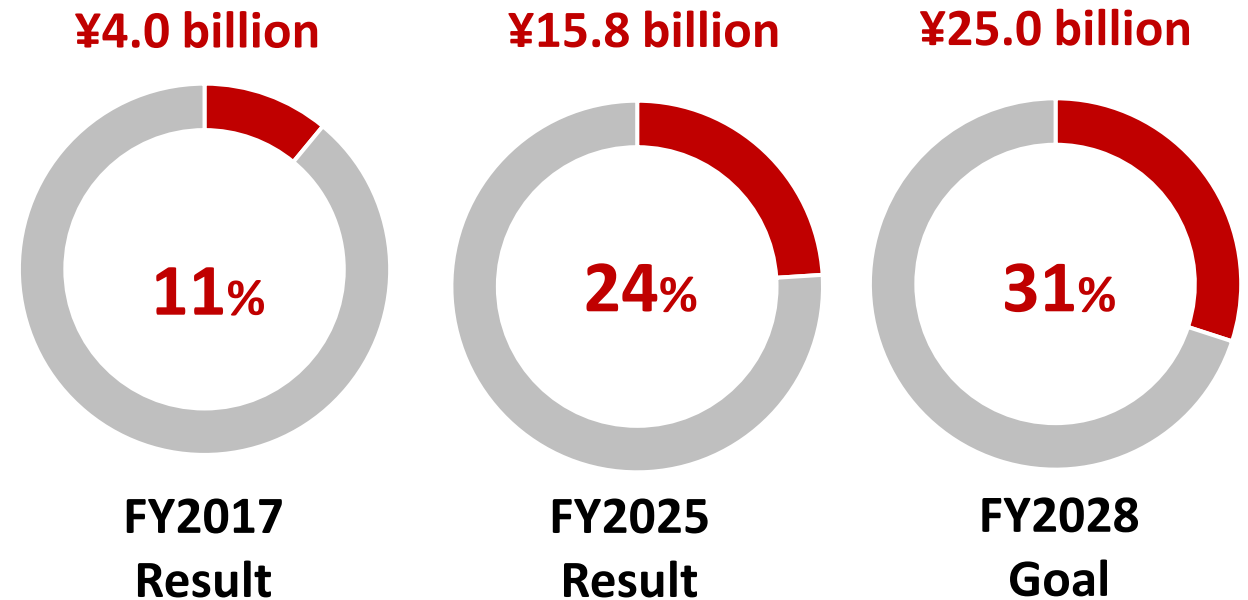
**Products
+
Providing Systems,
Integrated Data,
and Services**



- ✓ Enhancing Value Proposition
- ✓ Increasing Profitability
- ✓ Enhancing Business Continuity

By accelerating the solution-oriented business, we will increase the ratio of solution-oriented sales to 31% of consolidated net sales by FY2028. Through this structural transformation, we aim to achieve a consolidated operating profit margin of 15% in FY2030.

Trend in Sales Ratio of Solution-Oriented Business



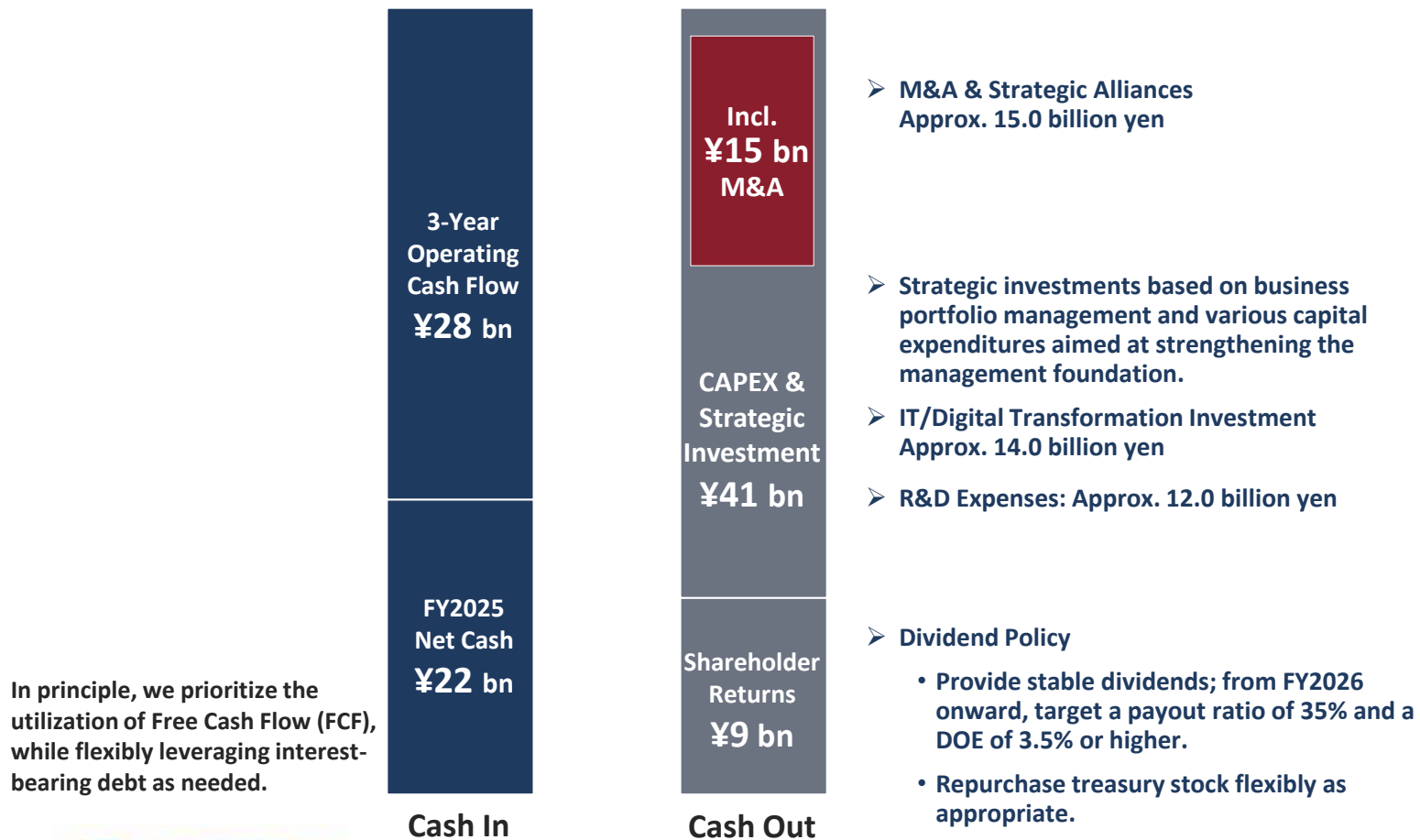
SS Business: Progressing as planned
IA Business: Progress is moderate due to a delay in market recovery

Capital Allocation Plan

Capital Allocation Policy (FY2026–2028 Medium-Term Management Plan)

Based on our target of achieving consolidated operating profit of 11.5 billion yen by FY2028, we will allocate approximately 15.0 billion yen for strategic investments, including M&A and business alliances.

Regarding shareholder returns, effective from FY2026, we have revised our policy to target a payout ratio of 35% and a DOE (Dividend on Equity ratio) of 3.5% or higher.



In principle, we prioritize the utilization of Free Cash Flow (FCF), while flexibly leveraging interest-bearing debt as needed.

Reference:

Breakdown of Cash Outlays (FY2025 Results)

M&A & Strategic Alliances: Approx. ¥1.5 bn

- Security: Acquisition of ATEXOR OY (Finland)
- Automatic Doors: Acquisition of new technologies and strategic alliance for R&D

CAPEX & Digital Transformation Investment: Approx. ¥3.8 bn

- Inspection Lighting: Full ownership of Technical Production Center
- China: Factory functional upgrades following relocation (due to external factors)
- Facilities renewal and IT core system investment

R&D Expenses: Approx. ¥3.8 bn

Dividends

- FY2025 Actual: Approx. ¥2.0 bn
- FY2026 Forecast: Approx. ¥2.3 bn



M&A Policies

Fundamental Policy

- Focus on synergies, growth potential, and profitability, rather than pursuing scale for its own sake.
- Aim for M&A that contributes to long-term corporate value by deepening our specialized expertise.

Investment Policy

- Prioritize funding from (1) Free Cash Flow and (2) Debt, while remaining conscious of the cost of equity.
- If the expected value creation is not foreseeable, we will review the investment from the perspective of maximizing business value.

M&A Themes

To expand our specialized domains, we will acquire technology, IP, sales channels, and talent related to our core businesses, strengthening our earnings base through the advancement of solutions.

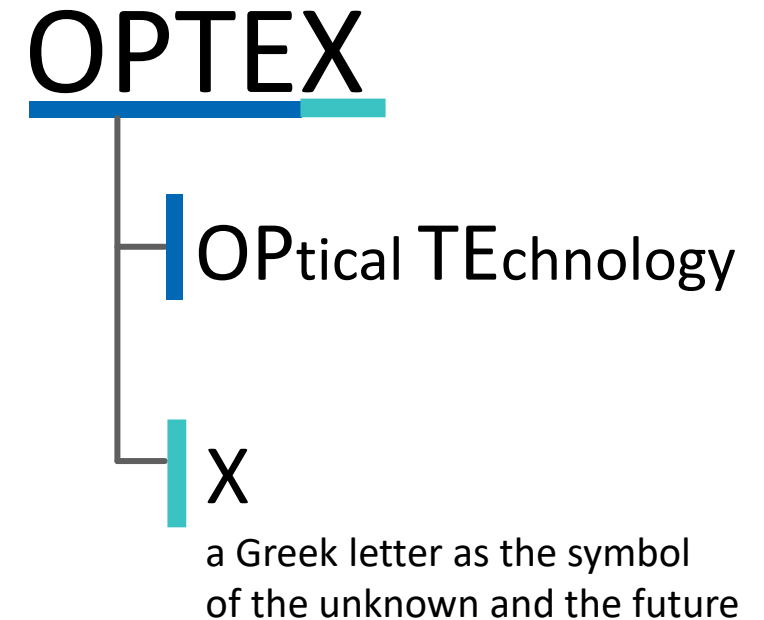


Company Overview

Corporate Data

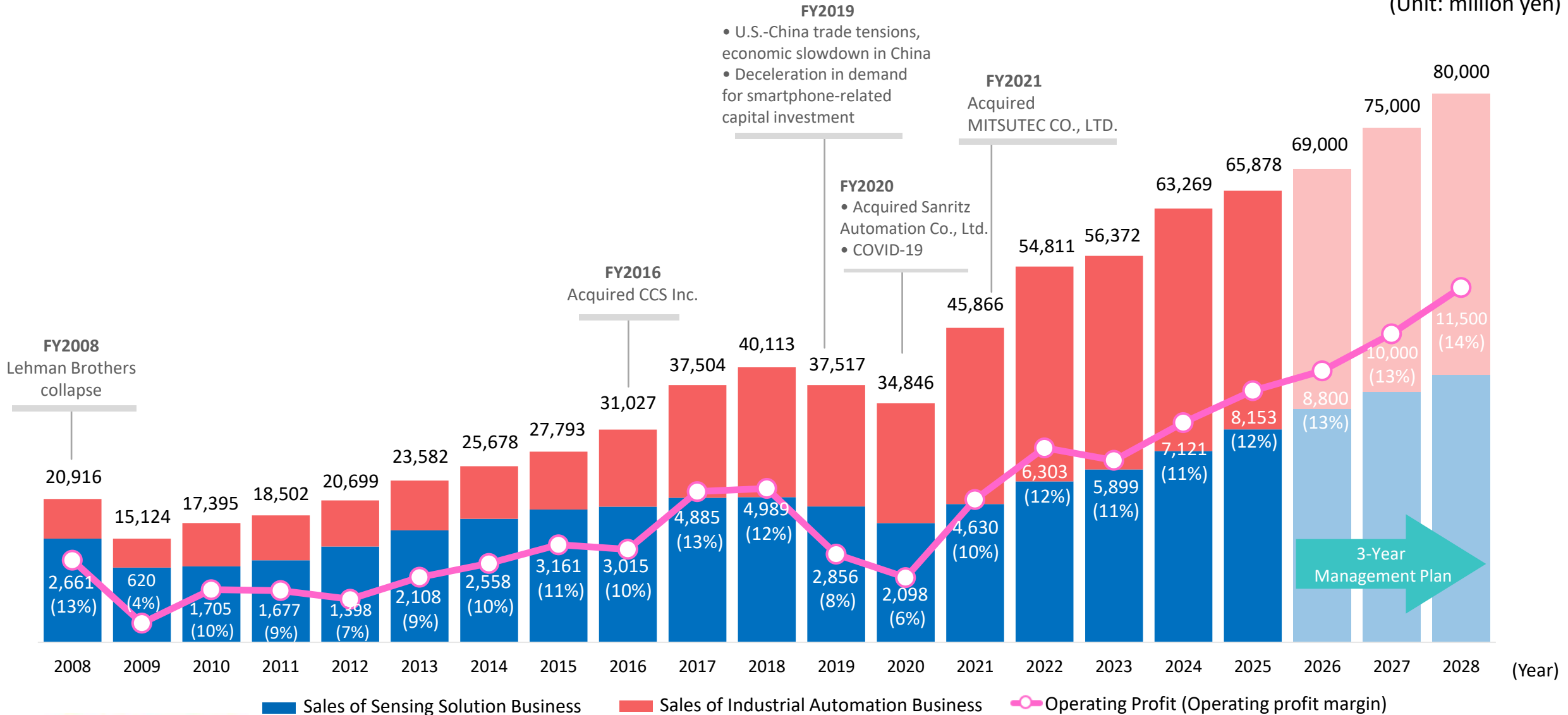
Corporate Name	OPTEX GROUP CO., LTD.
Head Office	Otsu-city, Shiga, Japan
Established	May 25, 1979
Capital Stock	2.7 billion yen
Net Sales	65.8 billion yen
Operating Profit	8.1 billion yen
Fiscal Year-End	December
Stock Listing	Prime Market, Tokyo Stock Exchange
Numbers of Employees	2,162 (Consolidated) *Excluding temporary employees

Meaning of the company name



Corporate Data - Trends in Consolidated Performance

(Unit: million yen)



Corporate Data - Company Structure

OPTEX GROUP CO., LTD
Tokyo Stock Exchange Prime Market
Securities code: 6914

Holding Company

OPTEX CO., LTD.

Sales, Development & Production of Sensors for security, automatic doors, etc

Sensing Business

OPTEX FA CO., LTD.

Sales, Development & Production of Sensors for Factory Automation

Industrial Automation Business

CCS Inc.

Sales, Development & Production of LED Lighting for Image Inspection

Industrial Automation Business

Sanritz Automation Co., Ltd.

Development, manufacturing and sales of industrial computers

Industrial Automation Business

MITSUTEC CO., LTD.

Development/manufacturing of automation systems and image processing inspection systems, etc.

Industrial Automation Business

O'PAL OPTEX CO., LTD.

Management of outdoor activities and environmental learning programs

Corporate Data - Sales by Product Category

Industrial Automation (IA) Business

Automation Systems

Automotive secondary battery manufacturing equipment



Industrial PCs

Embedded boards for semiconductor manufacturing equipment and tracking cameras for airports



Inspection Lighting

Lighting that helps improve the quality of inspections during factory inspection processes



Factory Automation

Sensors for factory automation which help automate factory production processes and reduce labor requirements



Sensing Solution (SS) Business

Security Sensors

Intrusion detection sensors for homes, businesses, and large-scale critical facilities



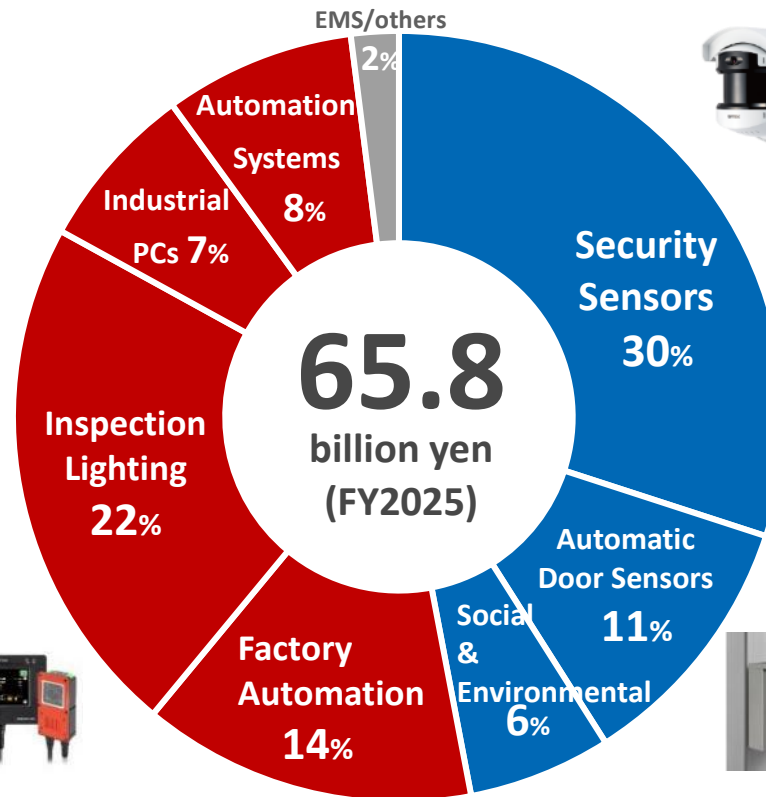
Automatic Door Sensors

Automatic door sensors, shutter sensors for factories and warehouses

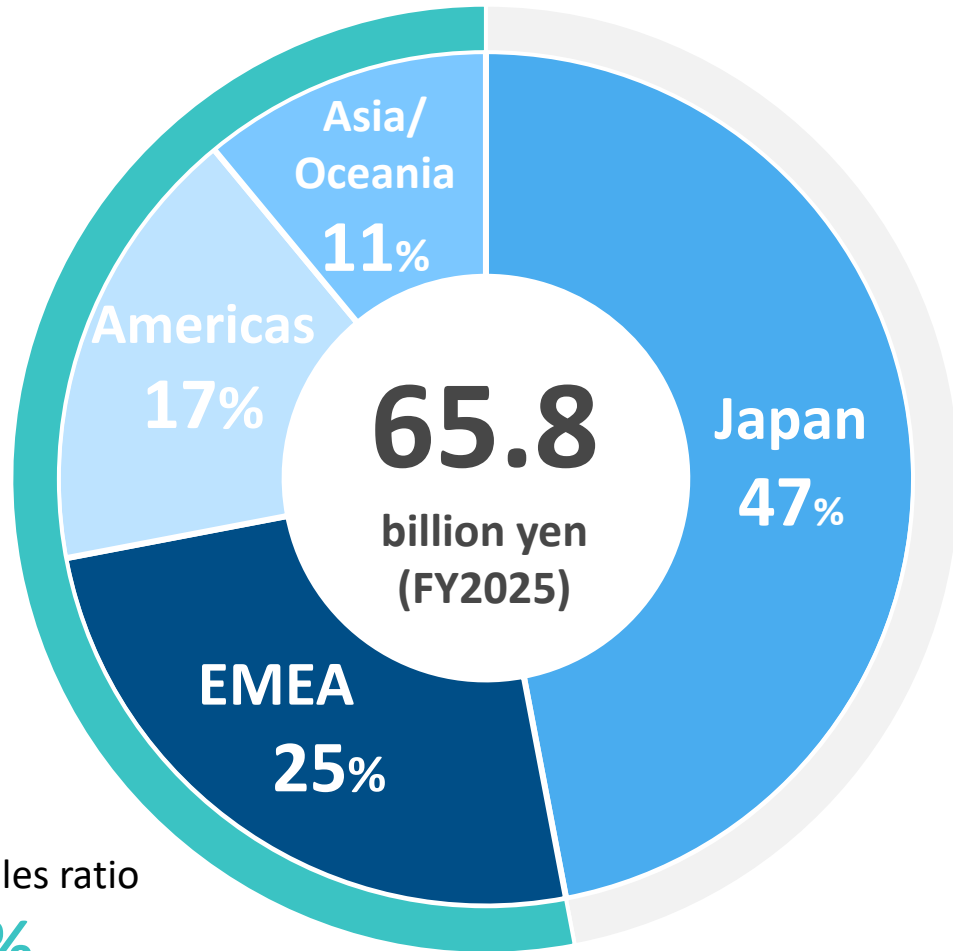


Social & Environmental

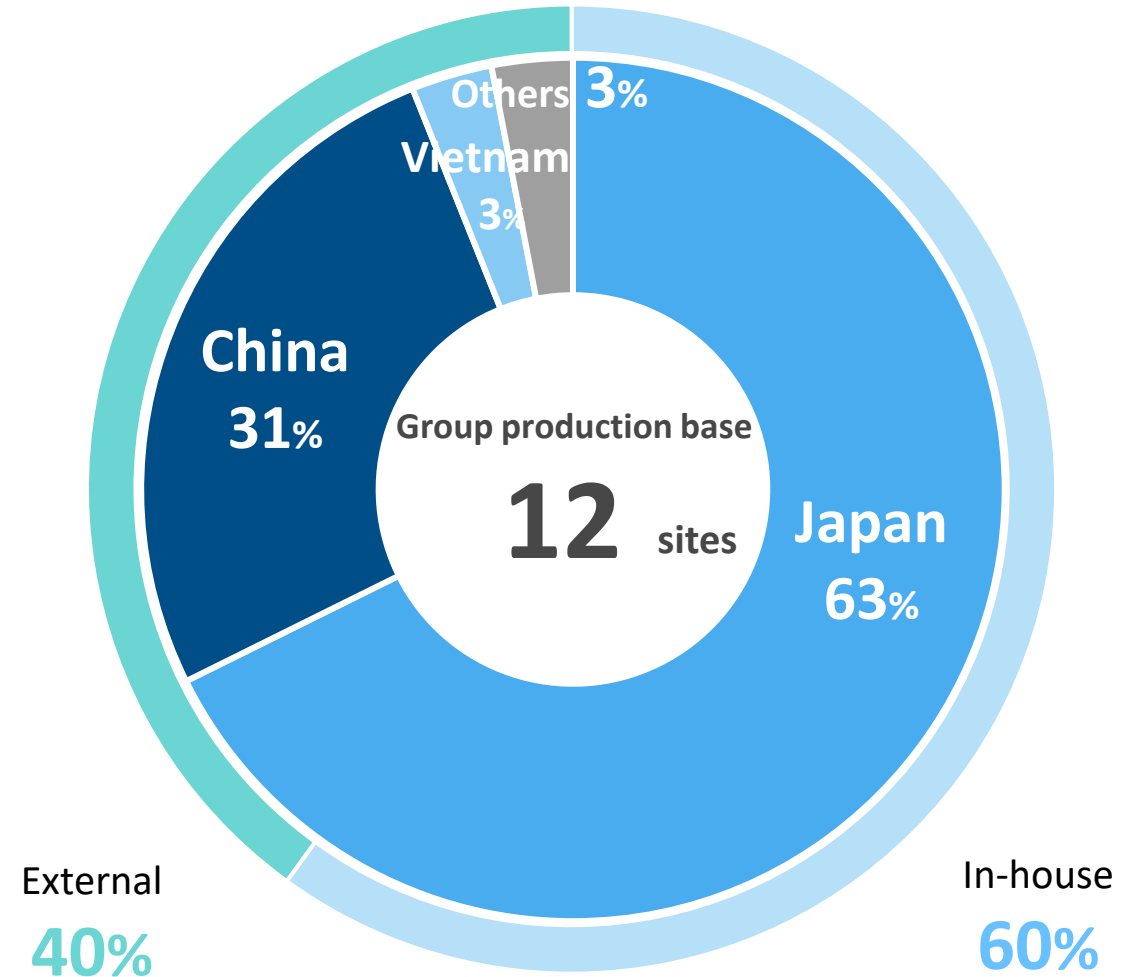
Vehicle detection sensors for parking lots and water quality measurement sensors for water supply and sewage systems



Corporate Data



Sales composition by region

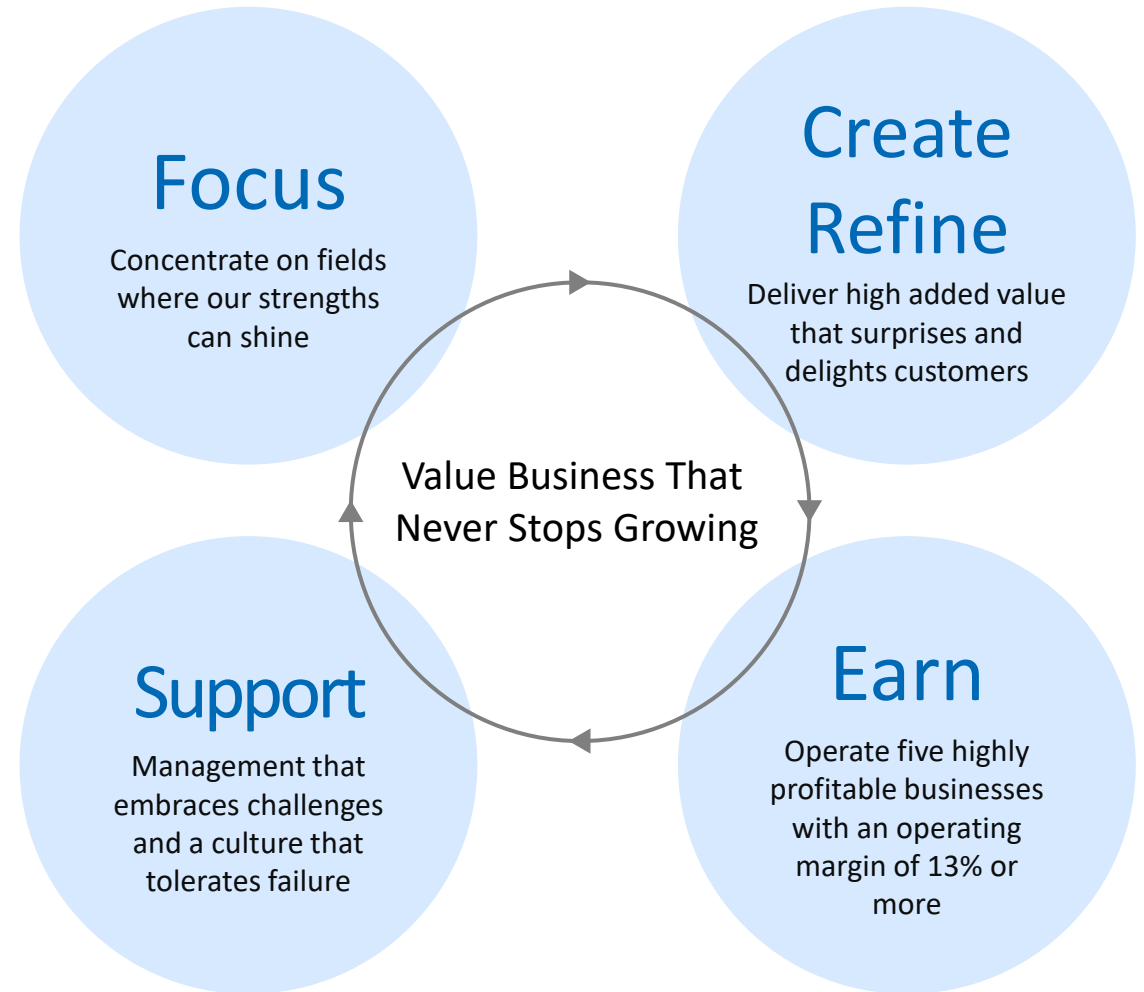


Production base composition by region

Corporate Data - Our Strengths

Business Cycle to Become a Global Leading Niche Company

We strive to continuously deliver unique value to the world and become a company trusted by customers and society. Rather than pursuing scale, we focus on value—concentrating on fields where our strengths can shine and consistently providing added value to achieve both profitability and social contribution. Built on a culture that embracing challenges and learns from failure, we aim to pursue a Global Leading Niche Company.



Corporate Data - Our Strengths

Our Global Niche Top Businesses



Outdoor Intrusion Detector

(Security sensors, Sensing Solution Business)

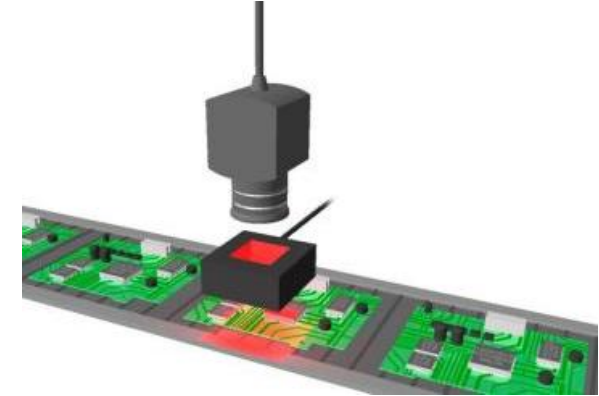
Global share
40%



Automatic Door Sensor

(Automatic door sensors, Sensing Solution Business)

Global share
30%



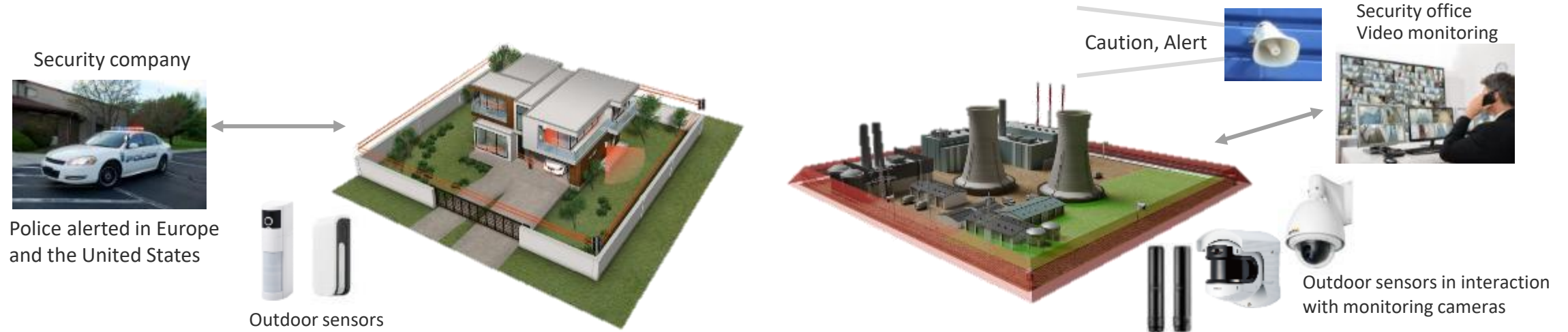
LED Inspection Lighting

(Inspection Lighting, Industrial Automation Business)

Global share
30%

Business Overview - Security Sensors (Sensing Solution Business)

Global share 40% for outdoor intrusion detectors



Residential



Executive homes

Commercial



Offices

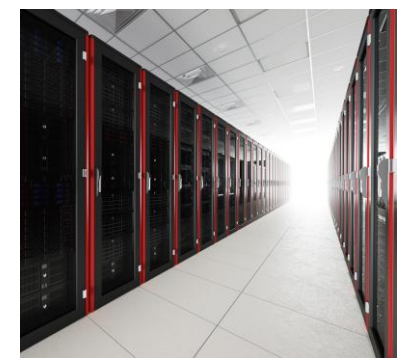


Warehouses

High Security



Oil, gas, and other infrastructure facilities



Data centers

Business Overview - Automatic Door Sensors (Sensing Solution Business)

Global share 30% for Automatic door sensors

1980

Developed the world's first far-infrared automatic door sensor



Mat switch (on the floor)



The world's first automatic door sensor

Reduces air conditioning energy loss and contributes to CO2 reduction



Improve air conditioning efficiency by preventing the unnecessary opening and closing of doors.

Shopping centers



Convenience stores



Hospitals



Factory/warehouse shutter doors



Business Overview - Social and Environmental (Sensing Solution Business)

Vehicle Detection Sensors

Smooth access for parking lots and traffic infrastructure through vehicle detection sensors with low environmental impact.

■ Parking Management

Smart parking solutions for parking lots of commercial and other facilities.



Parking occupancy management system

■ Gate Operation

Automatic gate operation applications for residences, business sites and others



No burial work required to facilitate installation and maintenance

Commercial facilities /public facilities



Coin-paid parking lots



Water Quality Measurements

Automation from water quality measurement to data management for efficient water quality monitoring and preventive maintenance.



Sensors



Transmitter



Gateway



Data management service

Water treatment plants /factories



Aquaculture farms



Business Overview - Factory Automation (Industrial Automation Business)

Providing sensors that help automate and save labor in factory production processes.

Products for semiconductor, electric, and electronic parts industries

Displacement Sensors



Measurement of smartphone frame height



Measurement of substrate tilt/warp

Products for the three-item industries (food, pharmaceutical and cosmetic items)

Image Sensors



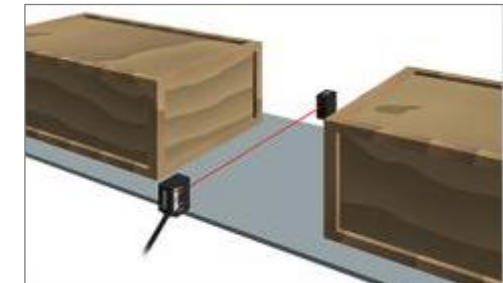
Inspection of use-by dates printed on packages



Inspection of use-by dates printed on milk cartons

Products for the logistics industry

Photoelectric Sensors



Detection of passing wooden boxes



Detecting boxes protruding from shelves in automatic warehouses

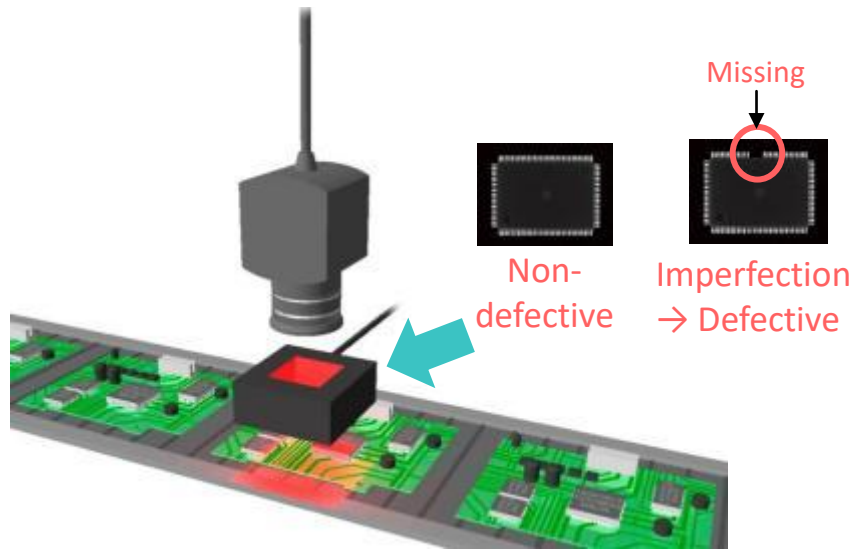
Business Overview - Inspection Lighting (Industrial Automation Business)

Global share 30% for LED inspection lighting

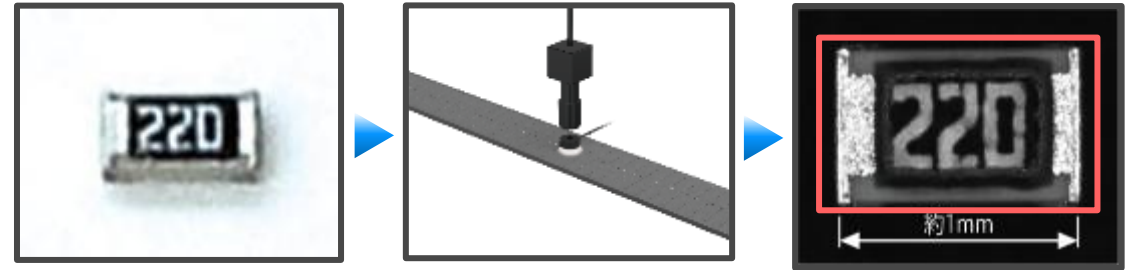
Inspection Lighting

When producing something at a plant, each stage of work requires an inspection process.

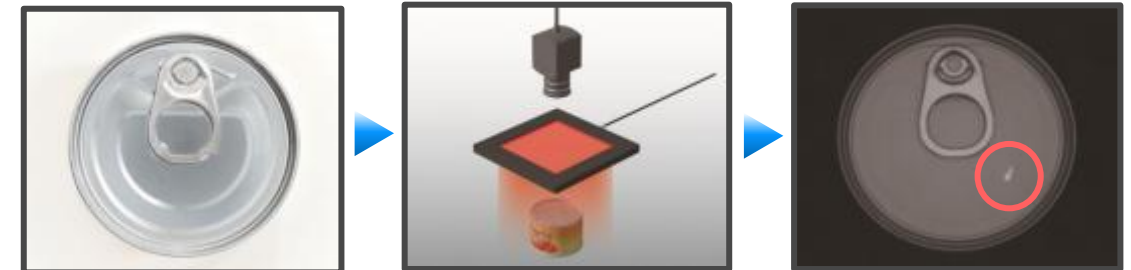
The object to be inspected is imaged using lighting, a power source, lenses, and cameras, and are then judged to be “good” or “defective”.



Inspection for defects in parts mounted on a printed circuit board



Letter/shape imaging (Small chip parts; about 1mm)



Imperfection imaging (surface of can)



Engraved letter imaging (bearing)

Business Overview - Industrial PCs (Industrial Automation Business)

Providing embedded boards for semiconductor manufacturing equipment and tracking cameras for airports

Embedded Boards

Provision of computer platforms for equipment used for semiconductor manufacturing, medical services and communications

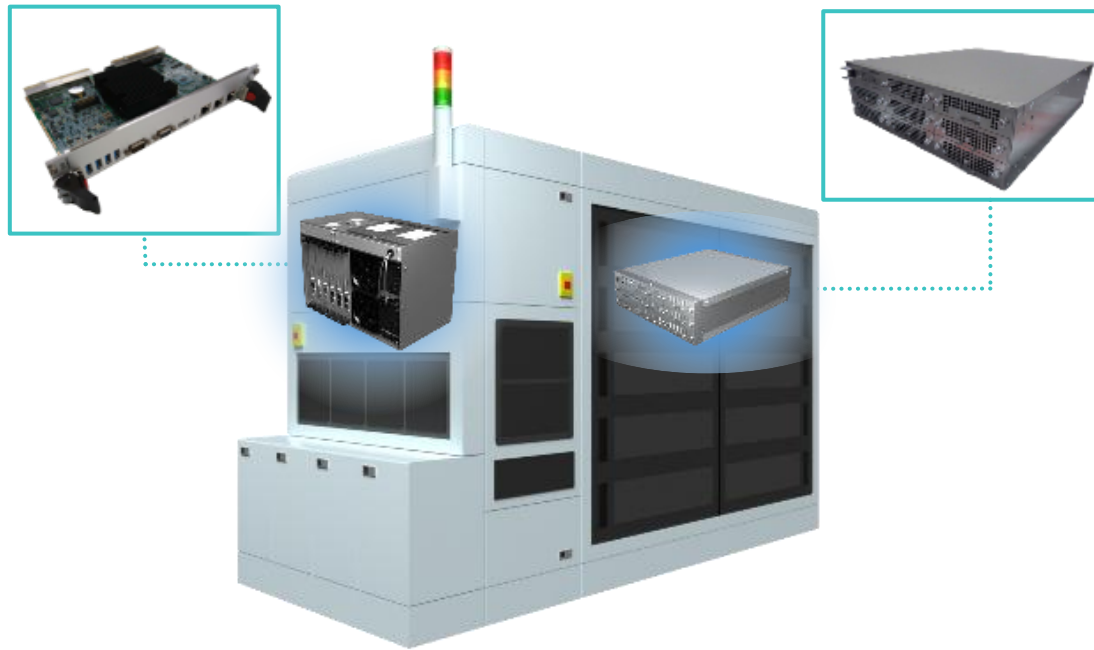
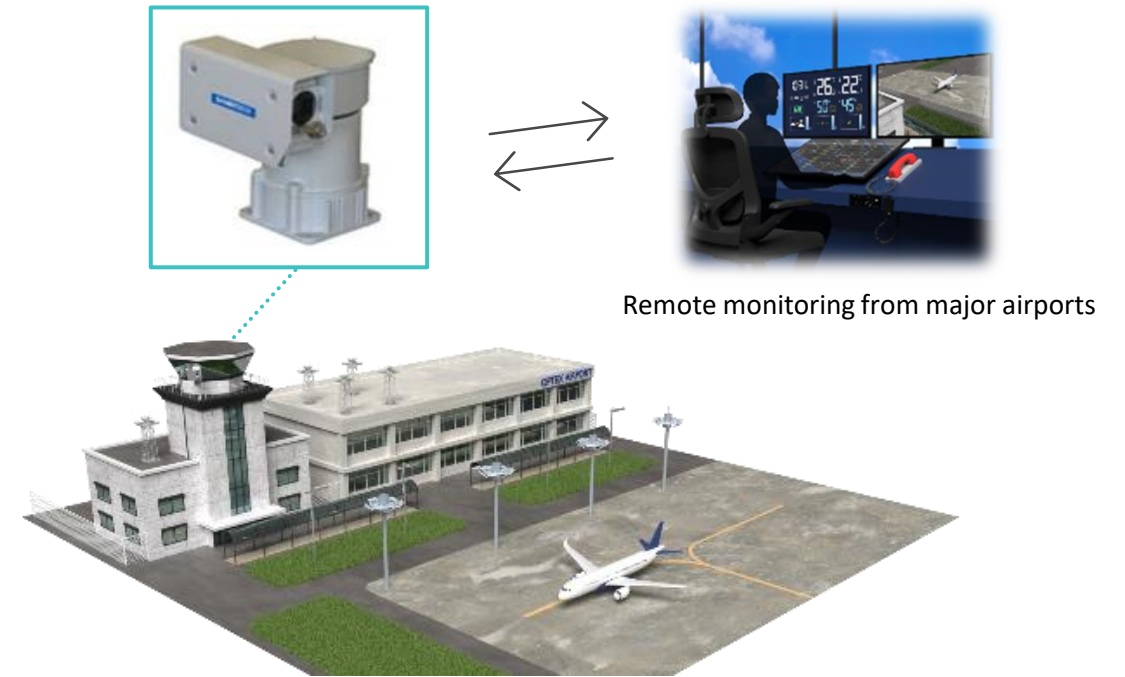


Image of semiconductor manufacturing equipment

Production and Infrastructure System

Provide automatic tracking cameras and other systems to solve problems in airports and other social infrastructures



Remote monitoring from major airports

Image of a local airport

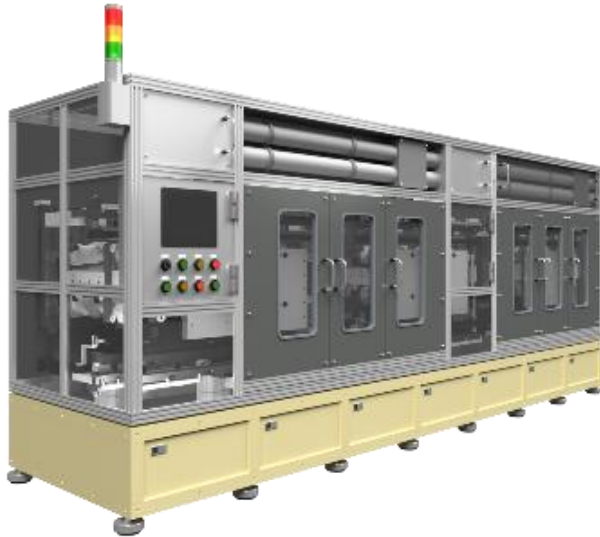
Business Overview - Automation Systems (Industrial Automation Business)

Providing automotive manufacturing equipment of secondary batteries

Automation Systems

Boasting advanced mechatronics technology

- ✓ High-speed/high-precision filling technology
- ✓ High-speed material handling technology, etc.



Equipment of secondary batteries for electric vehicles and hybrid vehicles

Image Processing Inspection Systems

Motion technology
to move things

×

Vision technology
to see things

We build an image processing inspection system that offers solutions to customer issues by combining cameras, LED lighting, measuring instruments, etc.



ESG's Efforts

Under our Basic Sustainability Policy, we proactively address ESG issues as part of our efforts to enhance corporate value. For more details, please refer to the [Sustainability Highlights](#).

Environment

Initiatives to tackle environmental issues

[Support for the TCFD Recommendations]
We established a long-term goal of “reducing CO2 emissions by no less than 30% by 2030 compared to FY2019,” and are pursuing measures according to the TCFD framework with a focus on the climate change response project.

[Contribution to the Reduction of CO2]
Making efforts to expand the use of environmentally friendly products and solutions

Automatic door sensors



Improve air conditioning efficiency by preventing the unnecessary opening and closing of doors.

Inspection LED Lighting



Feedback control that automatically adjusts brightness helps achieve energy conservation.



Social

Initiatives for social issues

Aiming to become the No. 1 self-realization company, we support the growth of our employees, cultivating human resources to help them demonstrate their abilities, and improve the work environment.



OPTEX CO., LTD. and OPTEX FA CO., LTD. are recognized as companies committed to good health and productivity management and are certified as Health and Productivity Management Organizations in recognition of their efforts to increase health awareness, improve lifestyles and strengthen mental health measures.

Governance

Corporate governance initiatives

Our Board of Directors consists of five directors (four men and one woman) with diverse expertise across management, technology, operations, sales, overseas experience, and accounting.

It also includes three directors serving as members of the Audit & Supervisory Committee (two men and one woman) with extensive auditing experience and professional qualifications, including CPAs, certified tax accountants, and lawyers.

(As of March 27, 2026)



Improving strategy quality by making decisions through active discussions held by the board of directors to further improve our corporate value.

