

FY11/2025 FINANCIAL REPORT

FEBRUARY 17, 2026

ALTECH CO., LTD.

(Listed on Standard Market : 9972)

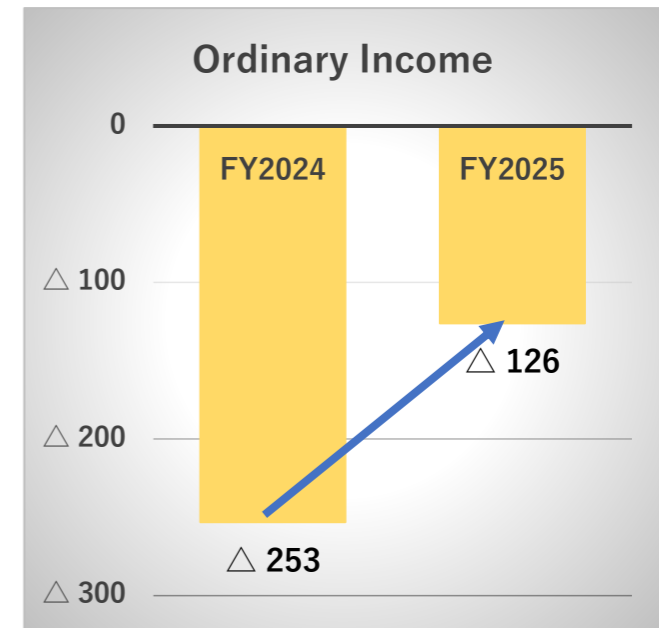
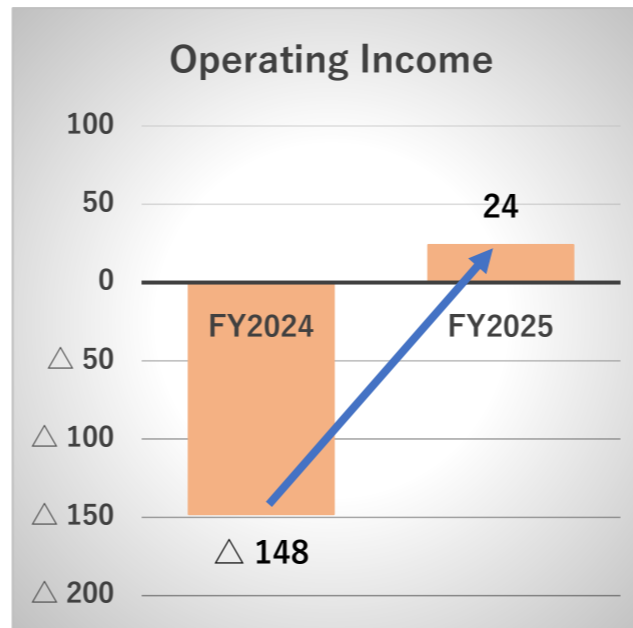
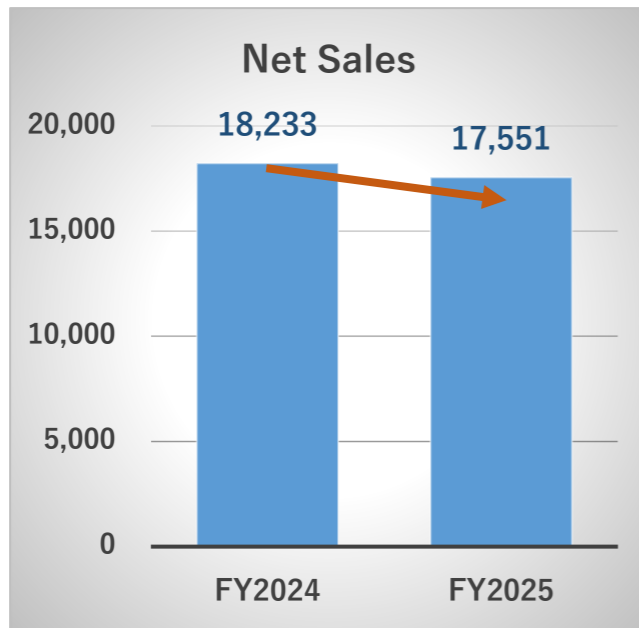
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(Notice Regarding Publicly Available Materials)

FY2025 Consolidated Financial Highlights

FY2025 Consolidated Financial Highlights (December 01, 2024~November 30,2025)

(million yen)

	FY2024/11	FY2025/11	Compared to the Previous Period	
	Results	Results	Increase/Decrease	Percentage
Net Sales	18,233	17,551	△681	△3.7%
Operating Income	△148	24	+173	—
Ordinary Income	△253	△126	+127	—
Net Income	△98	△2,594	△2,495	—



FY2025 Financial Results by Segment

FY2025 Trading Business Results (December 01, 2024~November 30, 2025)

(million yen)

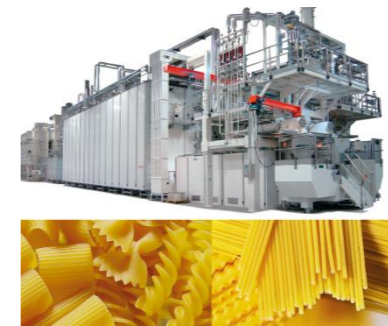
	FY2024	FY2025
Net Sales	8,764	9,006
Segment Income	628	768
Percentage	7.2%	8.5%

【Main Factors】

Revenue increased due to the completion of acceptance inspections for large machinery such as laminate tube manufacturing machines, food processing machinery, and water treatment equipment, as well as the delivery of the “e-JEST” compact electric bus to Minamiboso City, Chiba Prefecture. In addition to the rise in revenue, profits increased as a result of rigorous cost control measures and other efforts.

Strong Existing Business

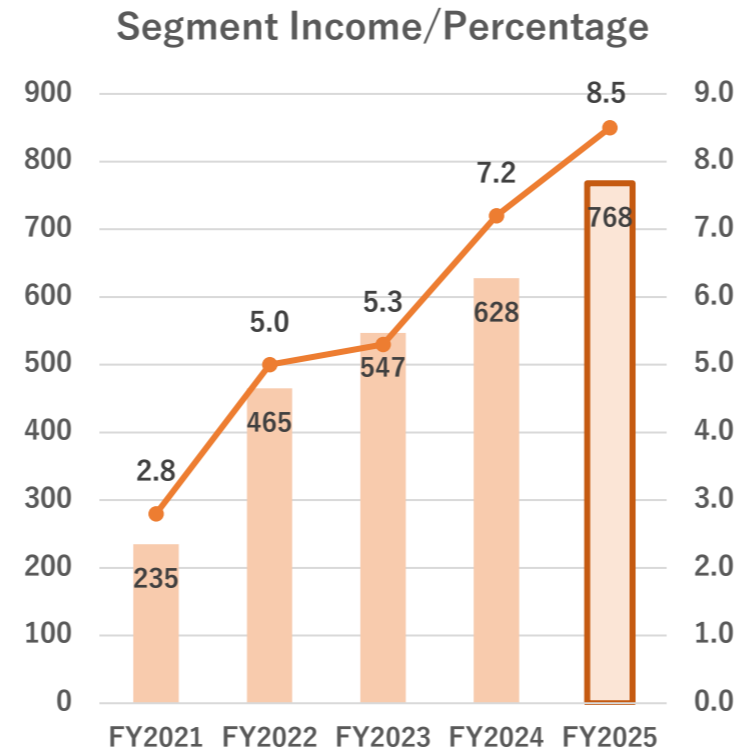
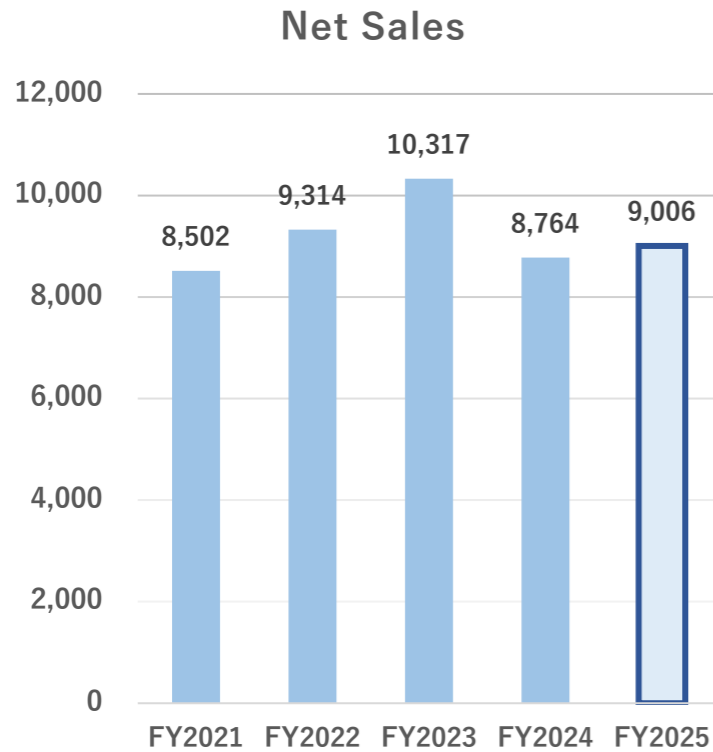
【Food Processing Machine】



【Water Treatment System】



【Laminated Tube Manufacturing Machine】

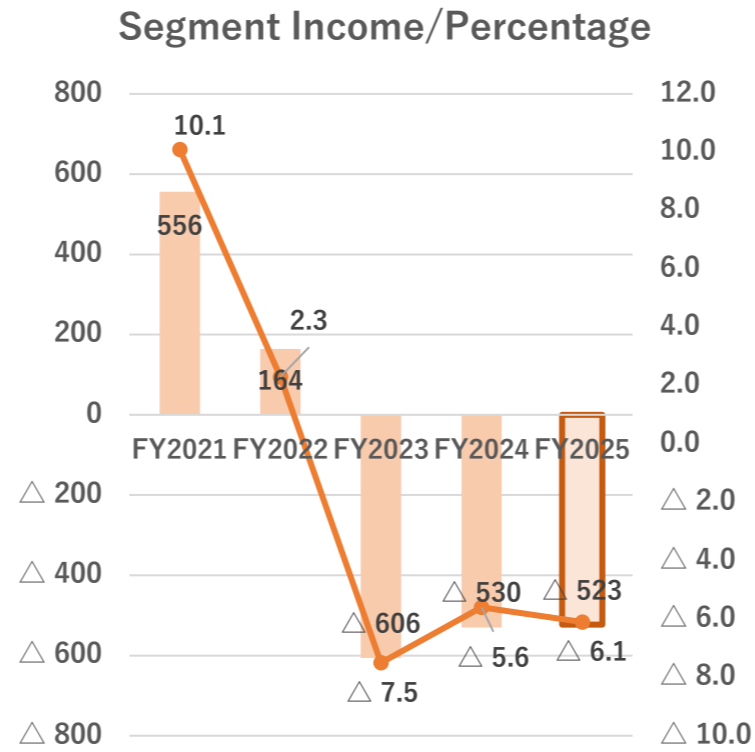
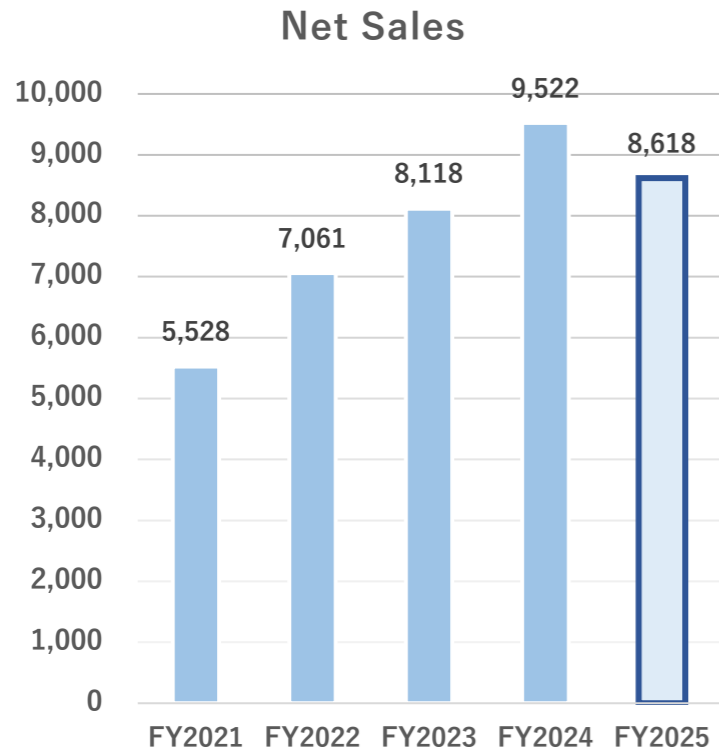


FY2025 Preform Business Results (December 01, 2024~November 30, 2025)

(million yen)

	FY2024	FY2025
New Sales	9,522	8,618
Segment Income	△530	△523
Percentage	△5.6%	△6.1%

【Main Factors】
 Revenue declined due to a decrease in sales volume of beverage preforms and a decline in sales of recycled flakes, among other factors. At some consolidated subsidiaries, profitability improved due to measures such as enhanced production efficiency, resulting in a slight reduction in losses.



FY2025 Consolidated Financial Position and Cash Flows

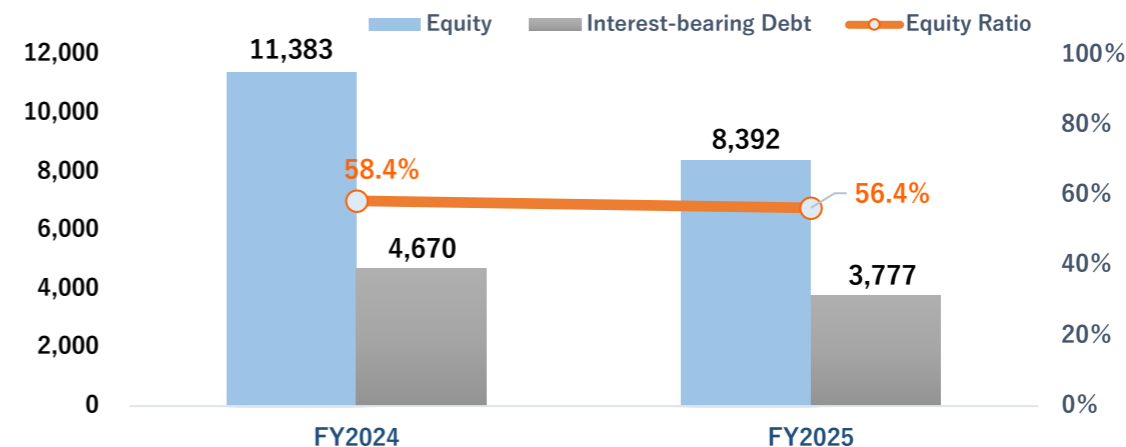
FY2025 Consolidated Financial Position

(million yen)

Category	Item	FY11/2024	FY11/2025	Increase/Decrease	Main Factors Contributing Increase/Decrease
	Current Assets	12,377	10,652	△1,725	<ul style="list-style-type: none"> • Increase in accounts receivable and accrues income • Decrease in cash and deposits, merchandise and finished goods, and raw materials and supplies
	Tangible Assets	5,936	3,427	△2,509	<ul style="list-style-type: none"> • Impairment charges in the preform business • Withdrawal from the recycled flake business
	Intangible Assets	281	232	△49	
	Other Assets	896	561	△335	• Transfer of equity interests in an equity accounted company
Total Assets		19,492	14,873	△4,619	
	Current Liabilities	6,993	5,408	△1,584	• Decrease in short-term borrowings and advance payments
	Fixed Liabilities	1,335	994	△340	• Decrease in long-term debt and lease obligations
Total Liabilities		8,328	6,402	△1,925	
Total Equity		11,163	8,470	△2,693	• Recognition of a net loss attributable to shareholders of the parent company
Total Liabilities and Equity		19,492	14,873	△4,619	

【Trends in the Equity Ratio】

	FY11/2024	FY11/2025	Increase/Decrease
Equity	11,383	8,392	△2,990
Equity Ratio	58.4%	56.4%	—
Interest-bearing Debt	4,670	3,777	△893



FY2025 Consolidated Cash Flow Summary

(million yen)

	FY11/2023	FY11/2024	FY11/2025	FY11/2025 Key Breakdown and Status
Cash Flows from Operating Activities	△937	454	569	<ul style="list-style-type: none"> ● Adjustments to net loss before taxes and other items △1,928 ● Increase in accounts receivable △495 ● Decrease in advance payments △1,042 ● Depreciation expense +866 ● Impairment loss +1,057 ● Business restructuring expenses +1,198 ● Decrease in inventory +1,028
Cash Flow from Investing Activities	△2,436	972	△102	<ul style="list-style-type: none"> ● Proceeds from the sale of tangible fixed assets, such as factory land +402 ● Capital expenditures primarily for factory equipment △453
Free Cash Flow	△3,374	1,427	467	
Cash Flows from Financing Activities	2,367	△445	△1,032	<ul style="list-style-type: none"> ● Net decrease in short-term borrowings △538 ● Payments for the repayment of long-term debt △126 ● Payments made to settle lease obligations △273
Effect of Exchange Rate Changes on Cash and Cash Equivalents	20	△28	50	
Cash and Cash Equipment at End of Period	3,089	4,042	3,529	

FY2026 Consolidated Financial Forecast

FY2026 Consolidated Financial Forecast (December 1, 2025~November 30, 2026)

Net Sales

18,000 million yen

(P.P. **17,551** million yen)

Operating Income

700 million yen

(P.P. **24** million yen)

Ordinary Income

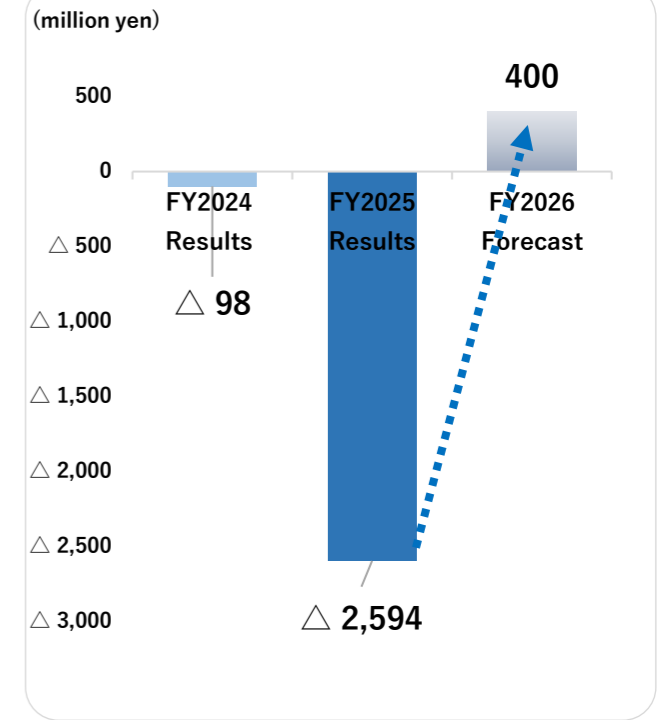
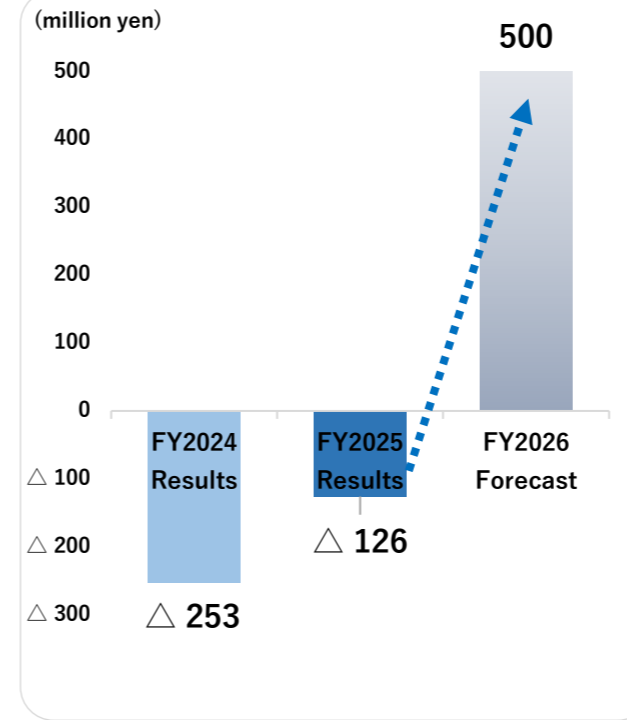
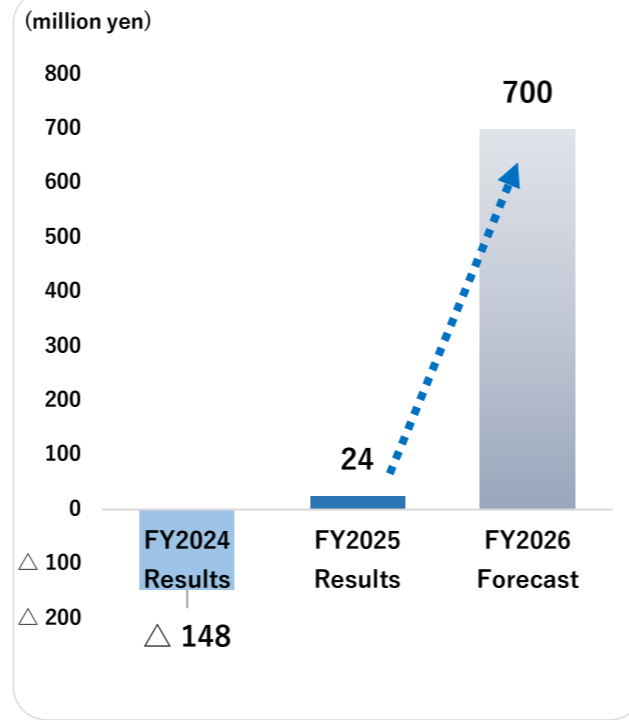
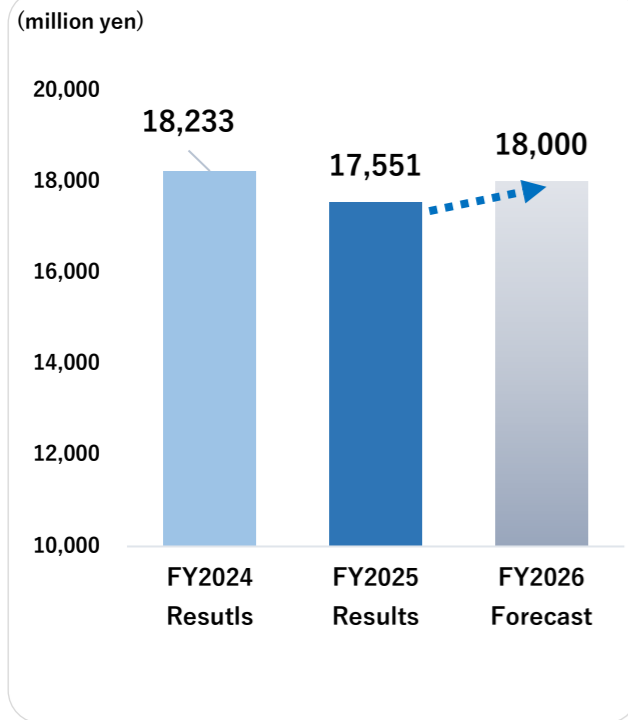
500 million yen

(P.P. Δ **126** million yen)

Net Income (Attributable to Shareholders of Parent Company)

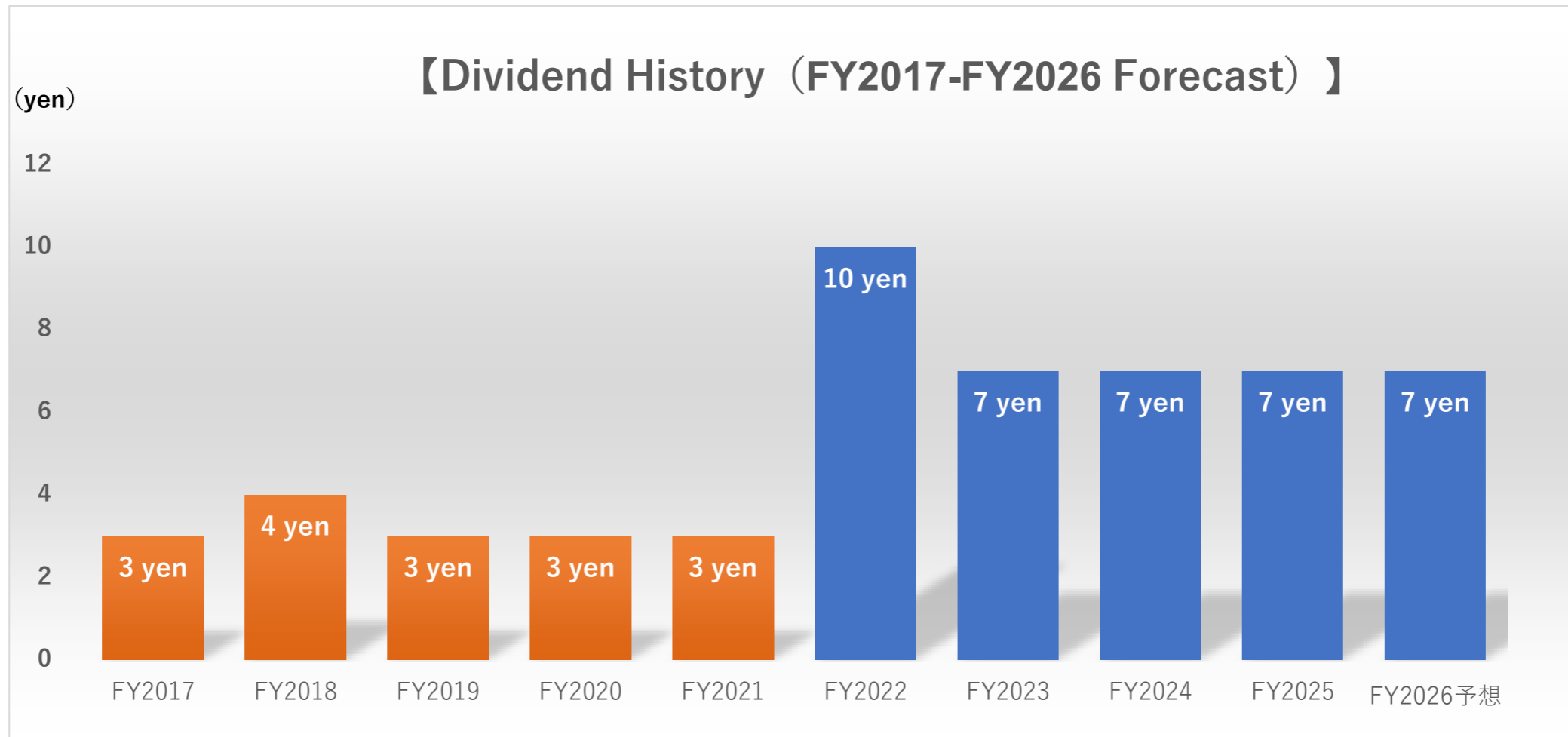
400 million yen

(P.P. Δ **2,594** million yen)



Profit Distribution (Regarding Dividends)

- In distributing profits, focus on strengthening financial position in preparation for changes in the business environment and future business expansion.
- Dividends from retained earnings are stable dividends that take into account the level of retained earnings in both the consolidated and non-consolidated financial statements
- Starting with the fiscal year ending November 2022, the company aims for a consolidated dividend payout ratio of 30% or higher.
- Flexibly consider share buybacks aimed at improving capital efficiency and other objectives.



New Mid-Term Management Plan (Notice Regarding Publicly Available Materials)

【New Mid-Term Management Plan】

DIRECT LINK





※NOTE REGARDING FORWARD-LOOKING STATEMENTS

The data and future projections disclosed in this material are based on our judgment and assumptions based on the information available as of the date of publication of this material and include potential risks and uncertainties. No assurances can be made that these targets or forecasts will be achieved or that future results will be achieved. Such information is subject to change without notice. The use of this information and materials should be made at the discretion of the user, after checking with information obtained by other means. We shall not be liable for any loss or damage of any kind incurred as a result of the use of this material.