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# Financial Results Materials for the Nine Months of the Fiscal Year Ending March 31, 2026

February 6, 2026



**Daiwabo Holdings Co., Ltd.**

(Securities Code :3107)

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## Settlement of Accounts for 3Q of the Fiscal Year Ending March 31, 2026

# Consolidated Financial Highlights

## 3Q of the Fiscal Year Ending March 31, 2026 (April 1, 2025-December 31, 2025)

Both net sales and operating income reached record highs for cumulative 3Q

Implementing measures to secure demand from the next fiscal year onward

- Acquisition of remaining replacement demand for Windows10 EOS and delivery of the GIGA School 2nd phase in earnest drove overall growth. Performance and PC shipments both trending steadily toward the plan.
- Outcomes for FY2025's bids deliveries in the GIGA School 2nd phase are almost finalized. Working closely with our sales partners to gather market information and developing processes and systems to prepare for FY2026's bids.
- As domestic demand for DX accelerate, strengthening our proposals for cloud services and AI related services via iKAZUCHI platform which has shown strong growth recently.
- Monitoring the situation with regard to rising component prices and concerns for supply.
- In machine tools division, orders from the mainstay aircraft industry recovered, and orders from the shipbuilding and energy-related industries were also strong. In automatic machinery division, demand for labor-saving solutions continues.
- Due to smooth deliveries and increased service sales in machine tools division mainly, increased net sales and operating income year-on-year.
- Implemented the investment and capital business alliance with BCC Co., Ltd. (November 27)
- The year-end dividend was raised by ¥5 to ¥55, resulting in an annual dividend of ¥105.

### IT infrastructures Distribution Business

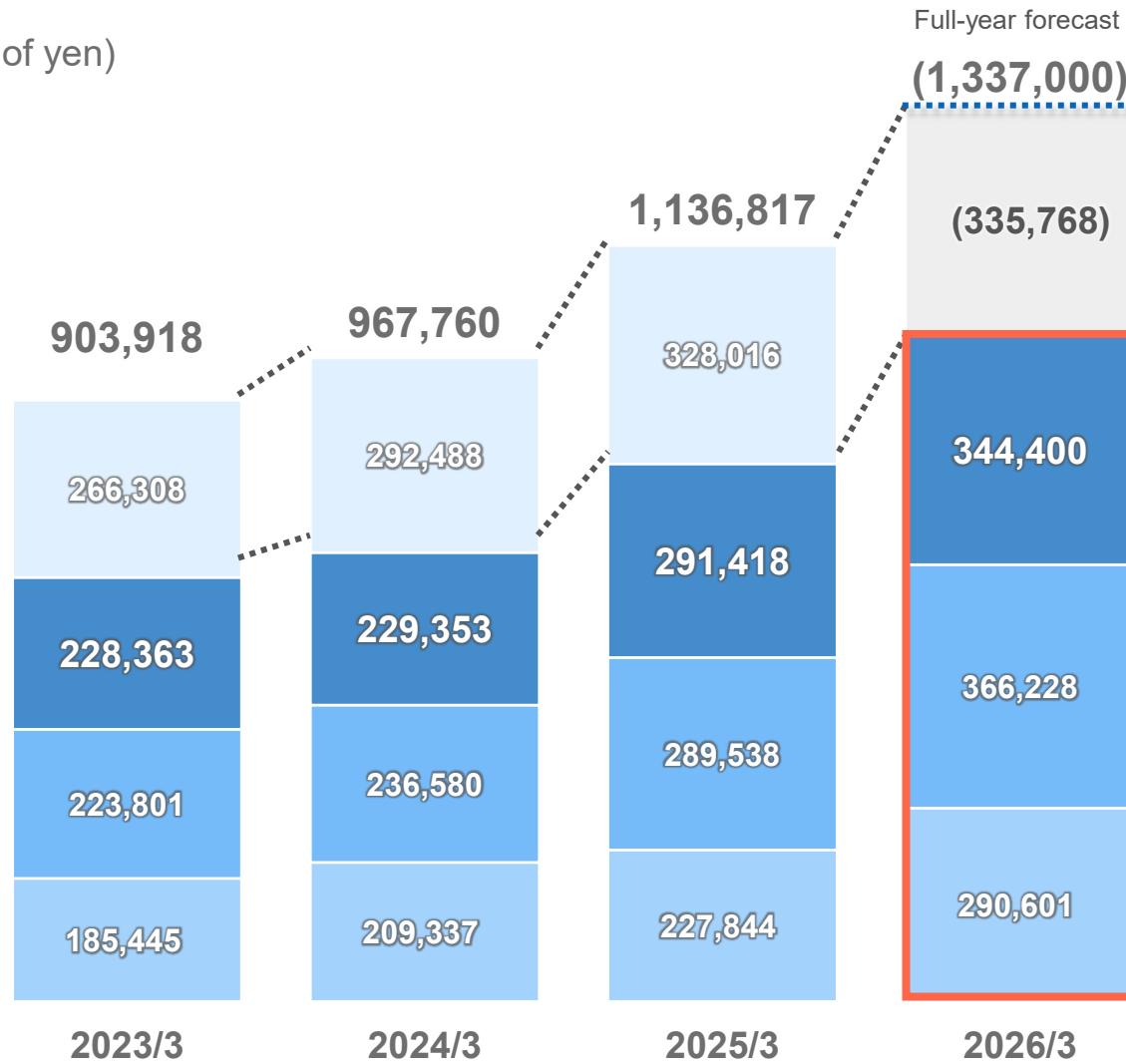
### Industrial Machinery Business

### The Group

# Consolidated net sales for 3Q of the fiscal year ending March 2026

1Q 2Q 3Q 4Q

(Millions of yen)



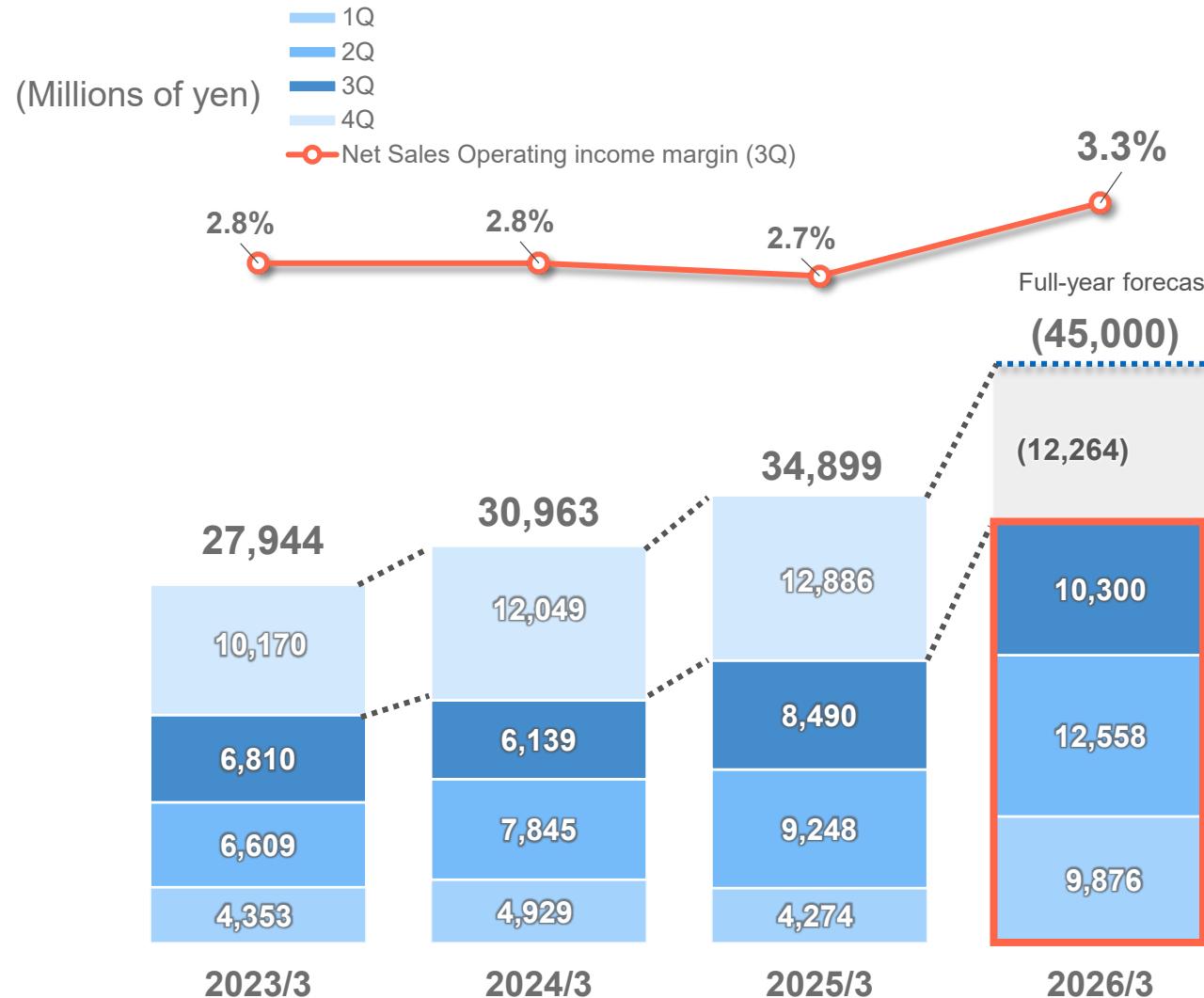
Net sales **1.0012 trillion** yen

YoY change **+23.8%**

Progress rate full-year base **74.9%**

**Record-high net sales in  
cumulative 3Q**

# Consolidated operating income for 3Q of the fiscal year ending March 2026



Operating income **32.7 billion** yen

YoY change **+48.7%**

Operating profit margin **3.3%**

Progress rate full-year base **72.7%**

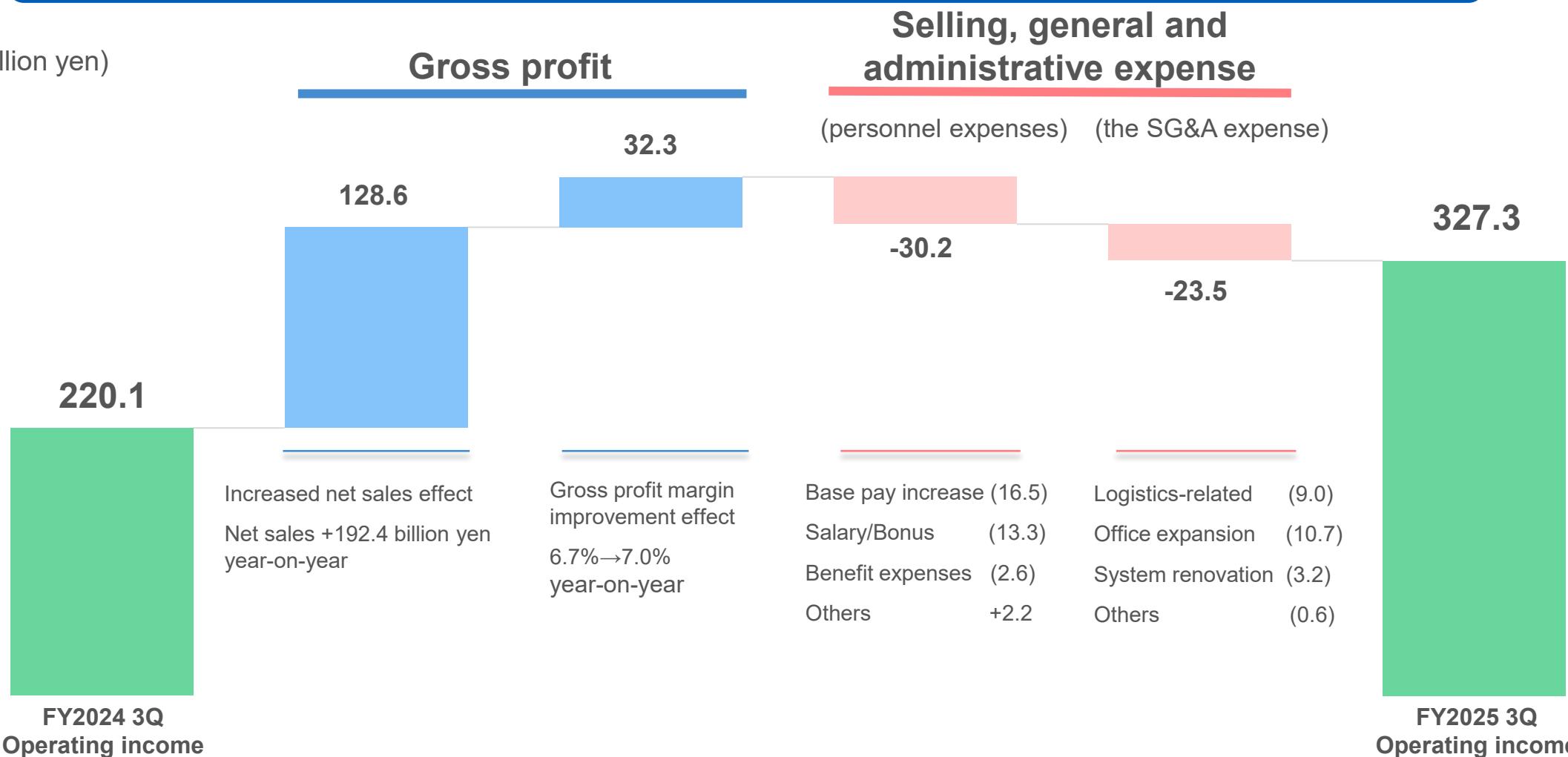
**Record-high operating income in cumulative 3Q**

# Operating Income Trends (3Q Results)

Following 2Q, sales growth and improved gross profit margin outpaced growth in the SG&A expense

Record high operating income for cumulative 3Q

(100 million yen)



# Consolidated Financial Results of 3Q for the Fiscal Year Ending March 31, 2026

(Millions of yen)	2025/3 3Q	2026/3 3Q	Change	YoY change
Net sales	808,801	1,001,231	+192,429	+23.8%
Operating income	22,012	32,735	+10,722	+48.7%
Ordinary income	22,430	33,158	+10,727	+47.8%
Profit attributable to owners of parent	15,377	22,452	+7,075	+46.0%
Earnings per share (yen)	167.74	252.48		

(Millions of yen)	2025/3	2025/12	Change	Main reasons for change
Total assets	440,122	459,277	+19,155	Increased notes and accounts receivable – trade, goods and products
Net assets	152,310	160,719	+8,409	Increased retained earnings
Equity capital ratio	34.6%	35.0%		

# Performance by Segment in 3Q for the Fiscal Year Ending March 31, 2026



(Millions of yen)	2025/3 3Q	2026/3 3Q	Change	YoY change
<b>Net sales</b>	<b>IT Infrastructure Distribution</b> 799,680	<b>991,468</b>	+191,787	+24.0%
	Industrial machinery 9,121	<b>9,763</b>	+642	+7.0%
	<b>Total</b> 808,801	<b>1,001,231</b>	+192,429	+23.8%
<b>Operating income</b>	<b>IT Infrastructure Distribution</b> 21,477	<b>32,051</b>	+10,573	+49.2%
	Industrial machinery 532	<b>675</b>	+142	+26.8%
	(Adjustments and eliminations) 2	8	+6	+314.8%
	<b>Total</b> 22,012	<b>32,735</b>	+10,722	+48.7%

Net sales

Both segments increased sales due to growth in sales results.

Operating income

IT infrastructure distribution business: Increased net sales and improved profitability year-on-year  
Industrial machinery business: Increased net sales and profit growth driven by higher-margin service sale

# Consolidated Balance Sheet of 3Q for the Year Ending March 31, 2026

(P3-4 on Brief of Consolidated Settlement of Account)



(Millions of yen)	2025/3	2025/12	Change		2025/3	2025/12	Change
<b>Current assets</b>	407,778	<b>425,204</b>	+17,426	<b>Current liabilities</b>	267,779	<b>282,903</b>	+15,124
Cash and deposits	55,421	<b>12,410</b>	(43,010)	Notes and accounts payable	228,422	<b>213,595</b>	(14,827)
Notes and accounts receivable - trade	288,495	<b>319,626</b>	+31,130	Short-term loans payable	8,904	<b>42,704</b>	+33,800
Goods and products	45,495	<b>68,303</b>	+22,808	<b>Non-current liabilities</b>	20,032	<b>15,653</b>	(4,379)
<b>Tangible fixed assets</b>	11,252	<b>12,532</b>	+1,280	Long-term debt	11,799	<b>8,232</b>	(3,567)
<b>Intangible assets</b>	4,973	<b>6,528</b>	+1,554	<b>Total liabilities</b>	287,811	<b>298,557</b>	+10,745
<b>Investments and other assets</b>	16,117	<b>15,011</b>	(1,106)	<b>Total net assets</b>	152,310	<b>160,719</b>	+8,409
				Treasury share	(15,088)	<b>(2,667)</b>	+12,420
<b>Total assets</b>	440,122	<b>459,277</b>	+19,155	<b>Total liabilities and net assets</b>	440,122	<b>459,277</b>	+19,155
Cash and deposits	55,421	→ <b>12,410</b>	(43,010)	Mainly due to increase in merchandise inventories			
Notes and accounts receivable - trade	288,495	→ <b>319,626</b>	+31,130	Increased account receivables for DIS			
Goods and products	45,495	→ <b>68,303</b>	+22,808	Mainly increased inventories for the GIGA School			
Borrowings	20,703	→ <b>50,936</b>	+30,233	As working capital			

# Consolidated Statement of Operations in 3Q for the Year Ending March 31, 2026

(P5 on Brief of Consolidated Settlement of Account)



(Millions of yen)	2025/3 3Q		2026/3 3Q		Change	YoY change
	Results	Rate	Results	Rate		
<b>Net sales</b>	808,801		<b>1,001,231</b>		+192,429	+23.8%
Gross profit	54,066	6.7%	<b>70,158</b>	<b>7.0%</b>	+16,092	+29.8%
The SG&A expense	32,053	4.0%	<b>37,423</b>	<b>3.7%</b>	+5,369	+16.8%
<b>Operating income</b>	22,012	2.7%	<b>32,735</b>	<b>3.3%</b>	+10,722	+48.7%
<b>Ordinary income</b>	22,430	2.8%	<b>33,158</b>	<b>3.3%</b>	+10,727	+47.8%
Extraordinary income	0		<b>270</b>		+270	
Extraordinary losses	1		<b>489</b>		+488	
<b>Profit attributable to owners of parent</b>	15,377	1.9%	<b>22,452</b>	<b>2.2%</b>	+7,075	+46.0%

Extraordinary income

Gain on liquidation of SUZHOU DAIWA KNITTING AND GARMENT CO.,LTD.

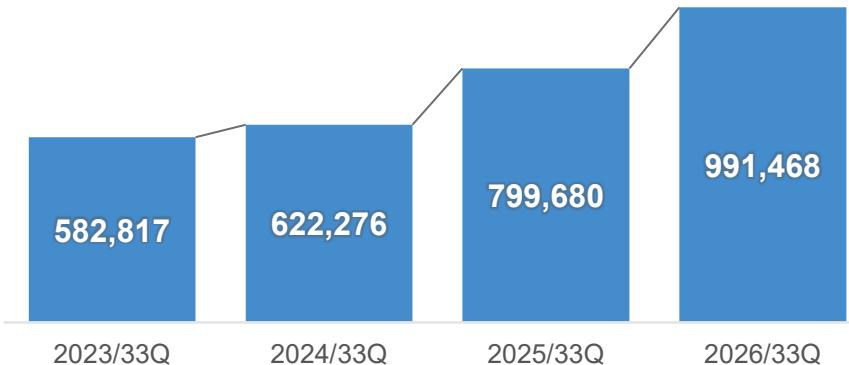
Extraordinary losses

Loss on sale of Daiwabo Co., Ltd. upon completion of share transfer (15%).

# IT Infrastructure Distribution Business

# IT Infrastructure Distribution Business

(Millions of yen)



■ Net Sales ■ Operating income ■ Operating profit margin



**Transaction Volume**  
(Based on former accounting standard)

**1.055509 trillion yen** +22.8% YoY

**Net sales**

**991.468 billion yen** +24.0% YoY

**Operating income**

**32.051 billion yen** +49.2% YoY

**PC shipments**

**5,096,000 units** +89.0% YoY

**Server shipments**

**38,000 units** (15.0%) YoY

**iKAZUCHI transaction value**

**39.444 billion yen** +39.2% YoY

## Review of Operations

■ For corporates, captures remaining demand for PC renewals, mainly among SMEs, after the completion of Windows10 support

■ For government agencies and municipalities, in addition to local government investment projects, large-scale projects from central government agencies also contributed to sales growth.

■ For the education sector, delivery of GIGA School the 2nd phase in FY2025 proceeded smoothly. Currently assessing information for FY2026's bids

### Corporate Market

Composition ratio  
**93.3%**

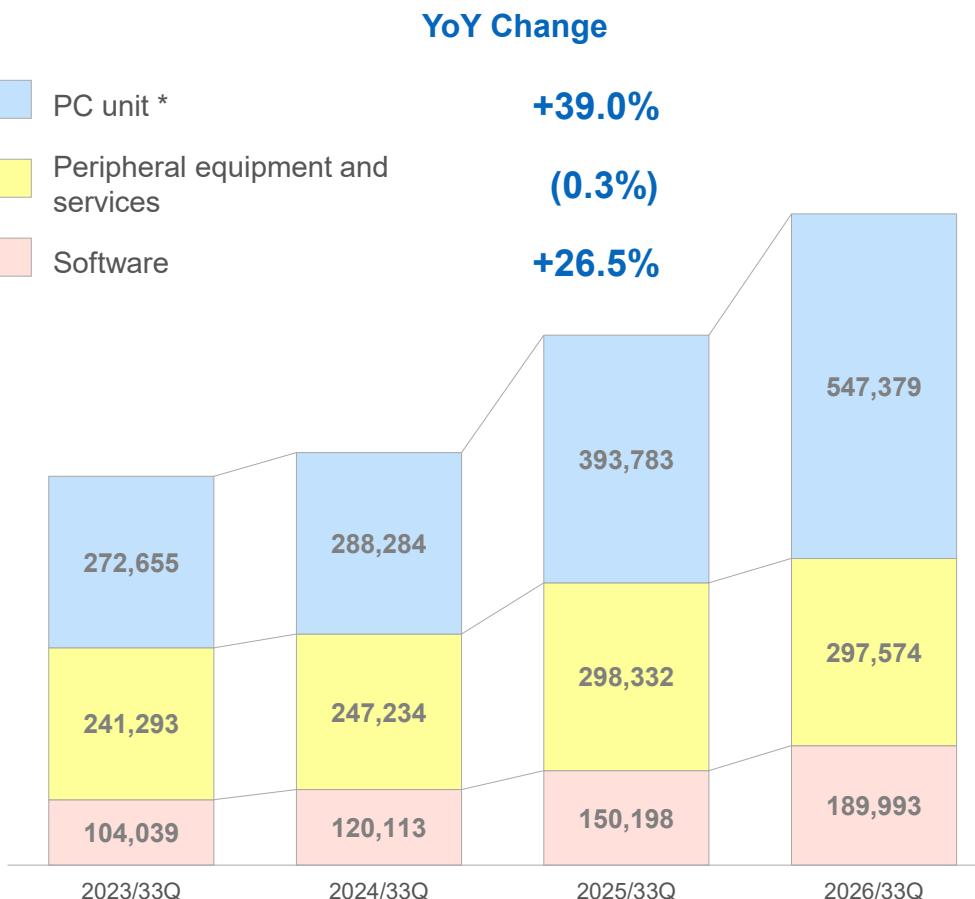
### Consumer Market

Composition ratio  
**6.7%**

■ Demand for PC renewals for both in mass retailers and EC websites was strong due to Windows10 EOS. Sales and operating income increased year-on-year in consumer market driven by mass retailers.

# Results by Product Category

(Millions of yen) <Transaction Volume by Category>



## ■ Highlights for 3Q of the fiscal year ending in March 2026

### ■ PC unit\*

- PC transaction volume increased due to Windows10 EOS and by the GIGA School (+40.8%)
- Tablets (+128.0%) also increased significantly due to the GIGA School
- Despite orders received for servers from data centers related business and other IT infrastructure-building projects, sales decreased ((8.4%)) due to a pullback of large-scale projects acquired in the same period of the previous fiscal year.

### ■ Peripheral equipment and services

- Decreased in network ((3.2%)) and storage ((17.3%)) due to a pullback of large-scale projects acquired in the same period of the previous fiscal year.
- Service&Support through Windows10 support termination and the GIGA School (+4.7%) and Supply, etc. (+6.0%) grew.

### ■ Software, etc.

- iKAZUCHI transactions (+39.2%)
- Cloud services grew (+59.5%), driven by cross-selling of Microsoft 365 following increased PC and software purchases for the GIGA School program.
- IaaS-related services (AWS, Azure, etc.) continued to expand (+41.9%)

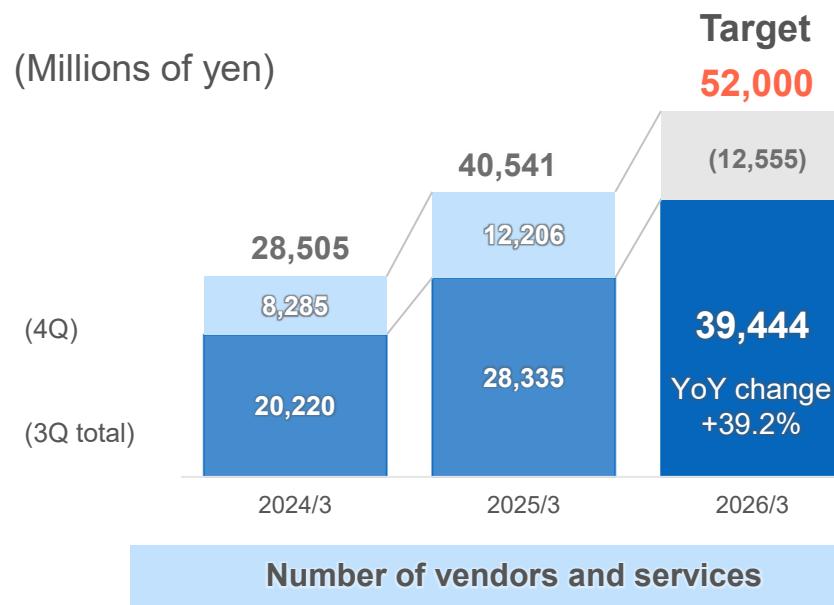
\* PC unit = PC, server, tablet, smartphone, etc.

\*\* iKAZUCHI transactions are included in cloud services.

# Transaction volume via iKAZUCHI

## Transaction volume via iKAZUCHI

Total sales through subscription-managed portal "iKAZUCHI"  
(included in software category)



**Strengthening the "Foundation" of Recurring Business**  
Steady progress toward annual targets



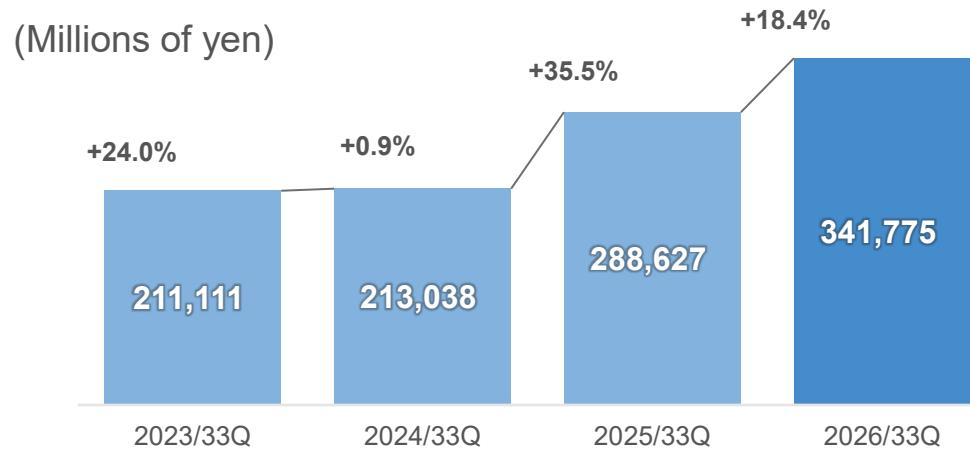
## iKAZUCHI

Trends in 12-Month Cumulative Transaction Volume  
(Considering Annual Charges, etc.)

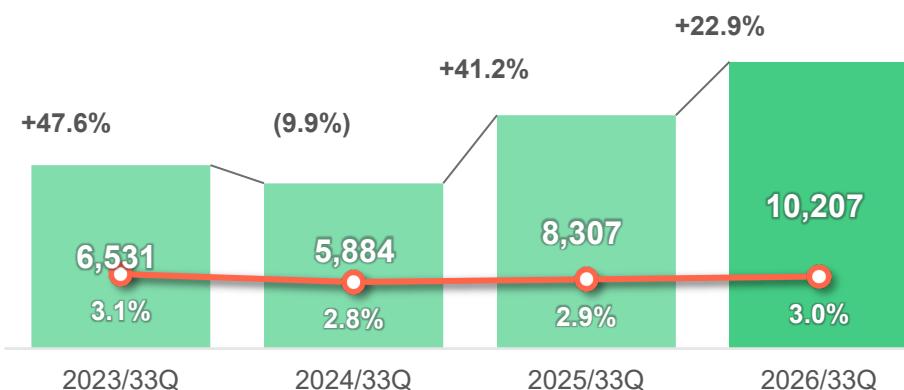


## iKAZUCHI growth trajectory

As the high purchasing of the annual payment, steady growth can be confirmed by looking at trends in the cumulative 12 months instead of quarterly.



■ Net Sales ■ Operating income ■ Operating profit margin

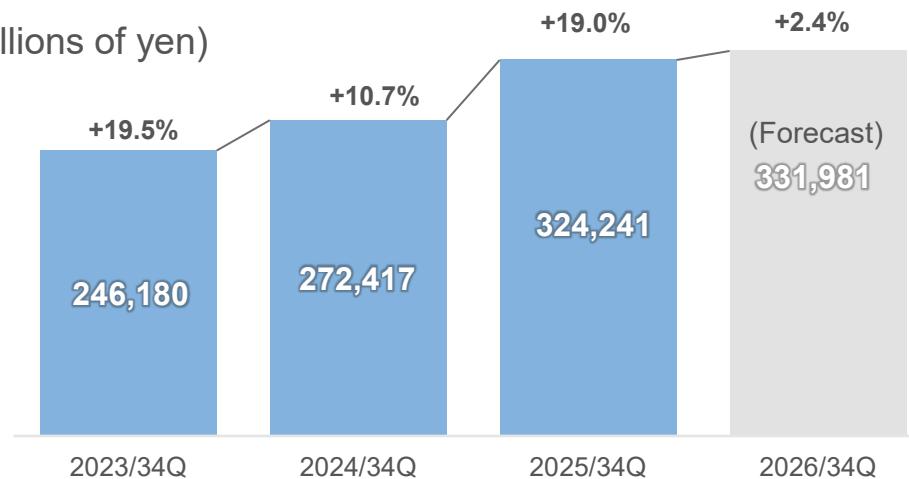


## Difference from the previous fiscal year's 3Q (October to December)

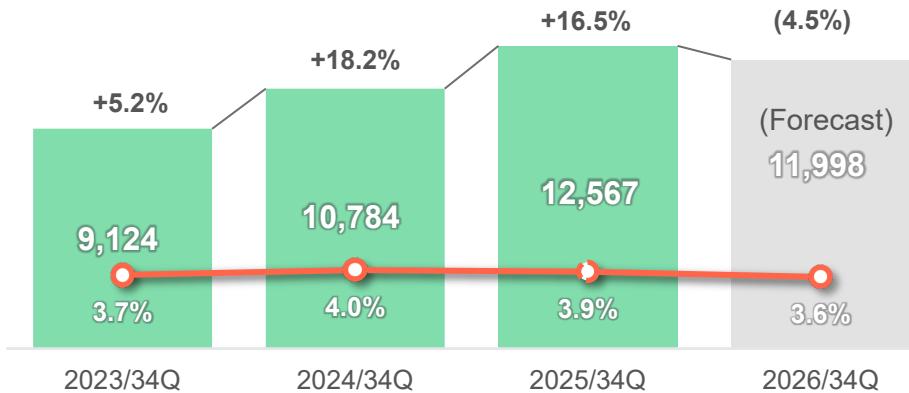
- PC shipments: 1,984,000units (+103.6%)  
Even after the completion of Windows10 support, captured remaining replacement demand, mainly from SMEs. GIGA School deliveries became fully underway, driving a significant year-on-year increase in PC shipments in 3Q. Making steady progress toward our full-year forecast
- Networking (+5.7%) and supplies (+5.5%) driven by bundled proposals with PCs and contributing to overall performance
- iKAZUCHI transactions +43.3%  
Transaction volume 39.44 billion yen as year target of 52 billion yen (75.9% progress rate). Number of end users companies steadily increased (+19.2%)
- Shipments to the GIGA School, where margins tend to decline due to the response to bidding, increased significantly. The operating profit margin improved year-on-year due to a reduction in the impact of large-scale projects that caused low profit margins previous year, as well as an increase in orders due to profitability-conscious proposals and sales activities. The effect of increased sales was directly reflected in operating income

# IT Infrastructure Distribution Business Outlook for 4Q (3months from Jan to Mar 2026)

(Millions of yen)



■ Net Sales ■ Operating income ■ Operating profit margin



## Outlook for 4Q (January to March)

- PC Shipments : 1,303,000 units (+8.9% YoY)  
For corporates, demand for renewals remains after Windows10 EOS for SMEs. Expected to return to normal levels towards the end of 4Q. Despite rising prices for some components and concerns about supply, 4Q is expected to proceed as planned. The GIGA School 2<sup>nd</sup> phase deliveries will peak in 3Q for FY2025; remaining shipments in 4Q are expected to enable us to reach our annual shipment target.

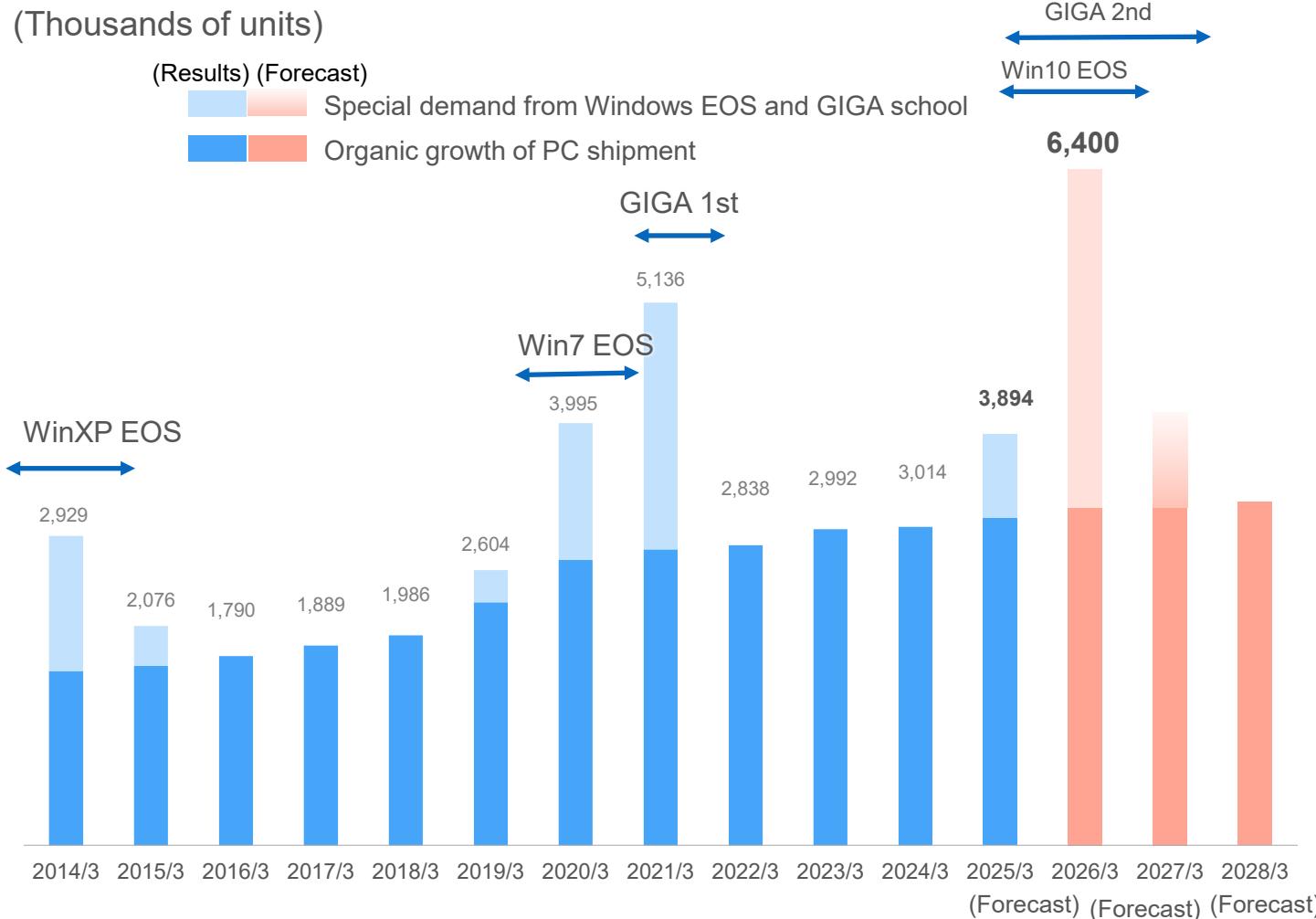
## Earnings Forecast

Operating profit margin is expected to decline slightly as a percentage of shipments for the GIGA School will increase year-on-year, but net sales will increase due to seasonality in which corporate demand is concentrated and shipments for the GIGA School.

## Seasonality of IT Infrastructure distribution business

Demand tends to be concentrated in March and September, the fiscal years of many domestic companies.

# Image of PC Shipments



## PC Shipment Situation

- 5,096,000 units (as of the end of 3Q)
- Demand for Windows10 EOS is converging and expected to gradually return to normal levels in 4Q.
- The GIGA School deliveries progressing as planned

## The GIGA School 2nd phase

- 6 million units (approx. 60% of the total)\* are expected to be replaced in FY2025 as approx.10 millions units are planned to be replaced in nationwide in FY2024 – FY2026.  
\* Upward revision estimates on Nov. 6
- Transaction volume including PC, tablets, related products and services, etc. are expected to be approximately 140 billion yen.

## PC Shipments Forecast for FY2026

- Demand for WindowsEOS declined by about 0.8 million units
- The GIGA School demand is expected to be around 30% of the total
- Steady IT demand continues, including expected market-penetration in AI PC

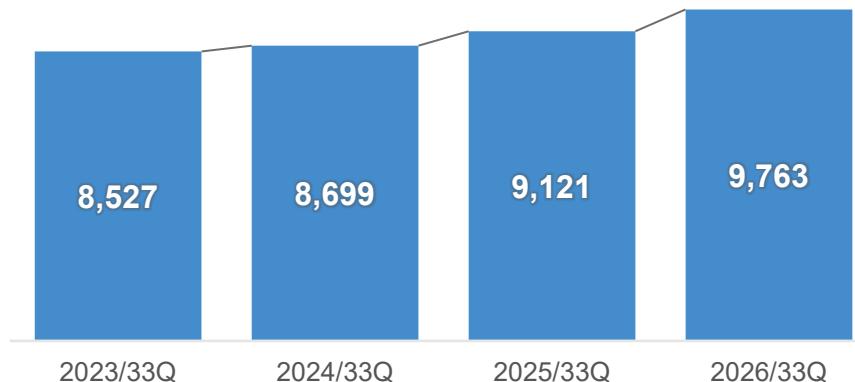
## PC Shipments Forecast for FY2027

- Solid demand is expected to continue against the backdrop of corporate digital transformation investments

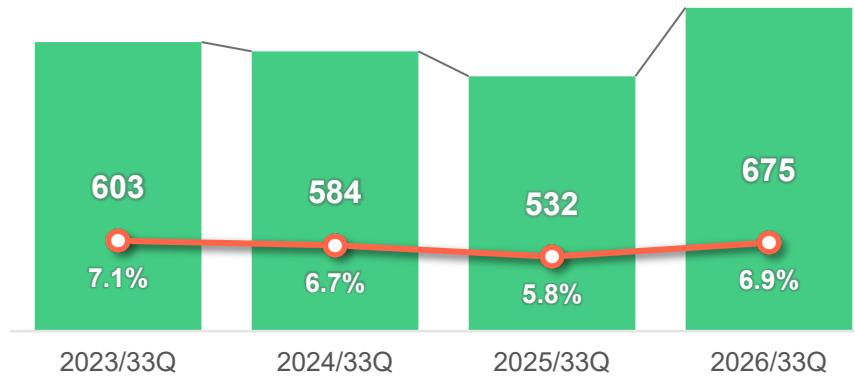
# Industrial Machinery Business

# Industrial Machinery Business

(Millions of yen)



■ Net Sales ■ Operating income ■ Operating profit margin



## Net sales

**9.763 billion yen** YoY +7.0%

## Operating income

**675 million yen** YoY +26.8%

## Orders received

**11.332 billion yen** YoY +51.9%

## Review of Operations

### Machine tools division

- While Japan Machine Tool Builders' Association (JMTBA)'s total orders for April to December rose slightly by 8.5% year-on-year, continued to receive domestic orders from the shipbuilding and energy-related industries, in addition to its mainstay aircraft industry. Overseas, orders recovered in the energy industry to China and the U.S. and increased year-on-year.
- In addition to recording sales of large-scale shipment in 1Q, capture demand for service-related sales.
- Focus on expanding overseas markets and developing high-precision vertical lathes, in addition to enhance the production system for short-term delivery sales, and the service personnel system for overhaul and maintenance

### Automatic Machinery Division

- Despite demand for labor-saving continues, monitoring the possibility of capital investment shrinkage due to rising raw material costs.
- Sales decreased due to a slight decrease in 3Q unit sales, but increased service-related sales contributed to the increase in profit.
- Despite the impact of system failures at the beginning of the period, orders recovered to the same level as the previous year as the company worked to strengthen sales activities after the recovery

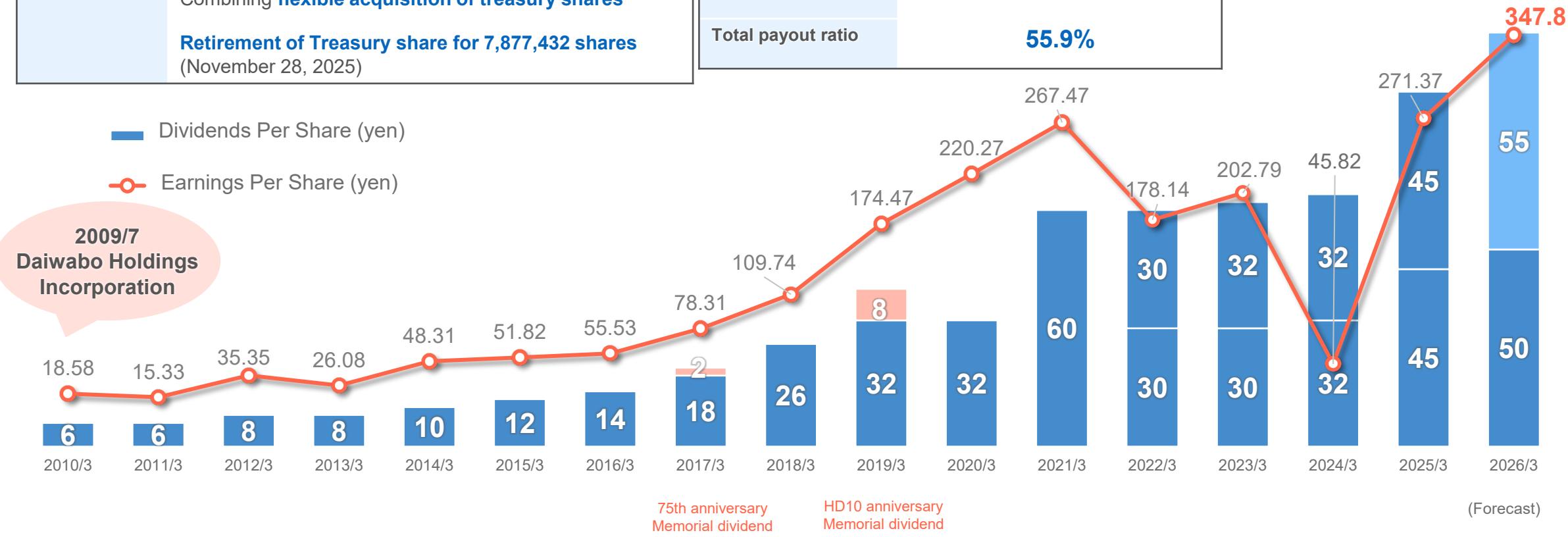
# | Shareholder returns

# Shareholder returns Policy

Group Policy		Forecast at end of March 2026		
Dividends	Dividend ratio 30% or more  <b>Policy of progressive dividend</b> during the current Medium-Term Management Plan	Dividend per share	Interim	Term end
Treasury share Acquisition	Aim for <b>total payout ratio of 60% or more</b>  Combining <b>flexible acquisition of treasury shares</b>  <b>Retirement of Treasury share for 7,877,432 shares</b> (November 28, 2025)	Acquisition of treasury shares	50 yen	55 yen
		Dividend ratio		105 yen
		Total payout ratio		

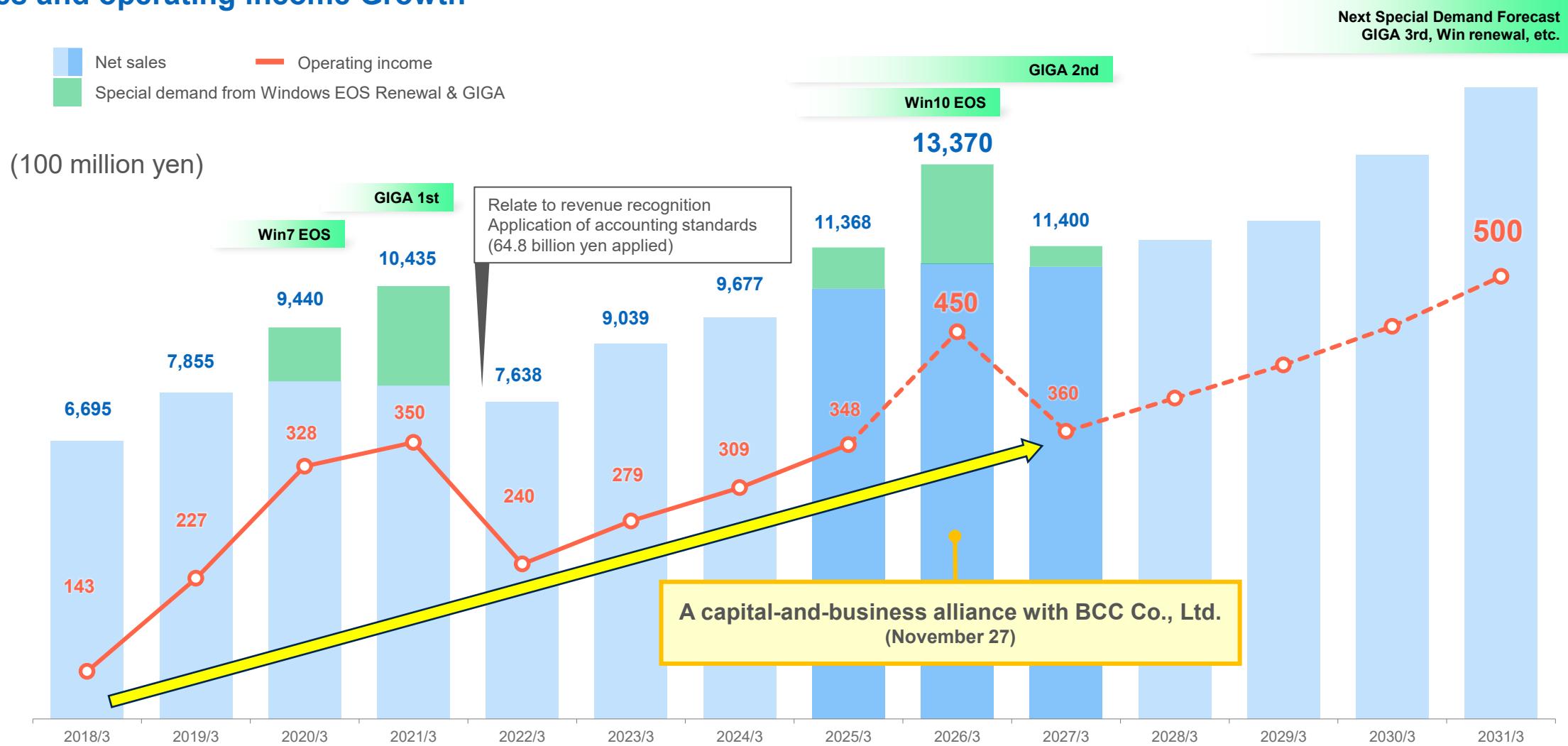
Comprehensive consideration of progress toward full-year performance plan and consolidated financial situation

**Dividend increased from 50yen to 55yen**



# The Medium-to Long-Term Vision "2030 VISION"

## Sales and operating income Growth



# Reference Materials

- Outline of Medium-Term Management Plan (March 2025 to March 2027)
- “Transaction Volume” of IT Infrastructure Distribution Business
- Business Overview
- Performance Graph

## 01

### Growth under the holding company structure

- Seek entry into new business areas as a holding company
- Operating companies will engage in strengthening and reorganization within their segment

## 02

### Challenge to break the “highest in the past”

- Renew the past highest records in net sales and profits
- The company, organizations, businesses and individuals will aim at their best performance in their respective field

## 03

### Enhancement of stakeholder engagement

- Enhance trusted relationships with and cooperate through mutual understanding with shareholders, business partners, employees, local communities, and others
- Further reinforce the management foundation required by the aspects including human capital, systems, and governance.
- Drive well-being oriented management

## ■ Progress of Medium-Term Management Plan

(100 million yen)	FY2024 (Plan)	FY2025 (Plan)	FY2026 (Plan)
Net sales	9,750	10,500	10,000
Operating income	311	350	330
Operating income margin	3.2%	3.3%	3.3%



(100 million yen)	FY2024 (Results)	FY2025 (Plan)**	FY2026 (Plan)
Net sales	11,368	13,370	11,400
Operating income	348	450	360
Operating income margin	3.1%	3.4%	3.2%

\* Revised forecasts for FY2025 and FY2026 of the medium-term management plan

\*\*Revised upward on Nov 6, 2025

## ■ Future Outlook

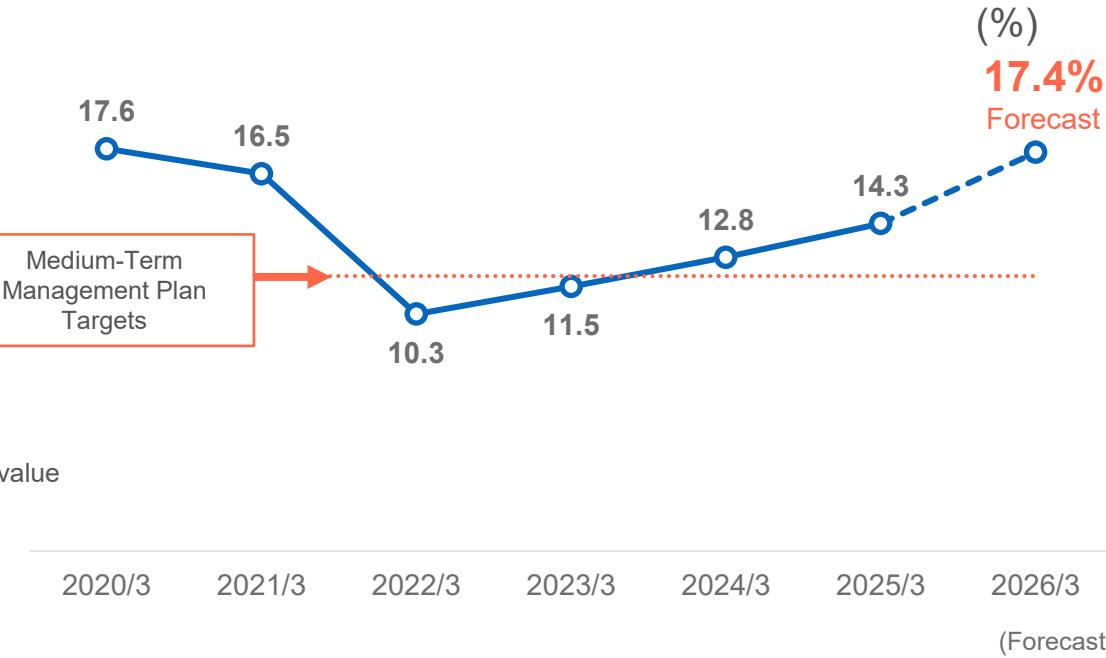
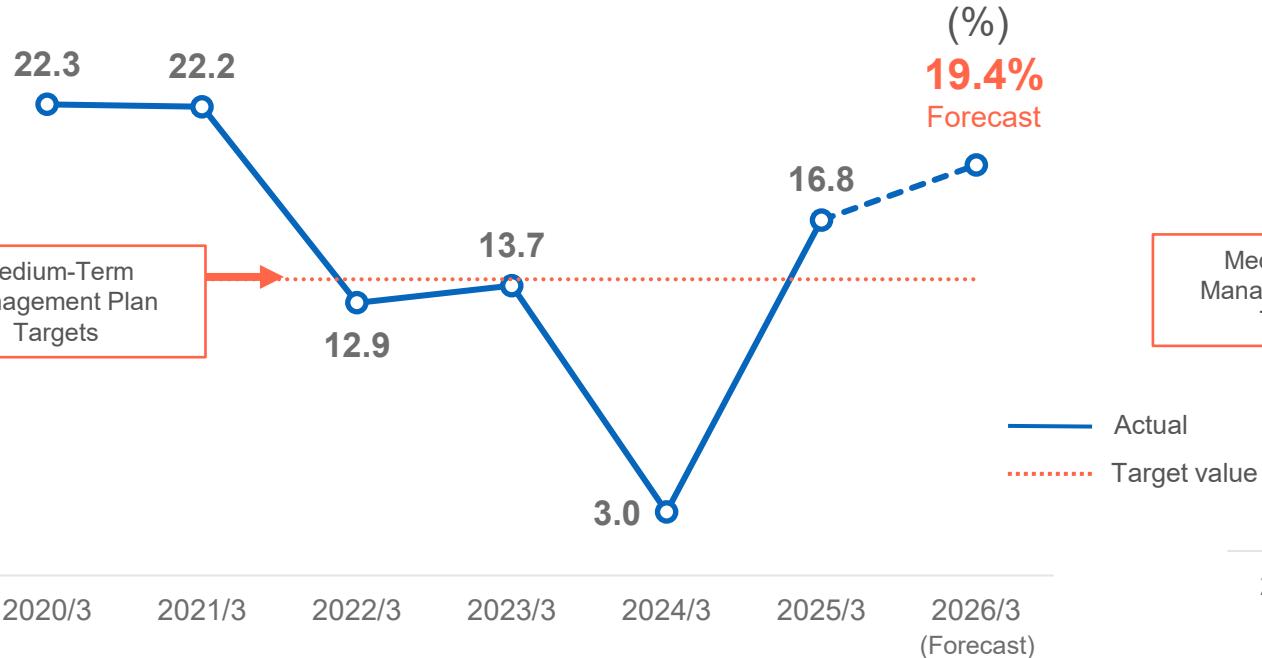
- Underlying demand excluding temporary factors is expected to grow steadily in line with the expansion of IT investment in response to labor shortages.
- Although the number of PC shipped in the marketplace seems to have leveled off, there is room for unit price increases by expansion of AI PC demands and applications.
- Involved in the cloud-related field, which has the highest growth rate, mainly through iKAZUCHI, and are expanding related services.
- Aim to expand business into new areas, considering execution of M&A and improvement profitability

## ROE 14% or more

Return on Equity capital  
<Returns on Shareholders' equity>

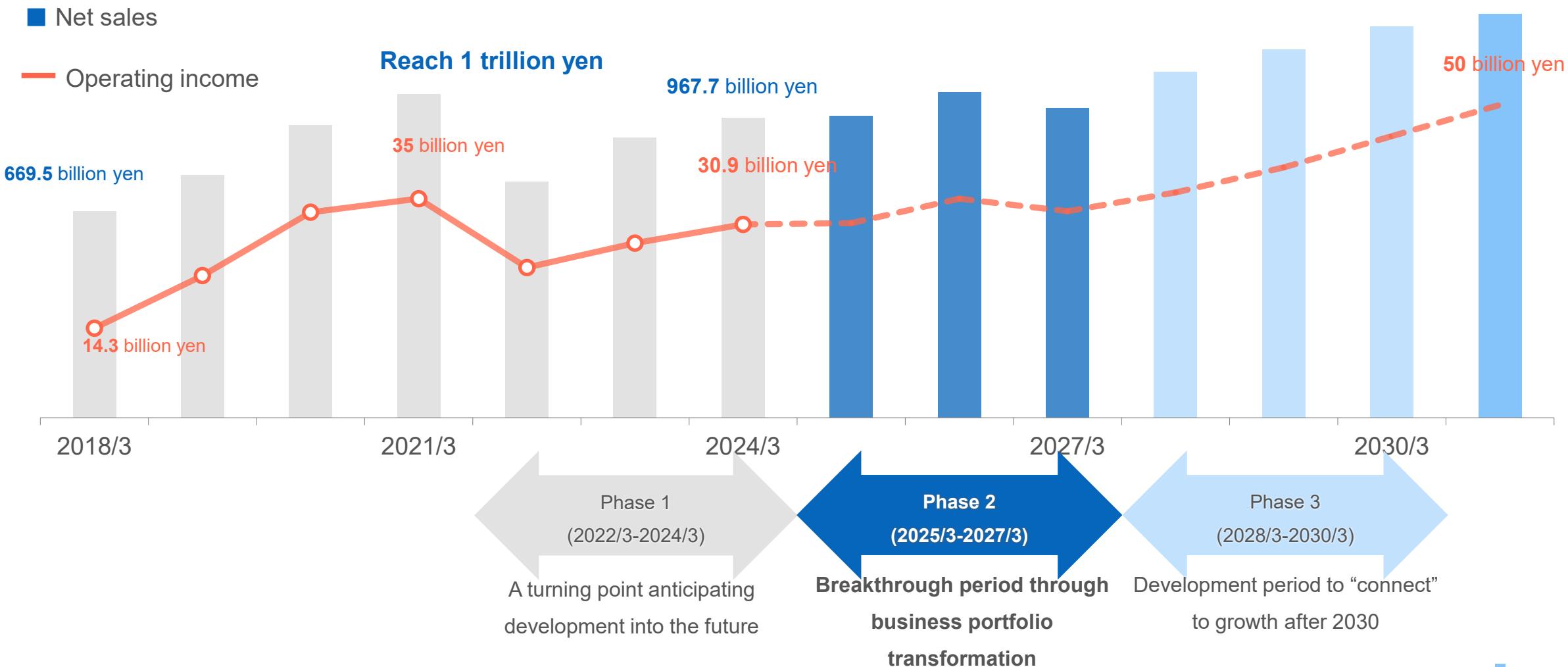
## ROIC 12% or more

Return on Invested Capital  
※After-tax operating income/(Net assets + interest-bearing liabilities)  
<Return on invested capital>



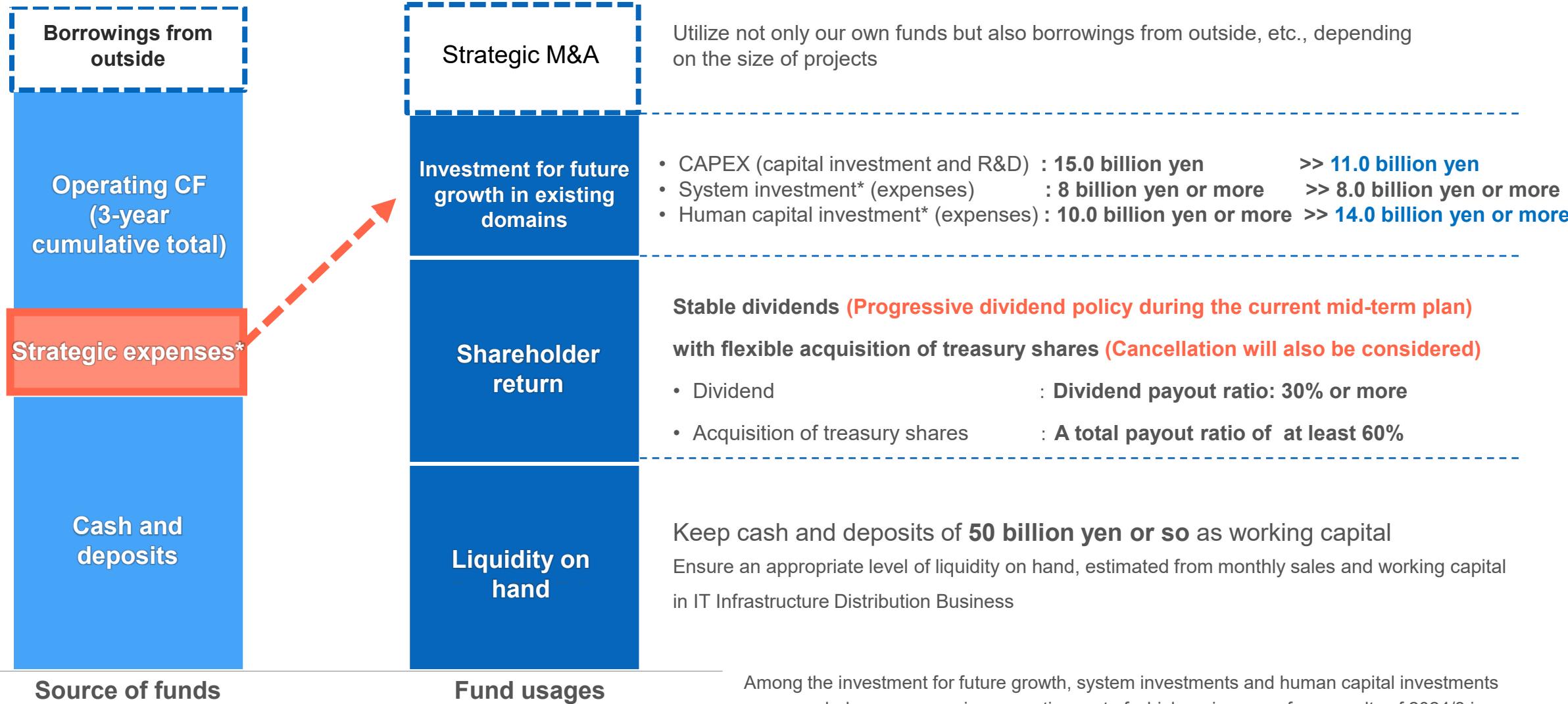
On the back of strong performance forecast meeting  
the Plan's target level in both ROE and ROIC

## Three crucial years even from the viewpoint of working backward from “2030 VISION”



# Capital Allocation Policy (FY2024 – FY2026)

## Images of capital allocation over a three-year cumulative period



# Sustainability Human Capital Strategy

## Medium-term management plan

**Human capital investment**  
(more than 10 billion yen over three years)

**Well-being oriented management**

## Human capital measures

**Drive diversity**  
- Promotion of women's active participation, promotion of seniors' active participation, etc.

**Step up recruitment of human resources**  
- Mass recruitment on a group basis, and mid-career recruitment, etc.

**Develop an HR development environment**  
- Training, on-the-job training, reskilling support, etc.

**Enhance employee engagement**  
- Treatment, evaluation, benefits, surveys, etc.

**Promote health and productivity management**  
- Health insurance, working hour management, health and safety, etc.

Roll out new businesses and products

Ramp up each employee's attitude toward challenges

Upgrade employees' creativity and skills  
Raise an operating efficiency rate

Improve lead time and inventory by strengthening production management capabilities

**Higher labor productivity**

**Higher profitability and capital turnover**

**Higher ROIC**

## TOPICS

- Large-scale base pay increase of salaries (including revisions to initial salaries) has been implemented at group companies since 2023
- In addition to substantial base pay increase, invest aggressively in educational and welfare programs in the current fiscal year
- Expand human capital expenditures of 10 billion yen or more to  $\text{※}14$  billion yen or more in the 3 years planned in the medium-term plan
- Certified as the KENKO Investment for Health program 2025 (promoted by METI) by DIS

Labor productivity on a group-wide basis  
**Target sales per employee** : 3-year average +5.7% or more

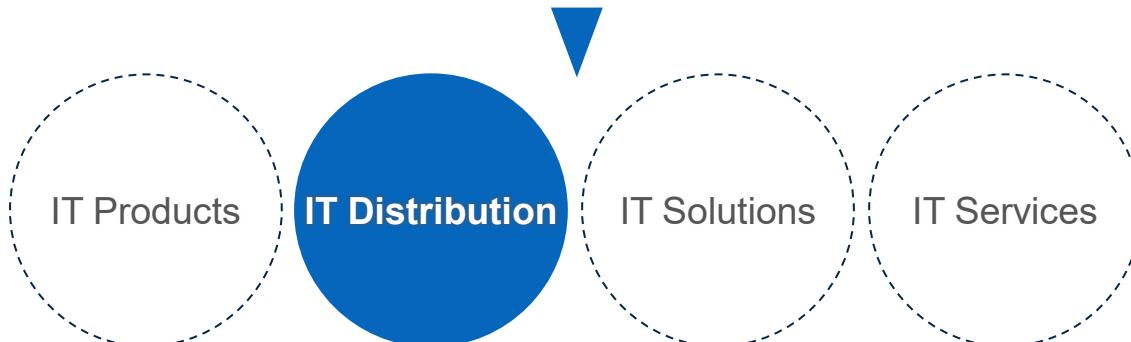
Plan to push forward with M&A for further growth

Carry out M&A through disciplined investment decisions with business areas and hurdle rates in mind

## Business areas

Consider M&A mainly in the following business areas

- AI
- DX
- XaaS
- Subscription
- Network
- Logistics
- ITAD
- Consulting
- Security
- Automation
- Education
- Healthcare



## Decision-making on investment and procurement

Make investment decisions on a quantitative basis

**Will it exceed cost of capital?**

Cost of shareholders' equity: 6.2% to 7.5% WACC: 5.8% to 7.0%

**Will it contribute to improving EPS in the long term?**

Compare with acquisition of treasury shares

**Financial soundness:** Maintain Rating A in the long term\*

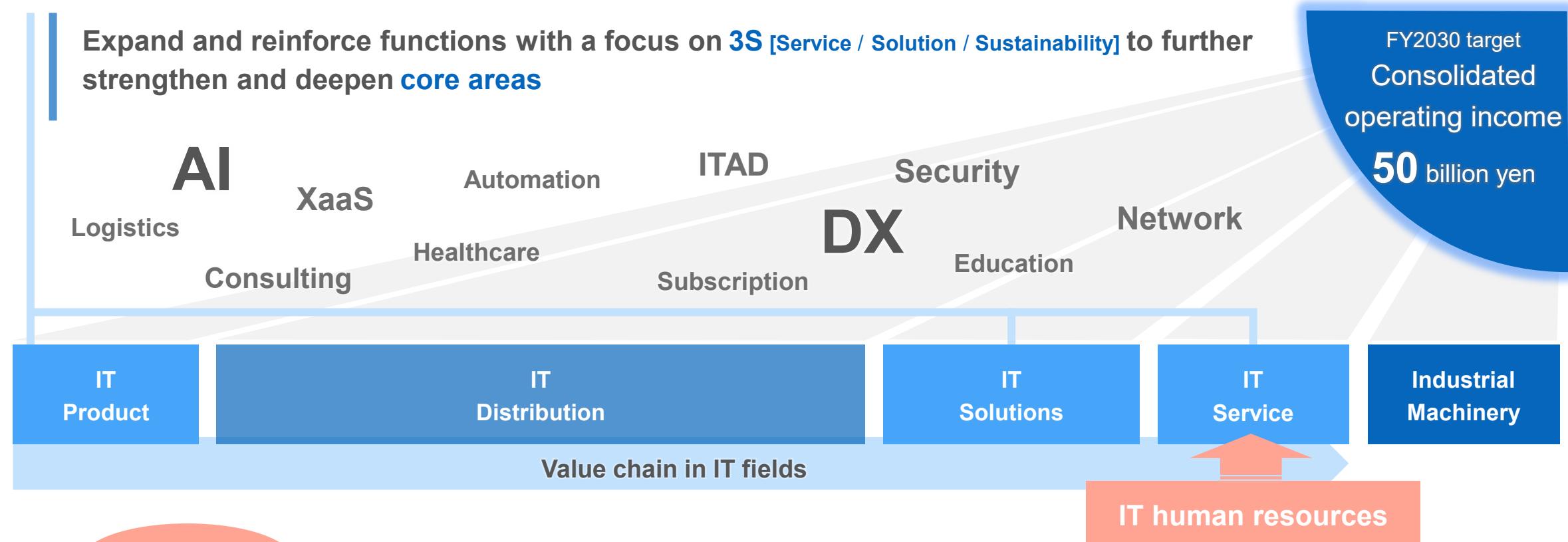
**Will it lower capital efficiency?**

**Fund procurement policy**

Small projects will be funded by funds on hand, but funds will be procured through borrowings, if necessary

\* A Long-Term Issuer Rating by Japan Credit Rating Agency, LTD.(JCR)

# The Way the Company Should Be that We Hope to Reach through “2030 VISION”



## TOPIC

**Capital Business Alliance with BCC Co., Ltd.**

We concluded a capital-and-business alliance with BCC Co., Ltd., a company with expertise in IT human resource development and outsourcing, with the aim of verifying the start-up of new businesses in the field of IT human resources, cooperating in M&A opportunities, and supplying human resources tailored to the needs of Group companies.

Agreement date: November 27, 2025

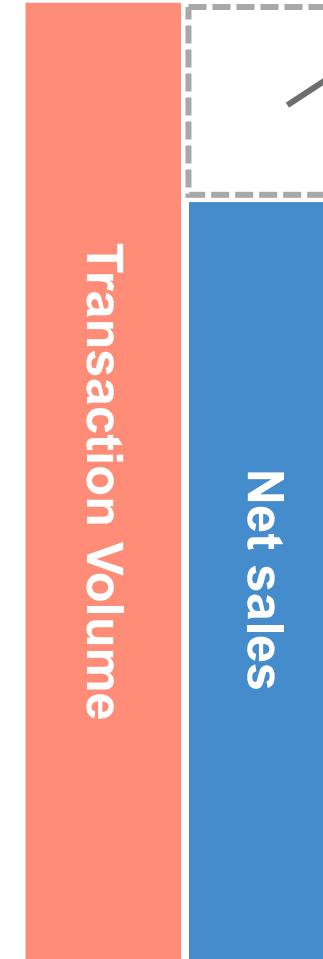
Number of shares to be subscribed : 300,000 shares of common stock (shareholding ratio: 21.13%)

# Reference Materials

- Outline of Medium-Term Management Plan (March 2025 to March 2027)
- “Transaction Volume” of IT Infrastructure Distribution Business
- Business Overview
- Performance Graph

## Transaction Volume

- Calculated on the same basis as sales before the fiscal year ended March 2021  
(=Sales before change in accounting standard)
- Continued use as "transaction value" as it is an important indicator to indicate the scale of transactions
- Sales evaluation in management accounting



"Accounting Standard for Revenue Recognition"  
Effect of application  
(from FYE Mar. 2022)

The net amount of sales consideration for "agent transactions" under accounting standards, such as certain maintenance and warranty services and software sales by iKAZUCHI, is recorded as sales.

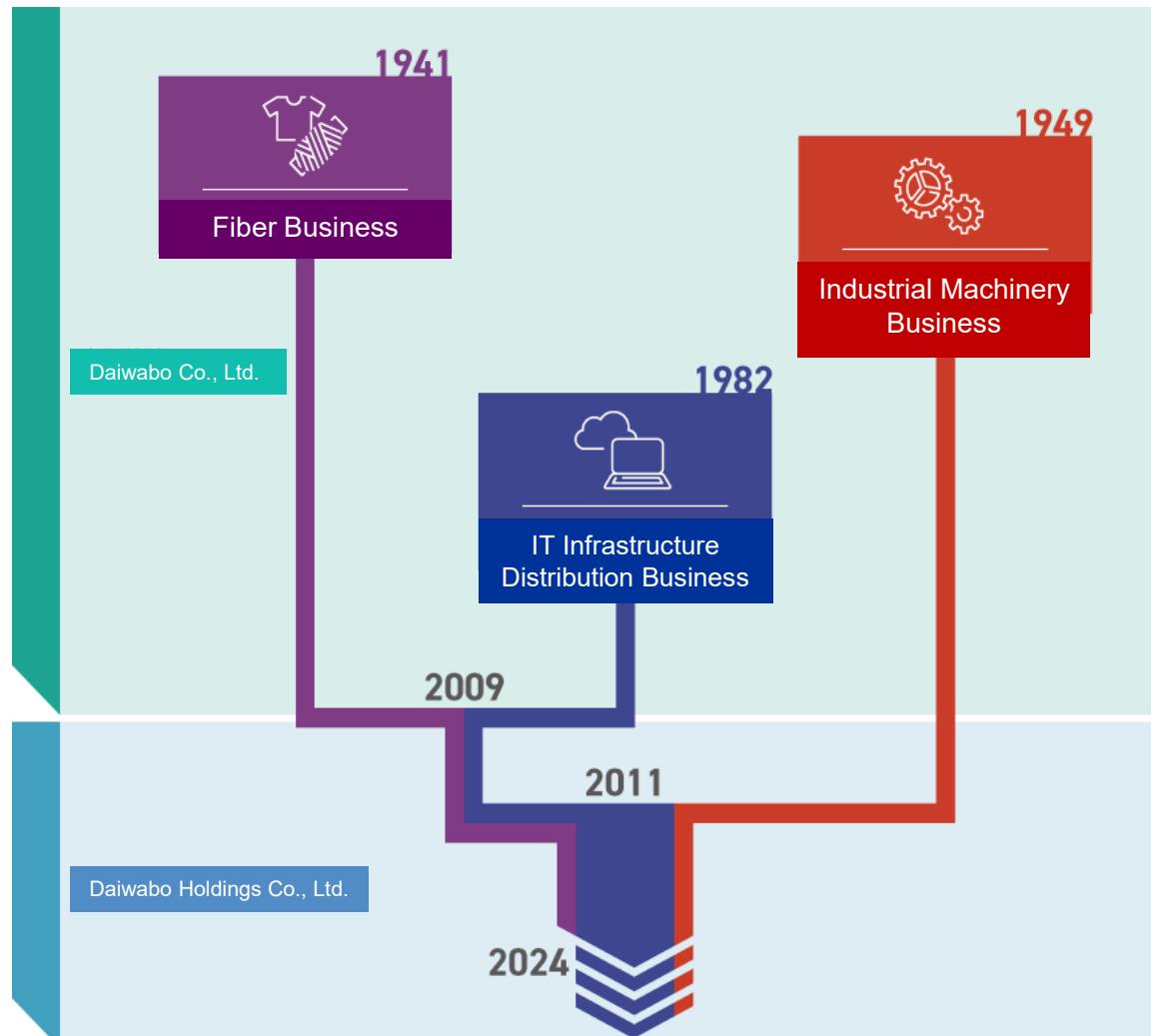
## Net sales

- Net sales from the fiscal year ended March 2022 onward
- Performance Evaluation in Financial Accounting

# Reference Materials

- Outline of Medium-Term Management Plan (March 2025 to March 2027)
- “Transaction Volume” of IT Infrastructure Distribution Business
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# Group History

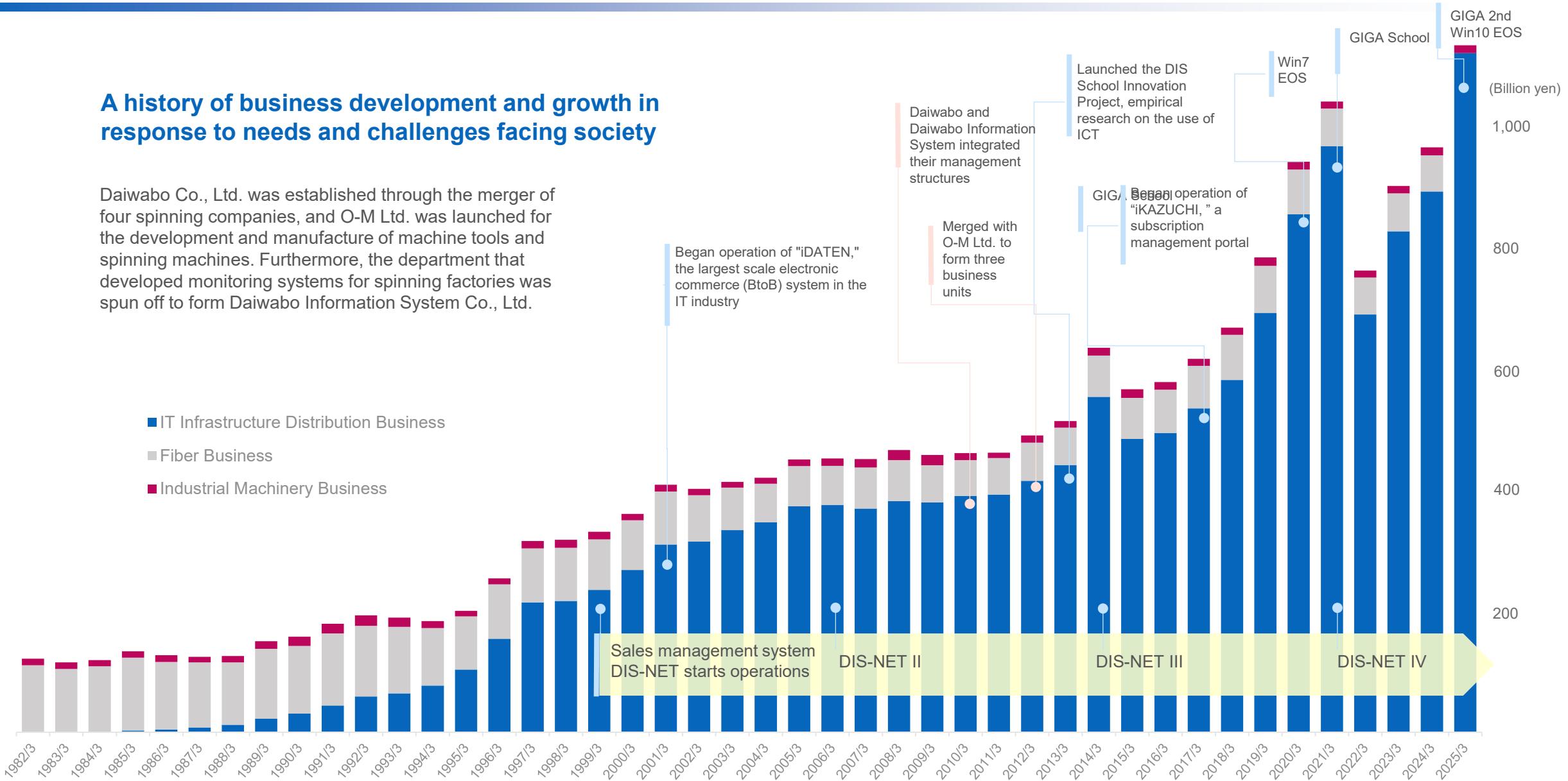


**2030 VISION**

# History of Value Creation

## A history of business development and growth in response to needs and challenges facing society

Daiwabo Co., Ltd. was established through the merger of four spinning companies, and O-M Ltd. was launched for the development and manufacture of machine tools and spinning machines. Furthermore, the department that developed monitoring systems for spinning factories was spun off to form Daiwabo Information System Co., Ltd.



# History of Daiwabo Information System Co., Ltd.(DIS)



## 1982 Established DIS

- DIS begins with just 10 employees by leveraging its know-how developed within Daiwabo Co., Ltd. to monitor production sites using PC
- Shifting to sales of PC and other information-related equipment rather than system-development or -sales

## 1983-1984 Multi-sales bases

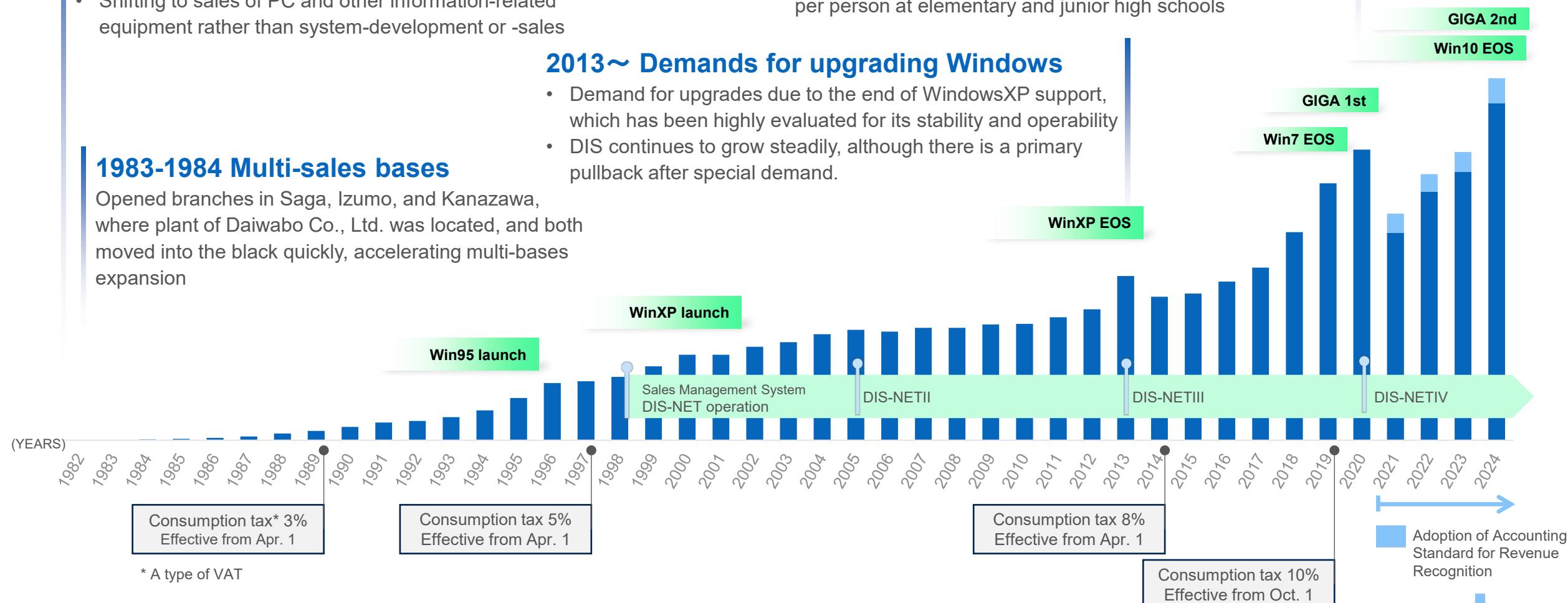
Opened branches in Saga, Izumo, and Kanazawa, where plant of Daiwabo Co., Ltd. was located, and both moved into the black quickly, accelerating multi-bases expansion

## 2020~ the GIGA School program

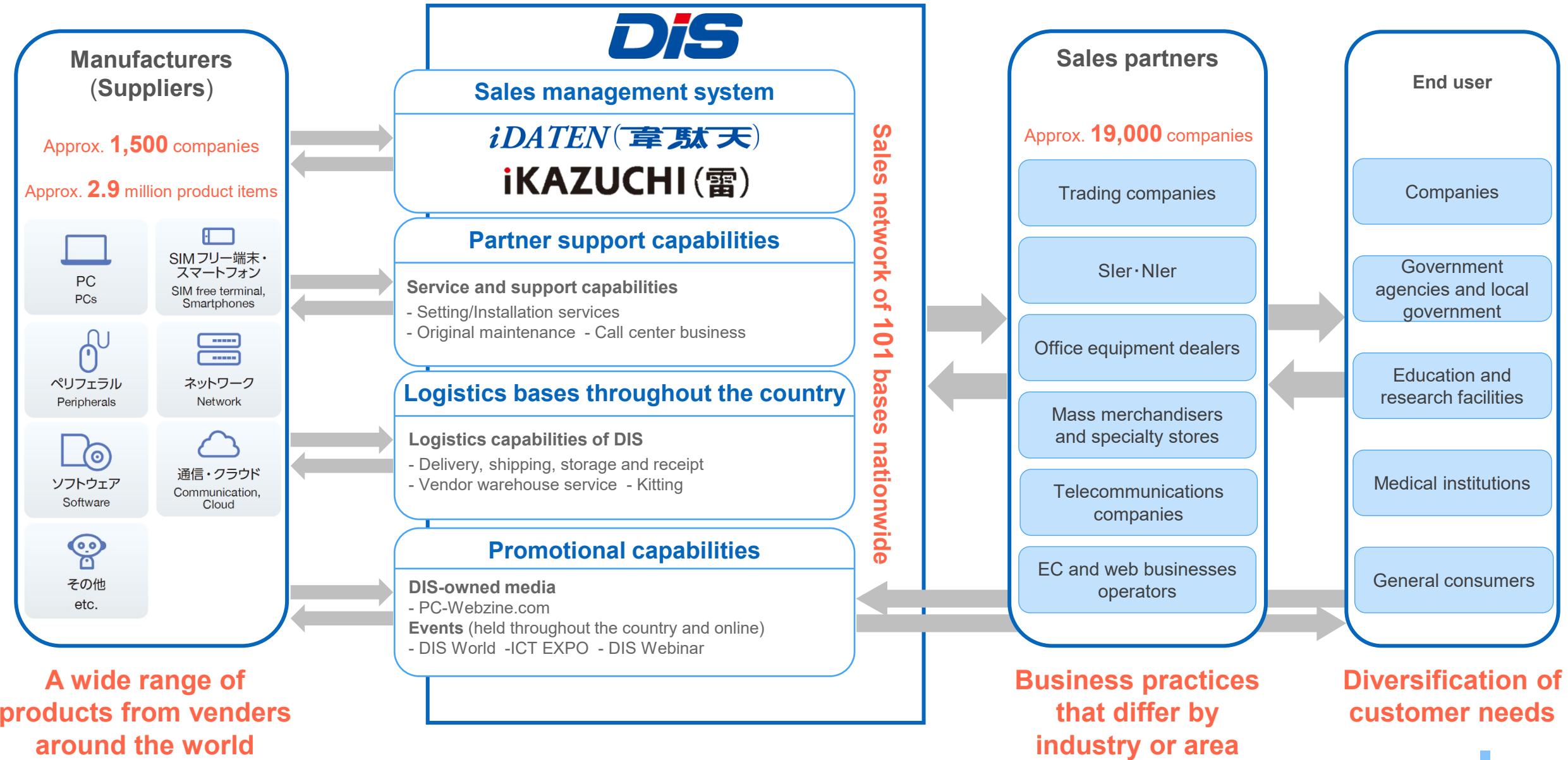
- Initiatives by MEXT (Ministry of Education, Culture, Sports, Science and Technology) to develop ICT environment for schools, including the construction of a high-speed, large-capacity telecommunications network by installing terminals per person at elementary and junior high schools

## 2013~ Demands for upgrading Windows

- Demand for upgrades due to the end of WindowsXP support, which has been highly evaluated for its stability and operability
- DIS continues to grow steadily, although there is a primary pullback after special demand.



# The Business Structure of IT Infrastructure Distribution Business



## Manufacturers (Suppliers)

Approx. 1,500 companies      Approx. 2.9 million product items

Product development
Sales / promotions
Orders / production
Inventory / shipment
Billing / collection

Expand sales channels and improve sales efficiency using DIS's sales network

- Through supply chain management developed over many years, **share demand and needs across the country and reflect them in manufacturers' production plans and promotions**
- By using the logistics center as a warehouse for vendors, **realize shipping combining kitting and combinations with other companies' products in addition to time and cost savings for vendors**
- Collaborate with vendors entering the Japanese market from overseas to **provide sales and distribution networks covering Japan**

Integration / collaboration / agency



Role of DIS

Integration / collaboration / agency

Sales network of 101 bases nationwide

Logistics center

Product selection / proposal

Identification of market needs

Kitting

Maintenance and support

Selection	Setup
Proposal	Delivery
Estimate	Payment
Order	Customer handling

## Sales partners

Approx. 19,000 companies

Focus on businesses they specialize in by effectively utilizing DIS functions

- Propose / offer products and information of various vendors **in the best mix**
- From extensive inventory, **deliver quickly to end users nationwide** on behalf of sales partners
- **Provide one-stop technical services** such as pre-shipment kitting, operation, maintenance, and extended warranty
- **Create demand using nationwide bases**, such as holding events and promotions tailored to regional characteristics

# Greater Efficiency of Distribution Centers

## Kansai Center (Kobe City)



May 2020 Full-scale operation

Warehouse area: 36,342 m<sup>2</sup>



**Focus on greater efficiency and improvements in productivity centered on eastern and western mega-centers**

## Kanto Central Center (Yoshimi Town, Saitama Prefecture)



June 2016 Full-scale operation

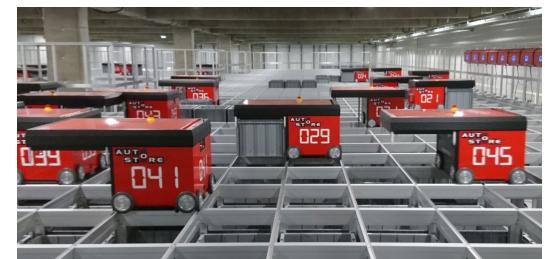
Warehouse area: 44,753 m<sup>2</sup>

### Robot storage system

→ Greater work efficiency and optimization of space

[Number of robots operating]

Kanto Central: **45**, Kansai: **30**

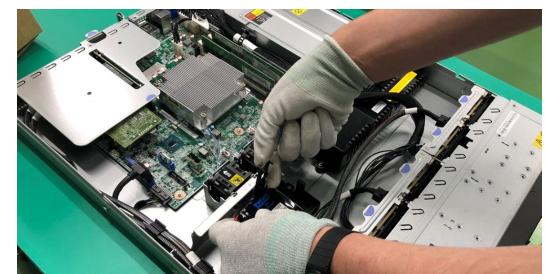


### Also equipped with kitting centers

→ Arrival > work > quick handling for shipment

PCs and tablets : **188,000** units a year

Kitting results (2024/3)

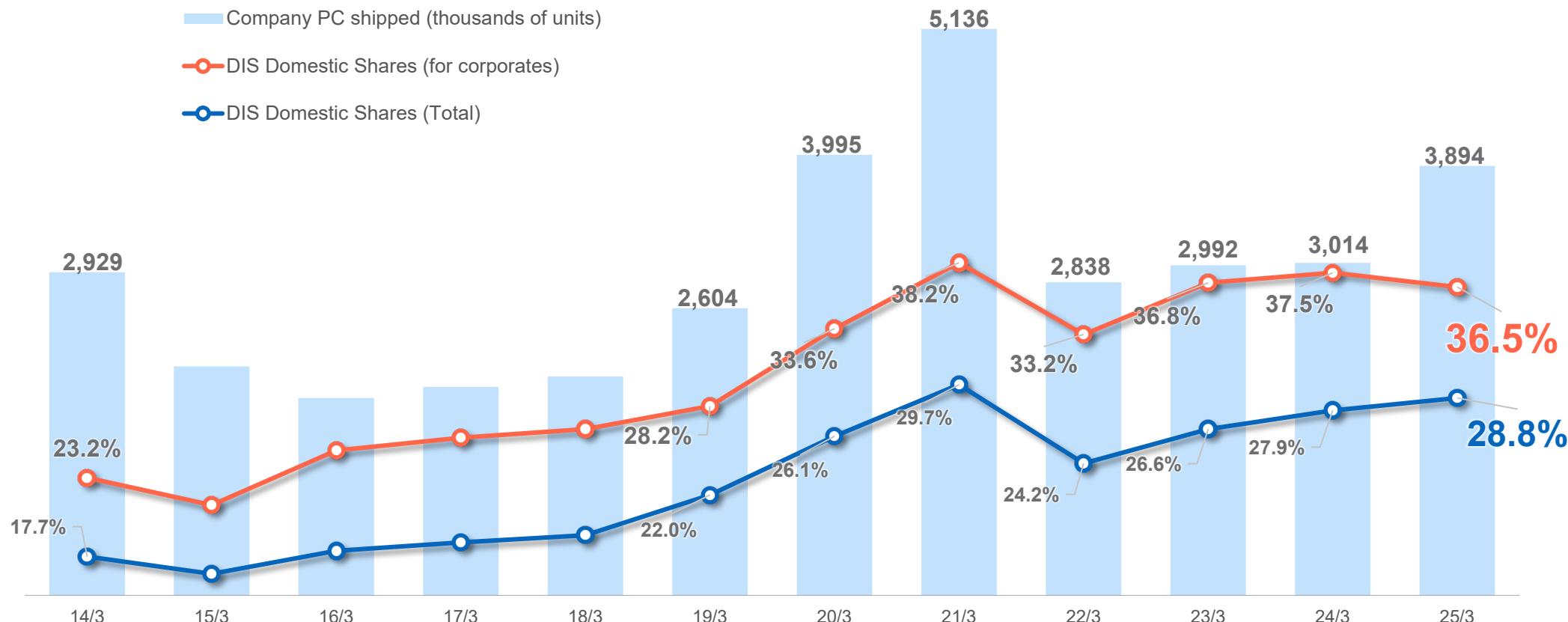


### Truck booking acceptance system

→ Sharing of incoming and outgoing information and vehicle leveling

# Domestic PC market shares

## Involved in more than 1 PC 3 for corporate use

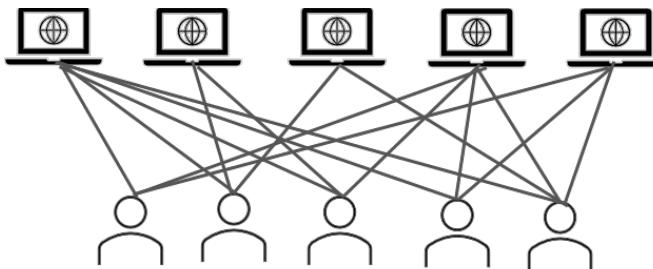


※Calculated from MM Research Institute survey

# iKAZUCHI - A platform for managing subscription contract -

## Situation where multiple services are directly used

Labor Management/Design/Development/Online Meeting/Securities etc.



With multiple payment methods available, such as monthly, annual, and pay-as-you-go, managing subscription contracts for each account might be complicated when signing up, renewing, or canceling.

## iKAZUCHI is a platform for managing subscription contract

Software Vendors

Labor Management / Design / Development / Online Meeting / Securities etc.



**DIS**

- Centralized management of multiple vendors, subscription services, and user accounts.
- Enable to check the status of the contract on the same screen as the user even when using multiple services.
  - Users also enable to check the contract status by themselves.
- Corresponds to various payment cycles such as monthly, annual, and pay-as-you-go

Sales Partners

End Users

## “The Network Effects” provided by iKAZUCHI

Large

Number of Subscription services

**The more services, contracts, and users there are, the more valuable iKAZUCHI becomes.**

iKAZUCHI provides

146 Vendors / 291 Services

115,000 or more user companies

155,000 or more contracts

(As of the end of Dec. 2025)

Large

Number of contracts / Number of users

Using iKAZUCHI not only improves convenience for sales partners, but the more users there are, the more valuable it becomes for vendors to list their services on iKAZUCHI.

Furthermore, the expansion of the service increases its value to users as well. “The network effect” is a result of the expansion of the network, bringing value to vendors, sales partners, and users alike.

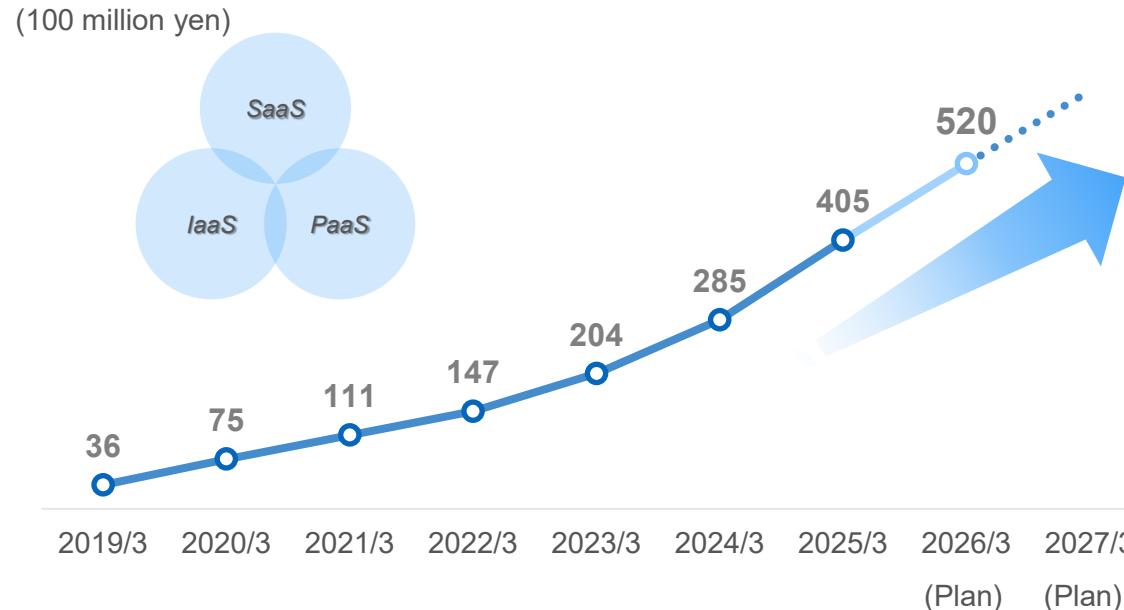
# Sales target iKAZUCHI and trends in the number of registered dealers



## Transaction volume via iKAZUCHI

Total sales amount to sales partners through subscription-managed portal "iKAZUCHI" (included in software category)

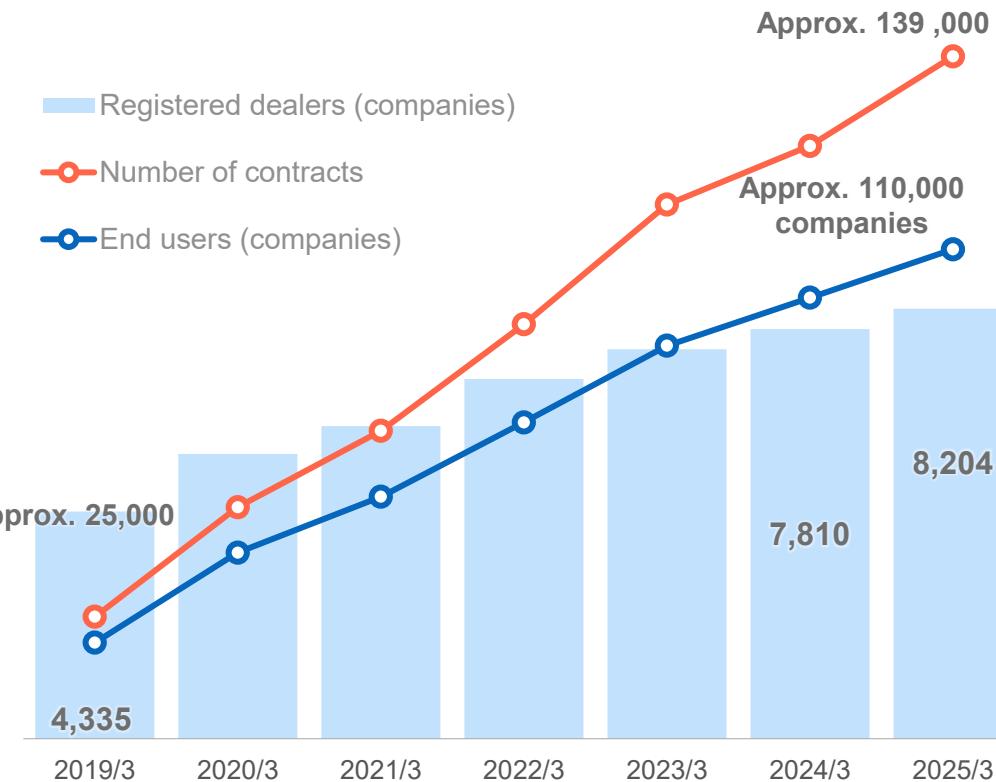
Aim to grow by more than CAGR30% 2024/3～2027/3



Strengthen the “foundation” for recurring revenue by expanding the subscription business market



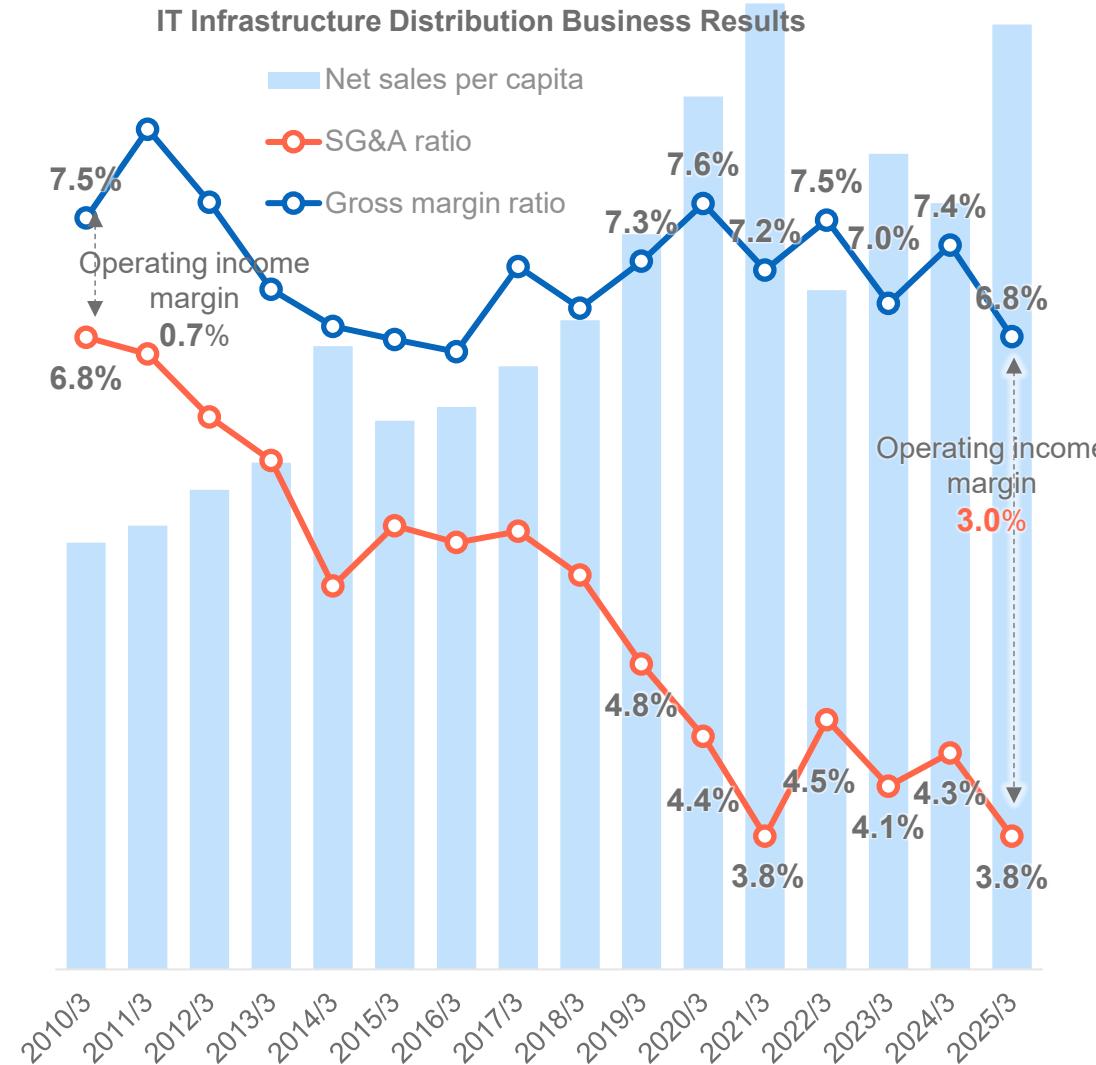
## Changes in the number of registered dealers



Number of vendors

24 38 65 88 115 130 137  
(2025/3)

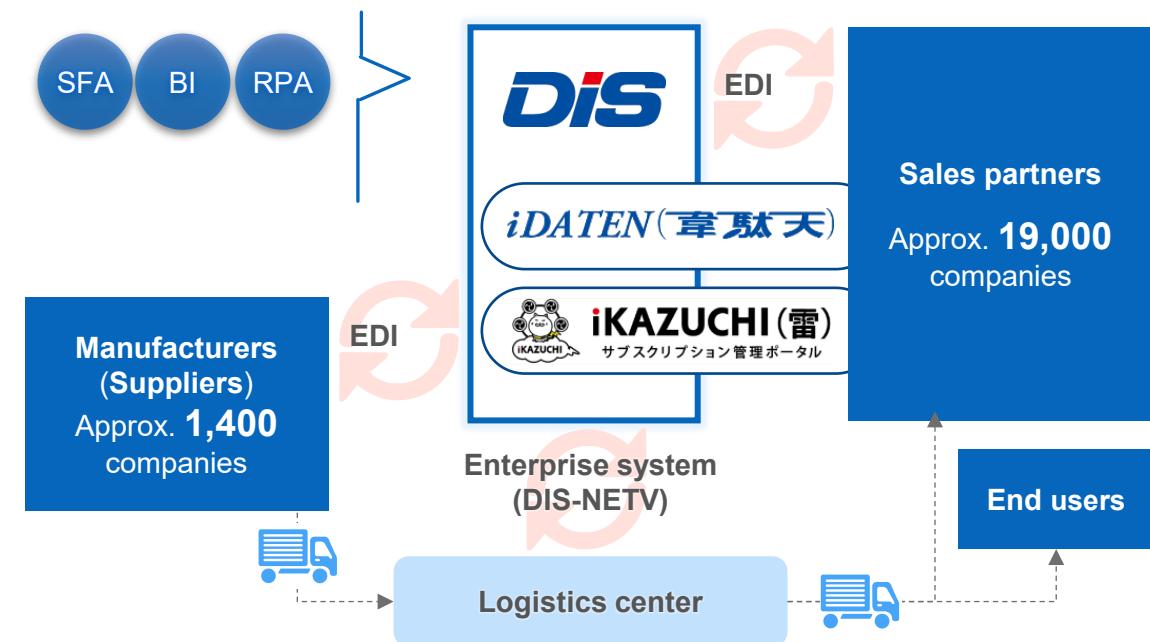
# Sales Efficiency Improvement and Low-Cost Operation



**Strengthen the system infrastructure that supports net sales of over 1 trillion yen**

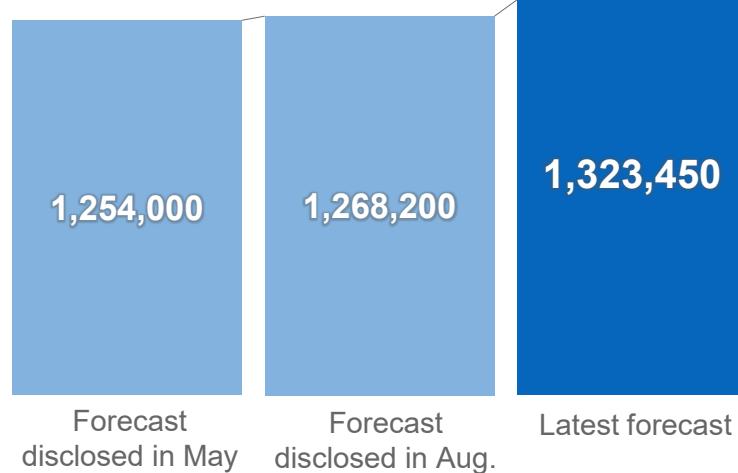
**Implement the following functional enhancement over the three-year period**

- Add and reinforce equipment specifications to enhance performance and improve availability
- Migration including the migration of existing systems and modifications of incompatible programs
- Disaster, failure, and security countermeasures; improvement of operations management and enhancement of availability
- Strengthening of connection with internal systems and their automation
- Reinforcement of functions of iDATEN, iKAZUCHI, EDI, etc.

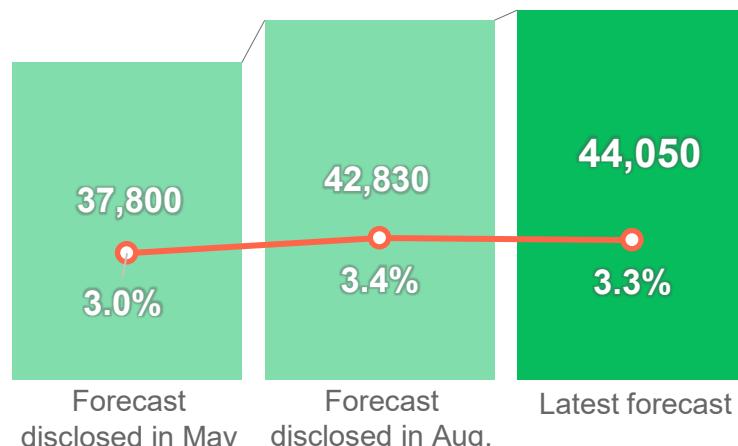


(Millions of yen)

## Performance Forecasts in FY2025



- Net Sales
- operating income
- Operating profit margin



## Upgrade the position and value in growth areas

- Expand market share in the cloud platform market
- Expand business areas in the SaaS model



## Partner relationships through driving DX

- Transform business models and improve productivity for enhancing corporate value
- Expand business areas through sales expansion to overseas vendors including cutting-edge technologies

## Deepen core areas as an industry-leading company

- Expand business areas in the IT device foundation
- Grow the business areas of high value-added products
- Establish a supportive system by dedicated technical teams and boost the capability to make proposals

## Corporate branding and strategic Investment

- Enhance recognition in society, help the industry develop, and contribute to the local communities
- Make investments to strengthen business (Systems, M&A, and business alliances)
- Make investments to optimize the industry (Logistics functions and iKAZUCHI)

## Vertical lathes



- **No. 1 share in Japan** for both medium- and large-sized lathes (Cumulative shipments exceeded 7,700 units)
- Highly evaluated as “OM for vertical lathes” in Japan and overseas
- A machine that is used to cut a workpiece by attaching it to a horizontally rotating table. The table diameter ranges from 800 mm to 6,000 mm, and it can be used in a wide variety of production modes. Highly rigid, highly accurate and easy to operate, it is used as a mother machine in all fields including aircraft and wind power parts
- The picture on the left shows the “RT-915,” a small general-purpose machine

## Turning centers



- A machine tool specifically used to maintain rolling stock. It contributes to improved railway safety and riding comfort
- **No.1 share in Japan** for underfloor wheel lathes
- To start domestic production, we had a licensing agreement with Hegenscheidt, which manufactured the first wheel lathe in the world and has an excellent delivery record around the world. The design, parts and software are all original

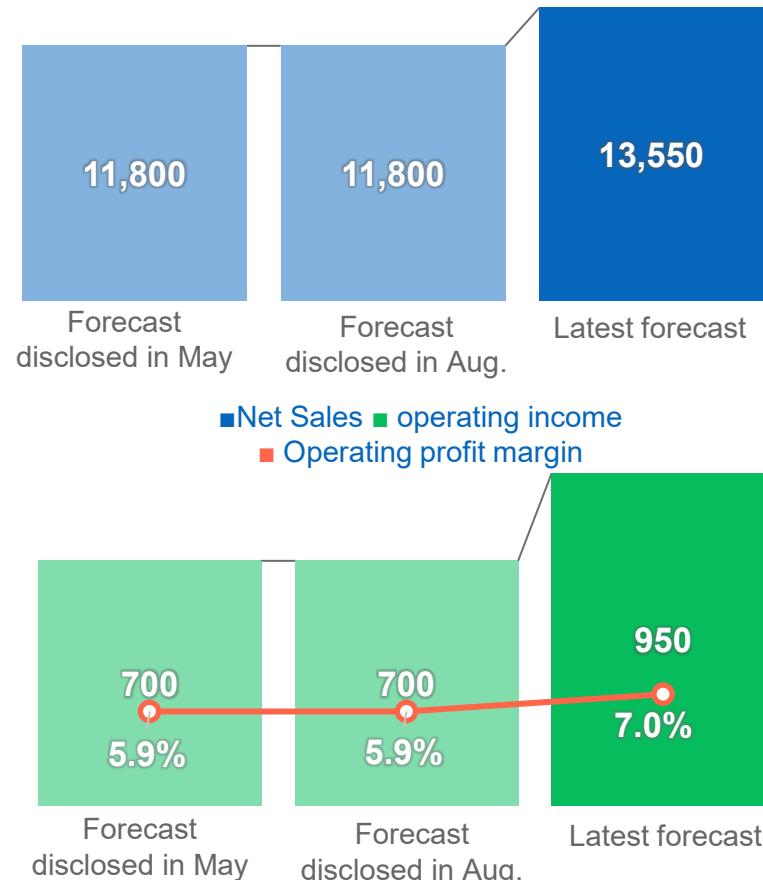
## Automatic machinery



- We manufacture a wide range of automatic machinery including cartoners (cartoning machine), intermediate packaging machines for stacking and packaging products in film and corrugated cardboard casers (The picture on the left is a horizontal continuous cartoner)
- The strengths include technologies and creativities that allow us to flexibly respond to the needs of packaging processes in rapidly changing industries such as foods with short life cycles and remarkable diversification and pharmaceuticals with increasingly strict manufacturing standards

(Millions of yen)

## Performance Forecasts in FY2025



※Although performance decline is expected in the second half due to the impact of the stagnation of sales activities and restoration work by Ransomware, the forecast has been revised upward considering the conditions in the first half.

## Expand business into potential markets for machine tools

- Make proposals for improving production efficiency with machinery equipped with the energy-saving and automation functions
- Implement strategic and planned production by extending Nagaoka Plant
- Aim to expand into new markets by rolling out sales promotions by emphasizing short lead time
- Seek to expand into markets with growth potential for further growth in overseas markets
- Strengthen proposal-based sales activity with an emphasis on the energy and aircraft industries, which are expected to expand.



## Capture demand for packaging machine automation in automatic machinery

- Standardizing production through appropriate risk assessment for orders
- Cost improvement through outsourcing
- Step up proposal-based sales activities to the food and confectionery industry

## Improve earnings power by strengthening services

- Aim to improve customer satisfaction and expand earnings stably
- Focus on making proposals for overhauling already installed machines
- Enhance technical capabilities through cultivating cooperating companies and upgrading employee skills

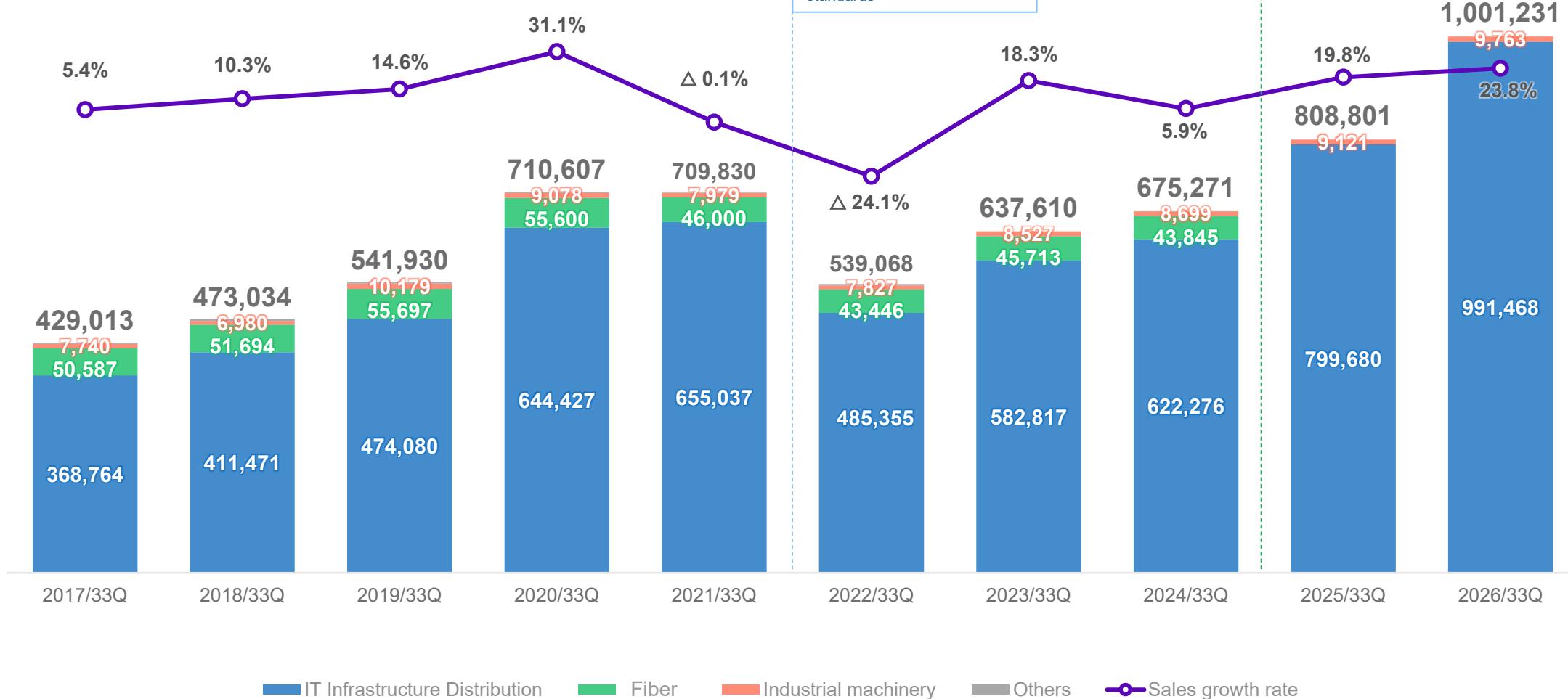
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- Performance Graph

# Consolidated Net Sales (3Q)

(Millions of yen)

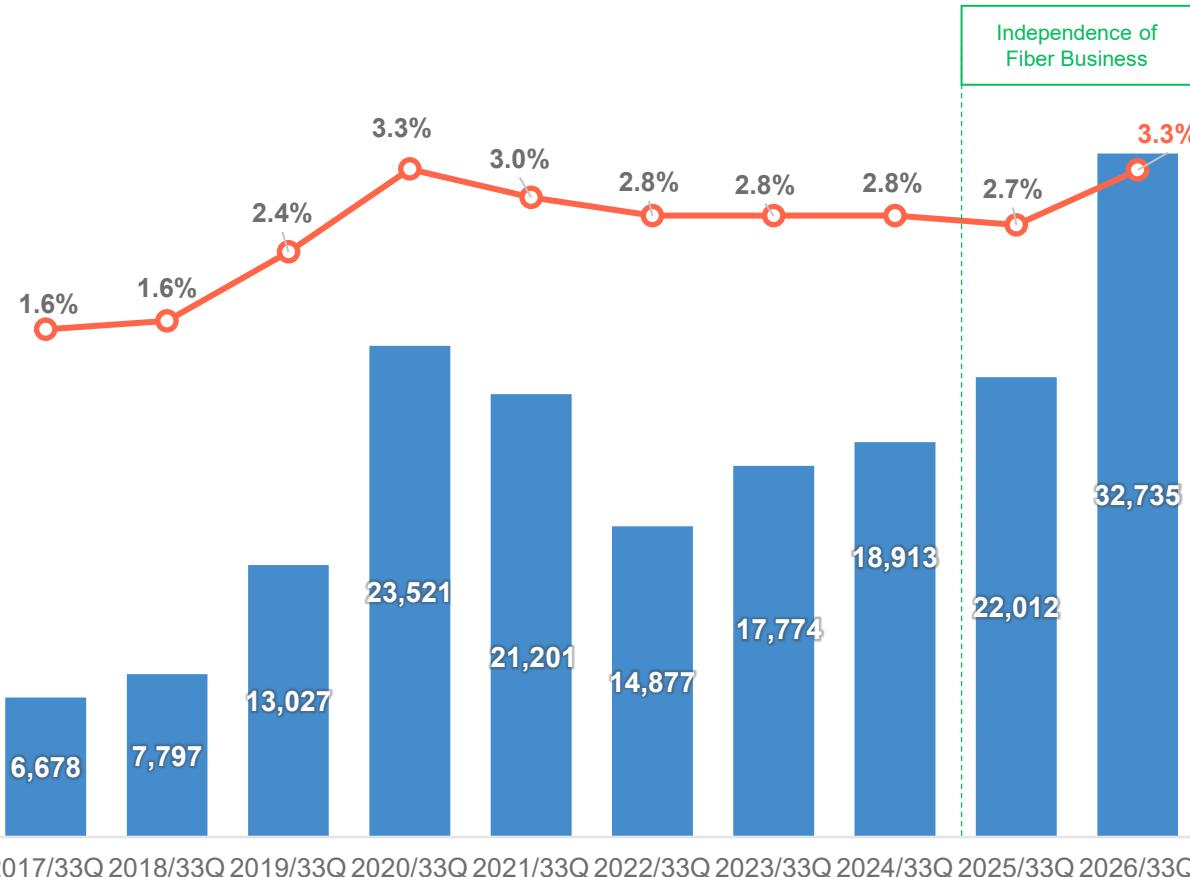
△ = decrease



# Consolidated Operating income, Ordinary Income and Net Income(3Q)

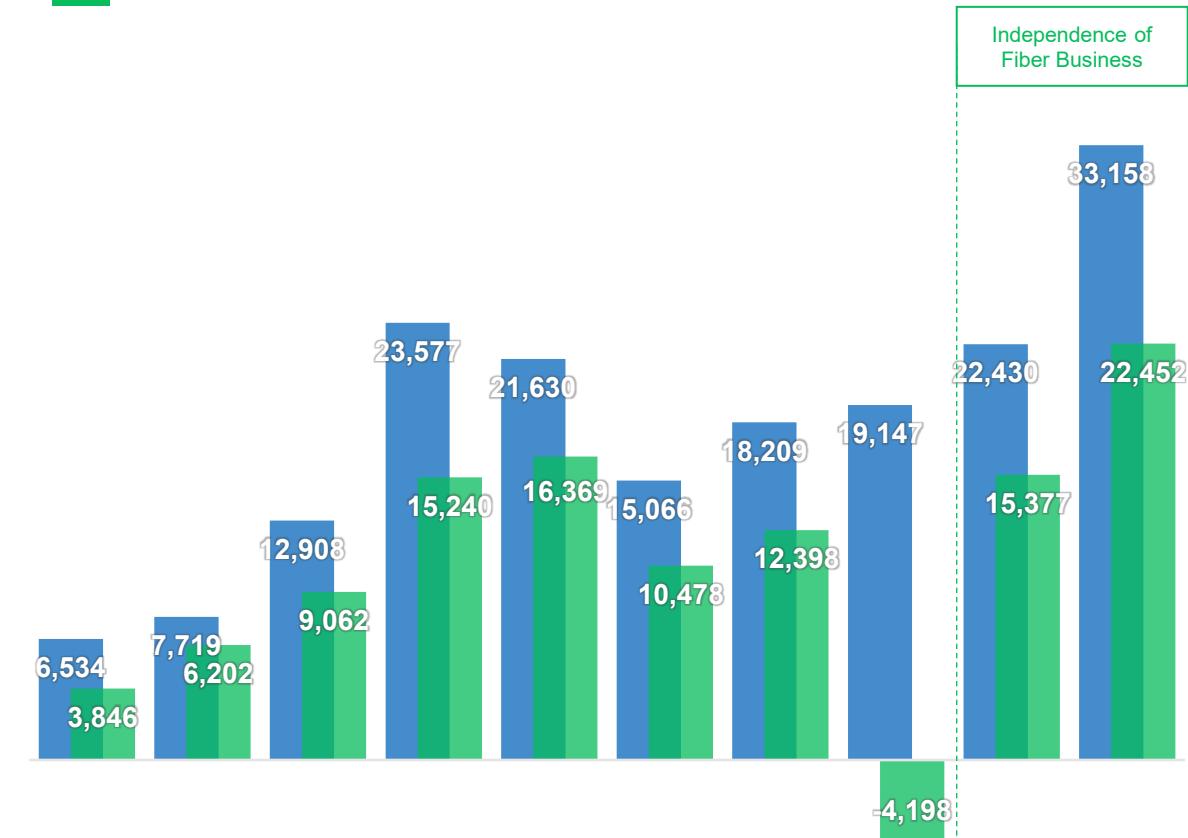
## Consolidated operating income (Millions of yen)

Operating income  
Operating profit margin

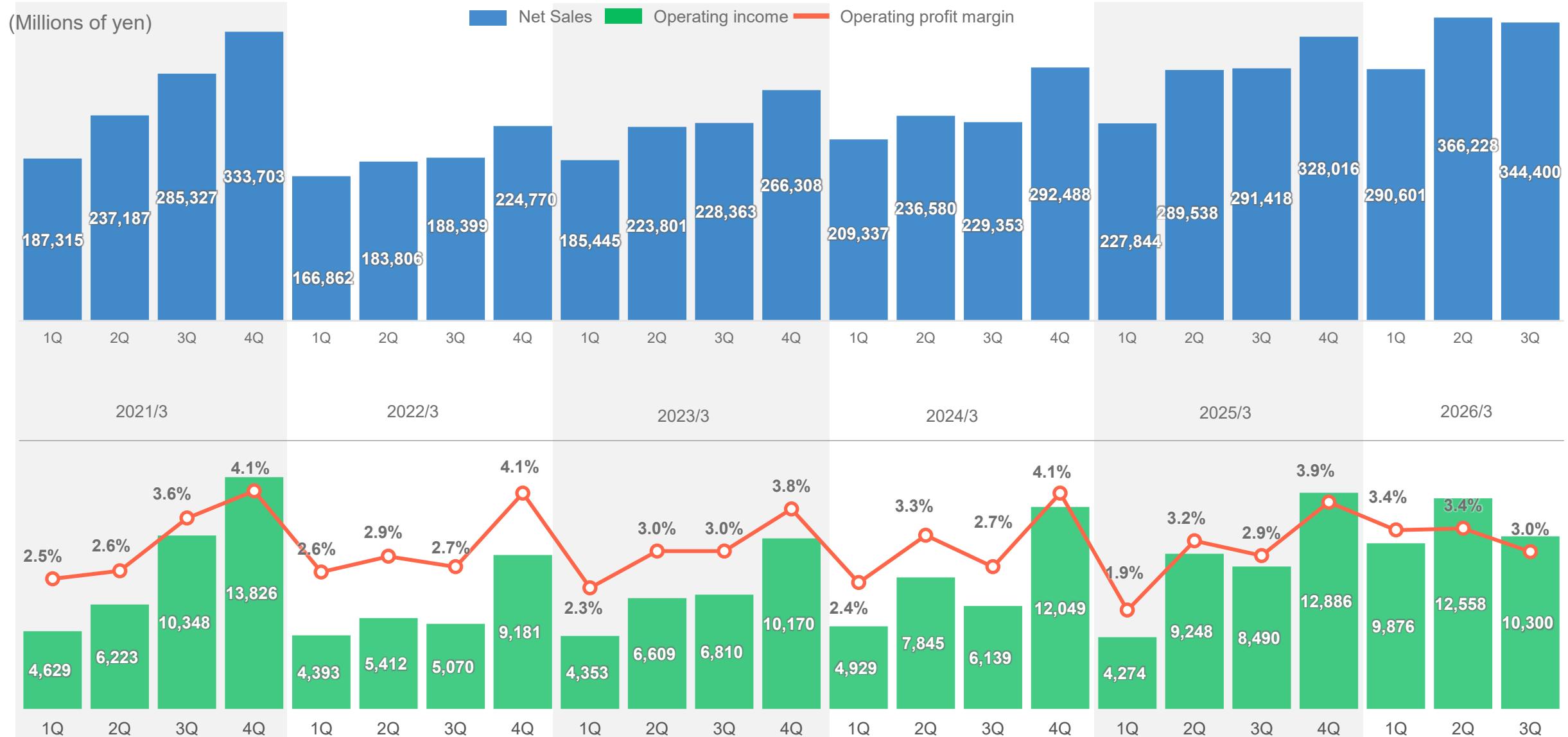


## Consolidated ordinary income and Interim Net Income (Millions of yen)

Ordinary income  
Profit(loss) before income

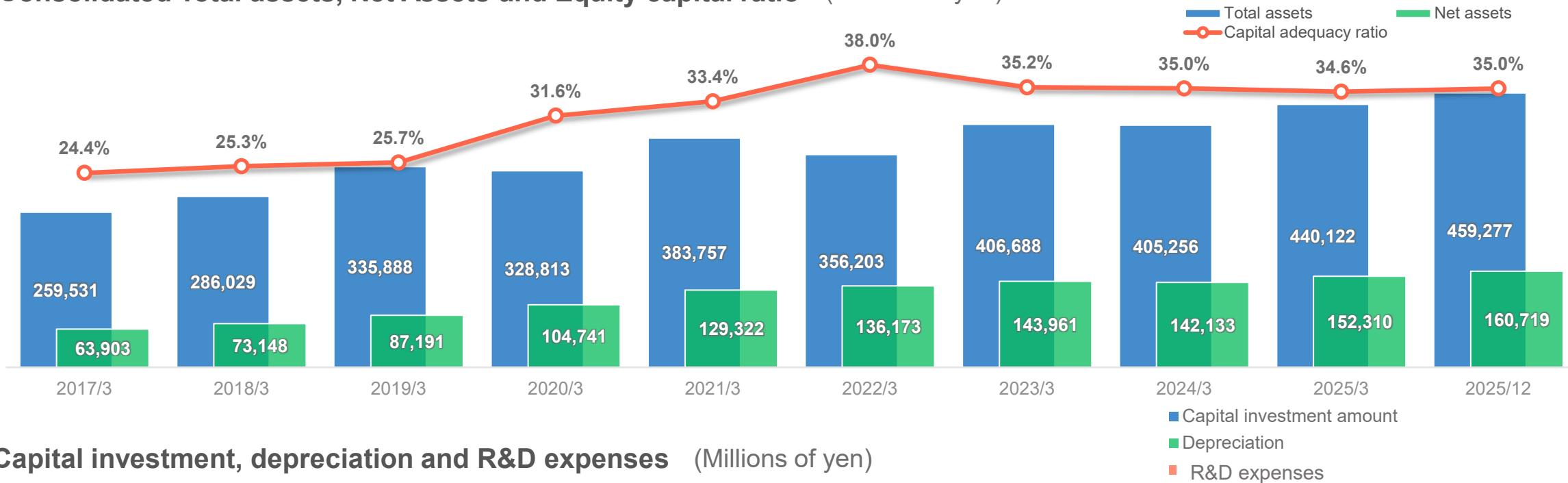


# Quarterly performance



# Consolidated Total assets, Net Assets and Equity capital ratio Capital investment, depreciation and R&D expenses (3Q)

## Consolidated Total assets, Net Assets and Equity capital ratio (Millions of yen)



## Capital investment, depreciation and R&D expenses (Millions of yen)



# Stock Price Range

**PBR** **1.70 times**  
**PER** **8.86 times**  
**Market cap** **269.392 billion yen**



**Relative stock price**  
 (monthly/closing price basis)  
■ Daiwabo Holdings  
■ Nikkei Stock Average

of the end of December 2025

3,081 Yen



※Company stock prices are retrospectively shown for reverse stock split (2017/10/1) and stock split (2021/4/1)

# About Daiwabo Holdings Co., Ltd.



<b>Head Office</b>	Nakanoshima Festival Tower West, 3-2-4 Nakanoshima, Kita-ku, Osaka 530-0005	
<b>Established</b>	Founded as Daiwa Boseki	April 1, 1941
	Establishment of Daiwabo Holdings Co., Ltd. July 1, 2009	
<b>Consolidated employees</b>	2,928 (as of March 31, 2025)	
<b>Capital</b>	21,696,744,900 yen	
<b>Stock exchange</b>	Listed on the Prime Market of the Tokyo Stock Exchange Stock code <b>3107</b> / Industry: Wholesale <JPX Nikkei Index 400>	
	<b>IT Infrastructure Distribution Business</b> [Core company]  Daiwabo Information System Co., Ltd. Installation and maintenance of and repair services for computer equipment, etc.	
<b>Business profile</b>	<b>Industrial Machinery Business</b> [Core company]  O.M. Ltd. Manufacture and sales of machine tools, automatic machinery and casting products	



## Daiwabo Holdings Co., Ltd.

<https://www.daiwabo-holdings.com/>



### The news

<https://www.daiwabo-holdings.com/ja/news.html>

### Daiwabo Group List

<https://www.daiwabo-holdings.com/ja/group.html>

### History

<https://www.daiwabo-holdings.com/ja/company/history.html>

### [Disclaimer]

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