



eSOL Co., Ltd. Report FY 2025 Results

February 13 , 2026



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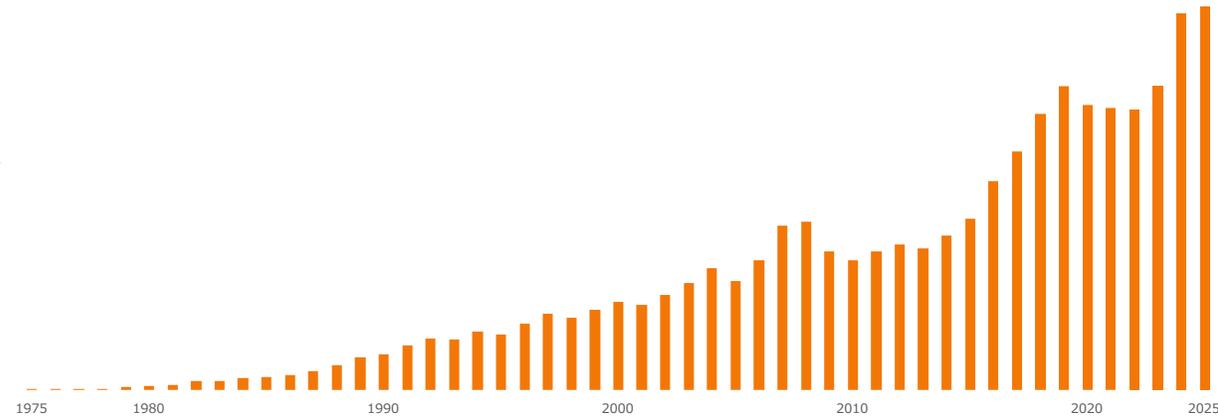
1. Summary of FY 2025

2. FY 2026 Plan

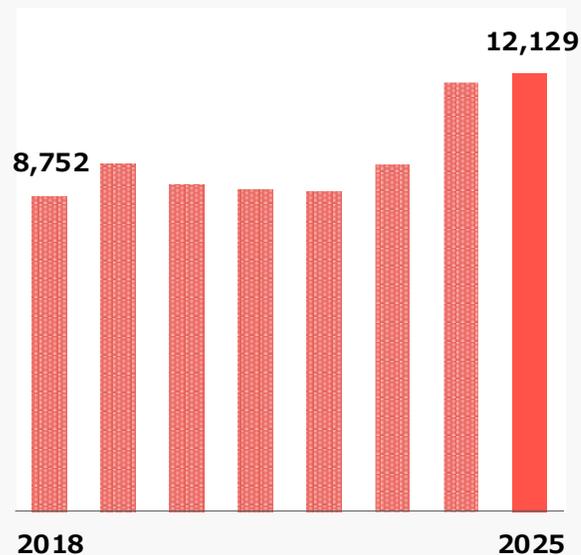
Summary of FY 2025

Summary of Results

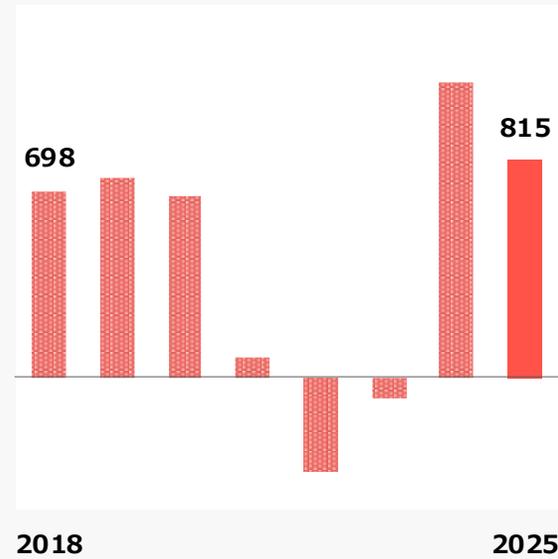
- Sales reached a record high
- While profits declined due to the absence of the previous period's temporary gains, business expansion continued, securing stable profitability for the second consecutive period.



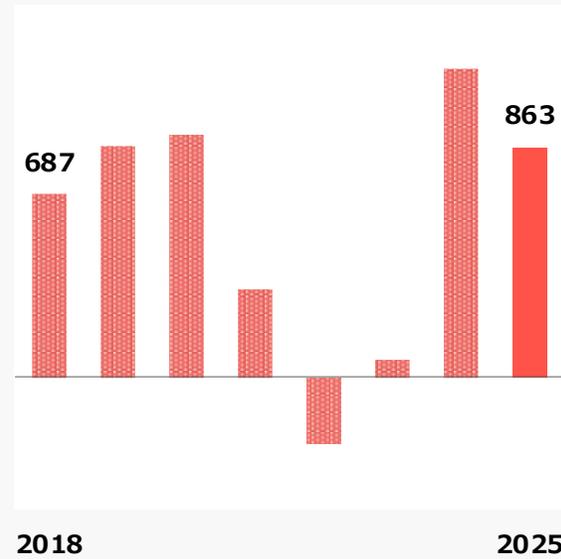
Sales



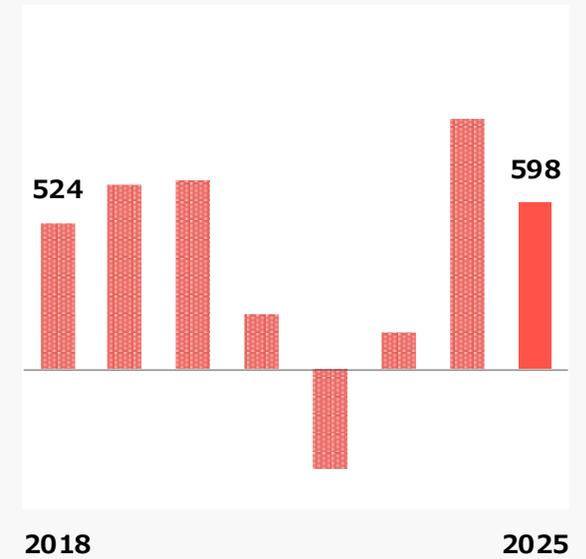
Operating income



Income from continuing operations before tax



Net income



(JPY mil.)

Summary of Results (Comparison with Plan)

Sales revenue achieved 95.5% of the planned amount. Operating profit achieved 88.7% of the planned amount, despite some low-margin projects occurring within the embedded software business.

(JPY mil.)

	PLAN	RESULT		
			▲	YoY
Sales	12,707	12,129	▲577	95.5%
Operating income	918	815	▲103	88.7%
Income from continuing operations before tax	946	863	▲82	91.3%
Net income	681	598	▲83	87.8%

Year-over-year

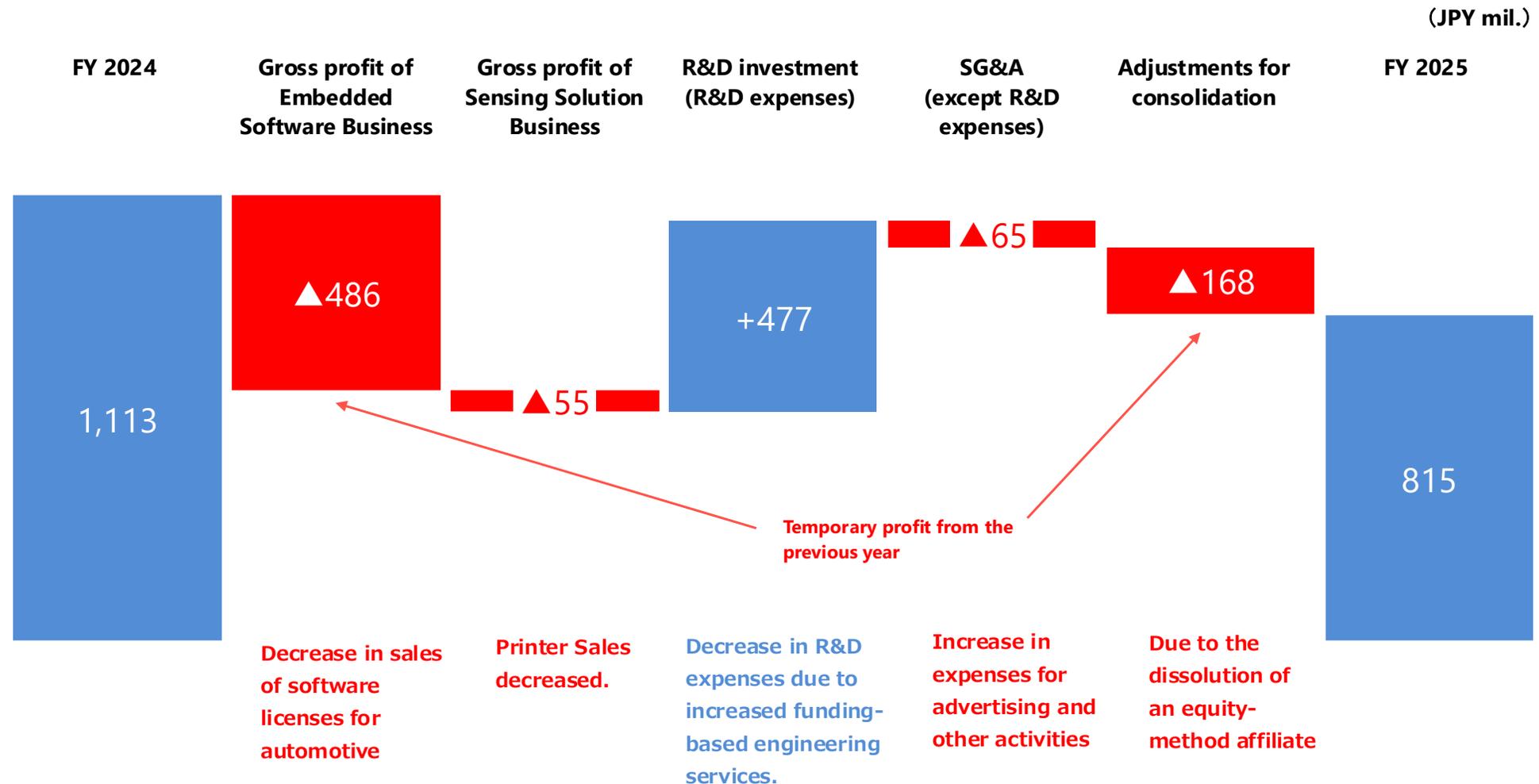
Engineering services grew significantly, offsetting the temporary revenue and profit increases from the previous period (license revenue and unrealized gains) and driving overall revenue growth.

(JPY mil.)				
	FY 2024	FY 2025	△	YoY
Sales	11,908	12,129	+221	+1.9%
Cost of goods sold	7,500	8,432	+931	+12.4%
Revision up	513	256	▲257	▲50.1%
Gross profit	4,407	3,697	▲709	▲16.1%
SG&A	3,293	2,882	▲411	▲12.5%
R&D expenses	909	432	▲477	▲52.4%
Operating income	1,113	815	▲298	▲26.8%
Income from continuing operations before tax	1,163	863	▲299	▲25.7%
Net income	892	598	▲294	▲33.0%

(JPY mil.)				
Sales	#REF!	#REF!	△	YoY
by segment	FY 2024	FY 2025		
Embedded Software Business	11,145	11,525	+380	+3.4%
Embedded Software Products	2,304	1,652	▲652	▲28.3%
Engineering Services	8,841	9,873	+1,032	+11.7%
Sensing Solution Business	602	603	+1	+0.2%
Adjustments for consolidation	159	-	▲159	-

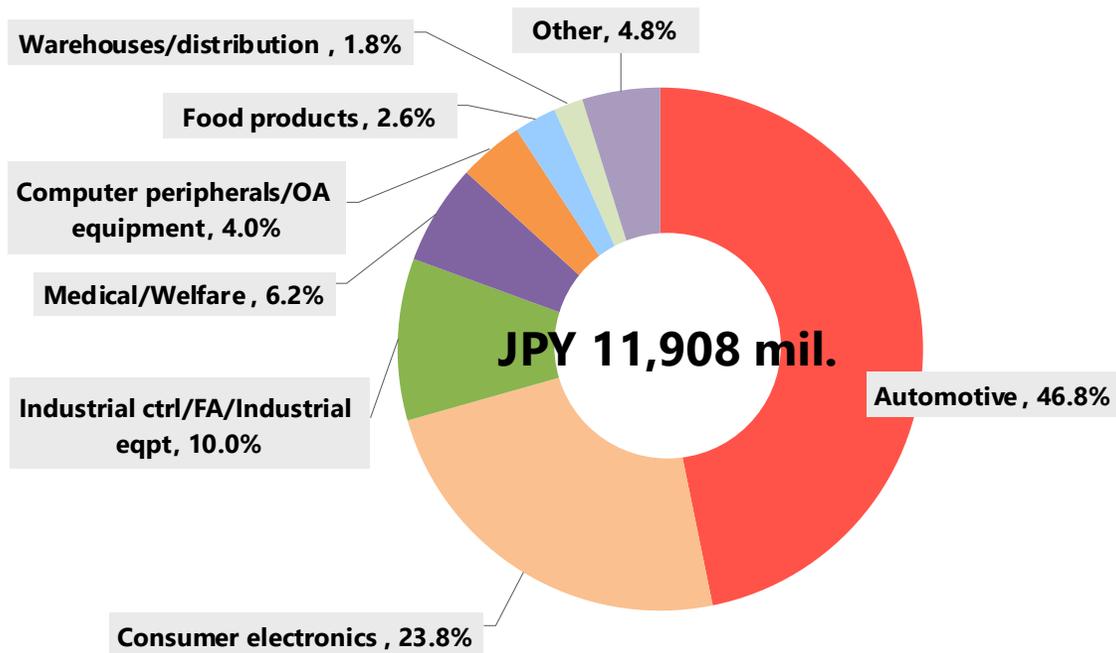
(JPY mil.)				
Operating income	FY 2024	FY 2025	△	YoY
by segment				
Embedded Software Business	910	808	▲101	▲11.2%
Sensing Solution Business	34	6	▲27	▲81.2%
Adjustments for consolidation	168	-	▲168	-

Walk of operating income

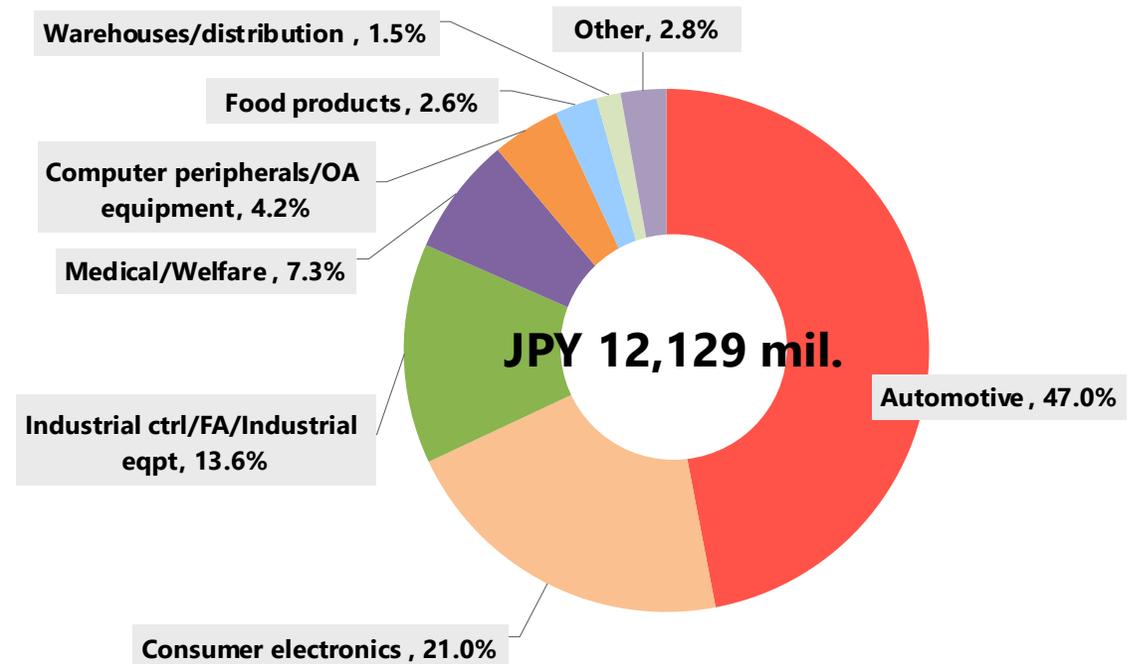


Sales by segments of customers

Stable, with about 50% of sales in the automotive sector and the remaining 50% in a wide range of sectors



FY 2024

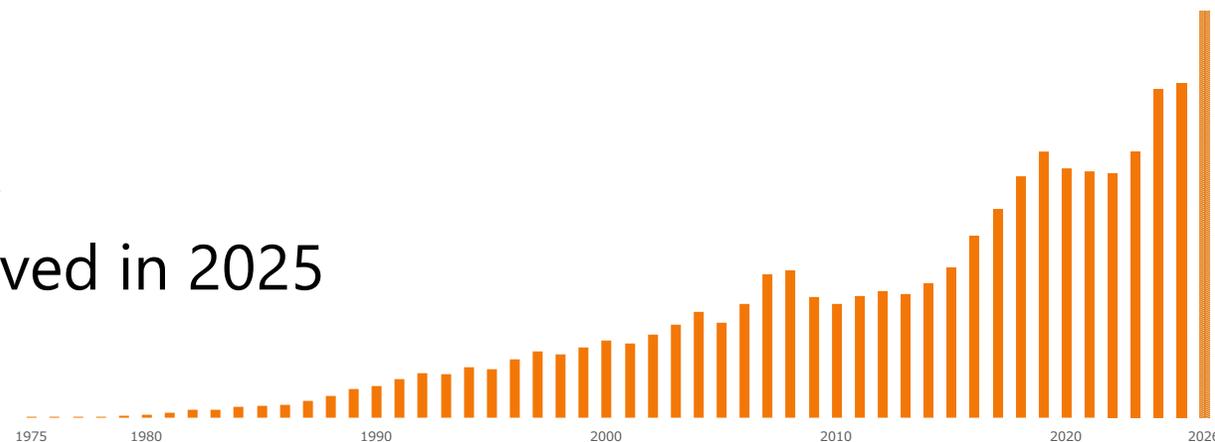


FY 2025

FY 2026 Plan

Plan summary

Plans to exceed the record-high sales achieved in 2025



1. We will pursue increased revenue and profits through further expansion of our embedded software business.
2. We will pursue improved profitability through the expansion of embedded software products and increased profit margins in engineering services.
3. We plan to receive grant income from NEDO* as support for advanced research and development (non-operating income).

* New Energy and Industrial Technology Development Organization

(JPY mil.)

	FY2025	FY2026 (PLAN)	△	YoY	Fist half	Second half
Sales	12,129	14,731	+2,601	+21.4%	6,575	8,155
Embedded Software Business	11,525	14,121	+2,595	+22.5%	1. 6,313	7,808
Sensing Solution Business	603	609	+5	+0.9%	262	346
Operating income	815	1,093	+278	+34.1%	2. 229	864
Income from continuing operations before tax	863	1,199	+335	+38.9%	3. 298	901
Net income	598	824	+225	+37.8%	201	622

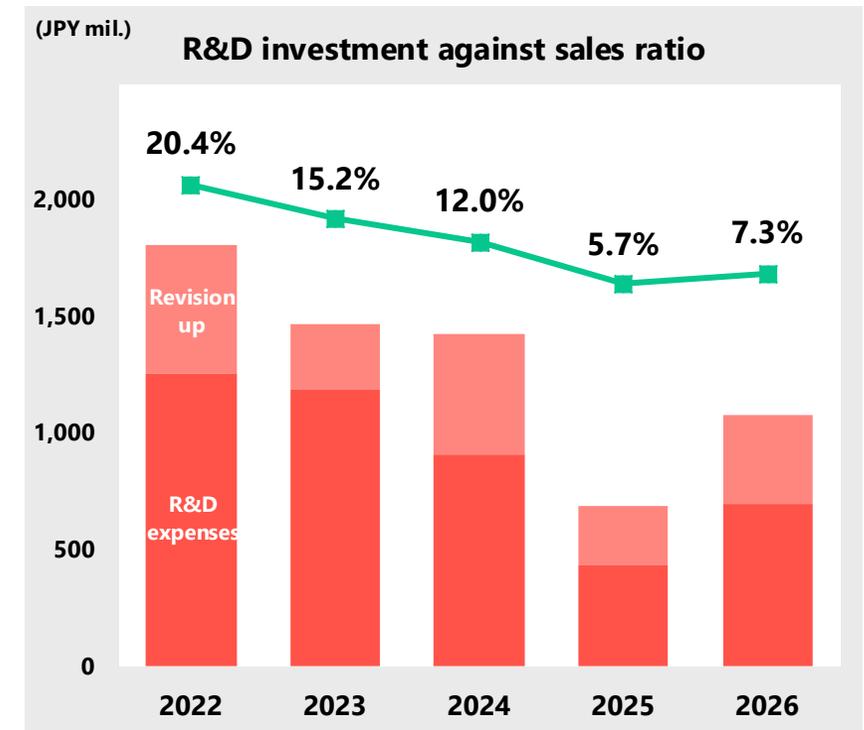
R&D investment

Alongside funding-based engineering services from strategic partners, we will continue development investments in line with the mid-term policy (10% of sales) outlined in the SBP Mid-Term Management Plan.

(JPY mil.)

	FY 2025	FY 2026	△	YoY
Sales	12,129	14,731	+2,601	+21.4%
R&D investment	688	1,077	+388	+56.5%
R&D expenses	432	689	+256	+59.2%
Revision up	256	388	+132	+51.7%
Investment against sales ratio	5.7%	7.3%	-	-

R&D expenses	<ul style="list-style-type: none"> - Investment in new products - Allocated to Cost of Selling
Revision up	<ul style="list-style-type: none"> - Investment to update existing products - Allocated to Cost of goods sold



Shareholder Return

For the time being, we will continue with our existing policy, but we are considering a review in line with the SBP Mid-Term Management Plan.

- The dividend policy for the current fiscal year is based on stabilization of the financial base, stable dividends, and investment in measures to increase corporate value through retained earnings.
- Dividends are planned to be the same amount as the previous fiscal year.
- Considering review of dividend policy in line with growth strategy for the future

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Dividend per share	5.50yen	5.50yen	5.50yen	5.50yen	5.50yen
(interim dividend included)	(1.50yen)	(1.50yen)	(1.50yen)	(1.50yen)	(1.50yen)
Dividend payout ratio	-	82.1%	12.0%	17.6%	13.1%

PLAN

Notes on this document

- Any statements contained in this document that are not historical facts are forward-looking statements based on publicly available information at the time of issuing this document, and therefore, will not guarantee such as the result of operation in the future.
- All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations.
- Risks and uncertainties above include but not limited to factors for economical condition in Japan or overseas and trend in the related industries.
- eSOL undertakes no obligation to publicly update or revise any forward-looking statements notwithstanding new information or events.
- Information other than eSOL group contained in this documents is publicly known, and also, eSOL undertakes no obligation to guarantee its accuracy or adequacy.

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