

Financial Results for Fiscal Year Ending March 31, 2022

May 2022

MARUBUN CORPORATION

1. FY3/22 Summary of Consolidated Financial Results

2. FY2022-2024 Medium-term Business Plan

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FY3/22 Summary of Consolidated Financial Results

FY3/22 Summary of Consolidated Financial Results (Year-on-Year)

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- ▶ Sales growth due to expansion of commercial rights and increased demand for electronic components, industrial equipment, and laser equipment
- ▶ Despite recording a foreign exchange loss due to the rapid depreciation of the yen, ordinary income and net income increased substantially.

(Millions of Yen)	FY3/21 (Previous method)		FY3/22 (Previous method)		YoY Changes	FY3/22 (Revenue recognition accounting standards)
	Actual	Composition Ratio	Actual	Composition Ratio		
Net Sales	289,283	—	313,816	—	+24,533 (+8.5%)	167,794
Gross profit	16,217	5.6%	21,198	6.7%	+4,981 (+30.7%)	20,251
SG&A expenses	15,193	5.3%	14,257	4.5%	△936 (-6.2%)	14,257
Operating income	1,023	0.4%	6,940	2.2%	+5,917 (+578.4%)	5,994
Ordinary income	33	0.0%	3,684	1.1%	+3,651 (-)	4,106
Profit attributable to owners of parent	△2,133	—	2,015	0.6%	+4,148 (-)	2,437

FY3/22 Summary of Consolidated Financial Results (Compared to forecast)

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- ▶ Sales up due to strong sales of semiconductors for consumer electronics
- ▶ Ordinary income and net income did not reach the target due to foreign exchange losses resulting from the yen's depreciation.

(Millions of Yen)	FY3/22 (Forecast) (Announced in October 2021)		FY 3 /22 (Revenue recognition accounting standards)		Compared to forecast
	Actual	Composition Ratio	Actual	Composition Ratio	
Net Sales	163,000	—	167,794	—	+ 4,794
Gross profit	19,200	11.8%	20,251	12.1%	+ 1,998
SG&A expenses	14,200	8.7%	14,257	8.5%	+ 57
Operating income	5,000	3.1%	5,994	3.6%	+ 994
Ordinary income	4,500	2.8%	4,106	2.5%	△ 394
Profit attributable to owners of parent	2,900	1.8%	2,437	1.6%	△ 463

FY3/22 Performance Summary by Business

Electronic Devices Business

Increase in electronic components for consumer and industrial equipment and application-specific ICs for telecommunications equipment

(Millions of Yen)	FY 3 /21 (Previous method)	FY 3 /22 (Previous method)	YoY Changes	FY 3 /22 (Revenue recognition accounting standards)
Net Sales	242,050	262,279	+20,229 (+8.4%)	117,568

Electronic Systems Business

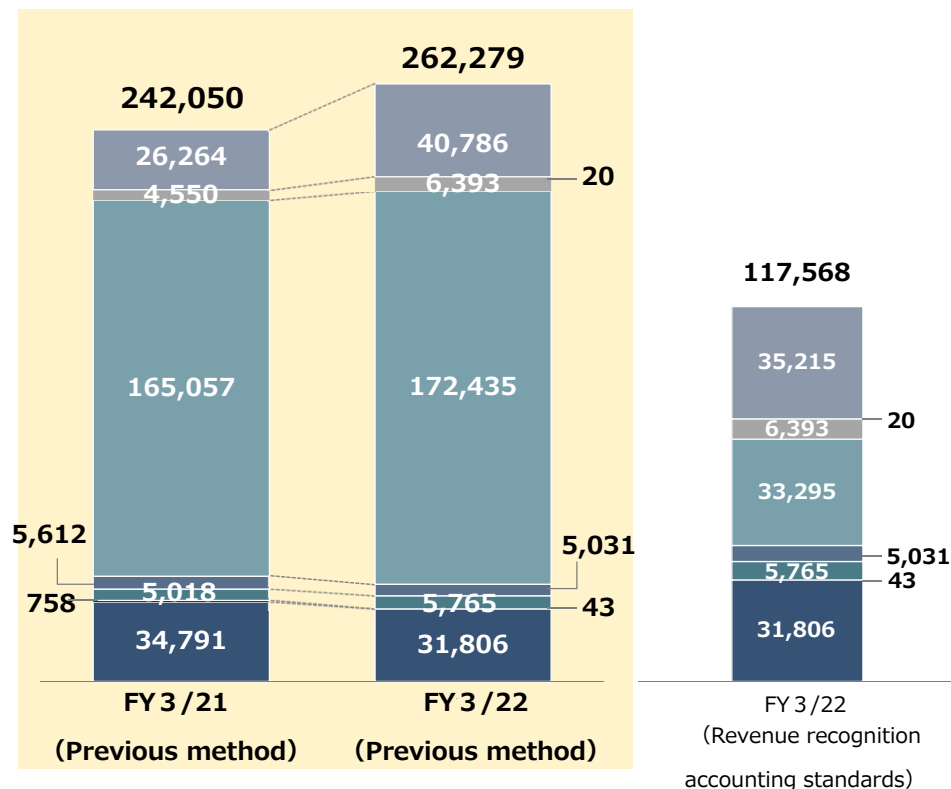
Industrial equipment, laser equipment and medical equipment performed well.

(Millions of Yen)	FY 3 /21 (Previous method)	FY 3 /22 (Previous method)	YoY Changes	FY 3 /22 (Revenue recognition accounting standards)
Net Sales	47,233	51,537	+4,304 (+9.1%)	50,225

FY3/22 Electronic Devices Business Net Sales Breakdown by Product Category

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(Millions of Yen)

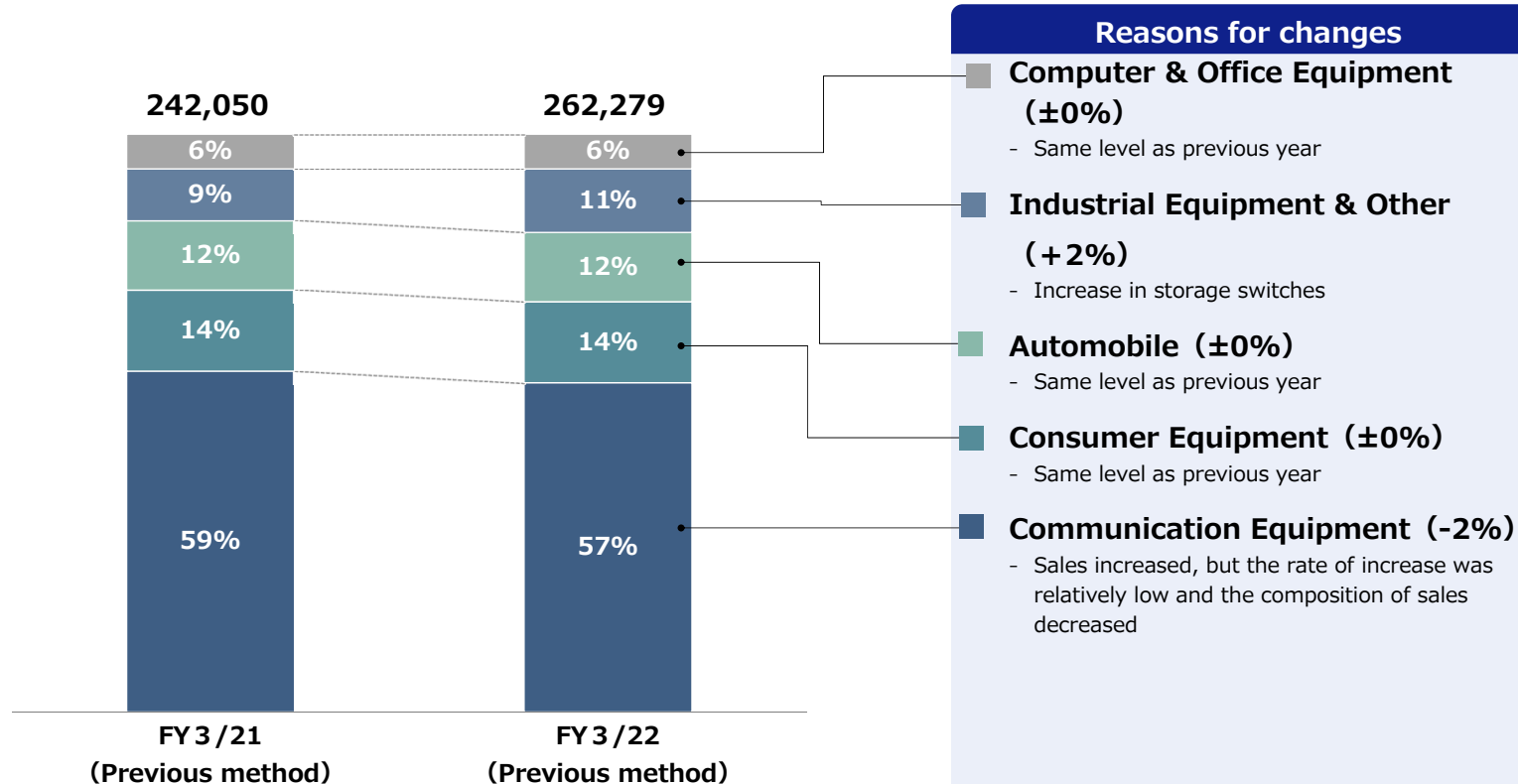


Reasons for changes

- Electronic Components (+14,522)**
 - Increase in components for consumer and industrial equipment and Increase in software products
- Semiconductors and others (+20)**
 - Same level as previous year
- Custom IC (+1,843)**
 - Increase for PC-related equipment
- Special- Use IC (+7,378)**
 - Increase in telecommunications equipment applications
- Micro-Processor (△581)**
 - Decrease in industrial equipment applications
- Memory IC (+746)**
 - Increase in automotive applications
- Standard Logic IC (△716)**
 - Decrease in industrial equipment applications
- Analog IC (△2,985)**
 - Decrease in sales to automotives and industrial equipment

FY3/22 Electronic Devices Business Market Trend by Application

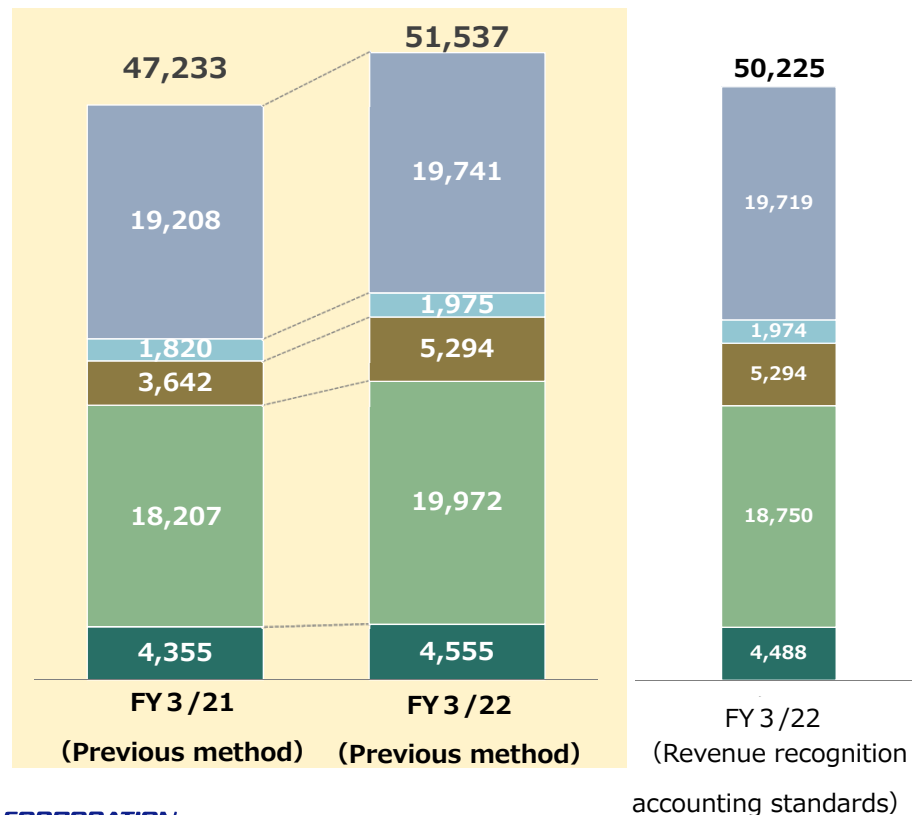
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FY3/22 Electronic Systems Business Net Sales Breakdown by Product

Confidential

(Millions of Yen)



Reasons for changes

- **Medical Equipment (+533)**
 - Increase in diagnostic imaging equipment
- **Information & Communication Equipment (+154)**
 - Same level as previous year
- **Laser Equipment (+1,652)**
 - Increase in semiconductor lasers for embedded in industrial equipment
- **Industrial Equipment (+1,765)**
 - Increase in electronic component assembly and inspection equipment
- **Space & Defense Electronics (+200)**
 - Same level as previous year

FY3/22 Summary of Balance Sheets

- ▶ Total assets increased by 21.1 billion yen from the end of the previous period to 148.1 billion yen, mainly due to an increase in accounts receivable-other.

(Millions of Yen)	FY3/21	FY3/22	Changes Amount
Total assets	127,006	148,179	+21,173
Current assets	114,804	137,604	+22,800
Cash and deposits	26,874	25,245	△1,629
Notes and accounts receivable - trade	51,058	44,215	△6,843
Merchandise and finished goods	34,174	30,313	△3,861
Accounts receivable - other	596	35,087	+34,491
Noncurrent assets	12,202	10,575	△1,627
Total liabilities	81,966	100,604	+18,638
Current liabilities	76,165	94,746	+18,581
Notes and accounts payable - trade	30,298	21,121	△9,177
Short-term borrowings	42,194	48,672	+6,478
Accounts payable - other	1,349	21,855	+20,506
Noncurrent liabilities	5,801	5,858	+57
Total net assets	45,040	47,574	+2,534

FY2022-2024 Medium-term Business Plan

- Marubun Nextage 2024 -

Review of the previous medium-term management plan (FY2019-FY2021) -Results-

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- ▶ Despite the impact of the new coronavirus infection, profitability improved due to growth in high value-added products, achieving the mid-term target of ROE of 5.0% or more

(Millions of Yen)	FY2019 (Base year)	FY2021 (Revenue recognition accounting standards)
Net Sales	3,266	1,678
Ordinary income	30	41
Ordinary Income Ratio	0.9 %	2.5 %
ROE	3.8 %	5.9 %

Review of the previous medium-term management plan (FY2019-FY2021) -Vision-

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- ▶ Although progress has been made in shifting business portfolios and developing products for growth markets, efforts to create business opportunities through ESG are still under construction.

Vision	Results of Initiatives
Building a business model that creates new value	<ul style="list-style-type: none">■ Started AI robot installation and software sales as a new business, and proceeded with the transformation of business portfolio.
Promote business development for growth markets	<ul style="list-style-type: none">■ Expanding products and services for the medical and nursing care market, which is becoming increasingly digitalized■ Promote development of advanced and high-performance commercial products such as local 5G
Strengthen efforts to contribute to a sustainable society	<ul style="list-style-type: none">■ Sustainability Committee established, but concrete initiatives and business opportunities are yet to be created.

Review of Action Plan

	Priority measures	Results of Initiatives
Electronic Devices Business	1 Promote high value-added Businesses	<ul style="list-style-type: none"> Improved profitability by expanding line cards at existing suppliers and promoting development of new suppliers, especially for analog products
	2 Business expansion in growth markets	<ul style="list-style-type: none"> Focus on development of advanced commercial products such as IoT, AI, and robotics Business plan delayed due to action restraints caused by the COVID-19 pandemic
	3 Building a new business model	<ul style="list-style-type: none"> Launched software sales Start a subscription agreement or license business
Electronic Systems Business	1 Differentiation of products handled	<ul style="list-style-type: none"> Pioneer the local 5G market by expanding products and services for 5G communications Expanded product lineup to include embedded boards for AI/IoT and PCR testing kits
	2 Service differentiation	<ul style="list-style-type: none"> The COVID-19 pandemic restricts on-site support and reduces opportunities for technology and services
	3 Demonstration of the Group's integrated strength	<ul style="list-style-type: none"> Continue to provide one-stop service combining product sales and maintenance

Business Environment

- ▶ Business opportunities expand with the arrival of a new era of technological innovation called the 4th Industrial Revolution

Increased demand due to the advent of the 4th Industrial Revolution

Further acceleration of technological innovation

Accelerating technological innovations such as EVs for automobiles and faster, higher-capacity communications

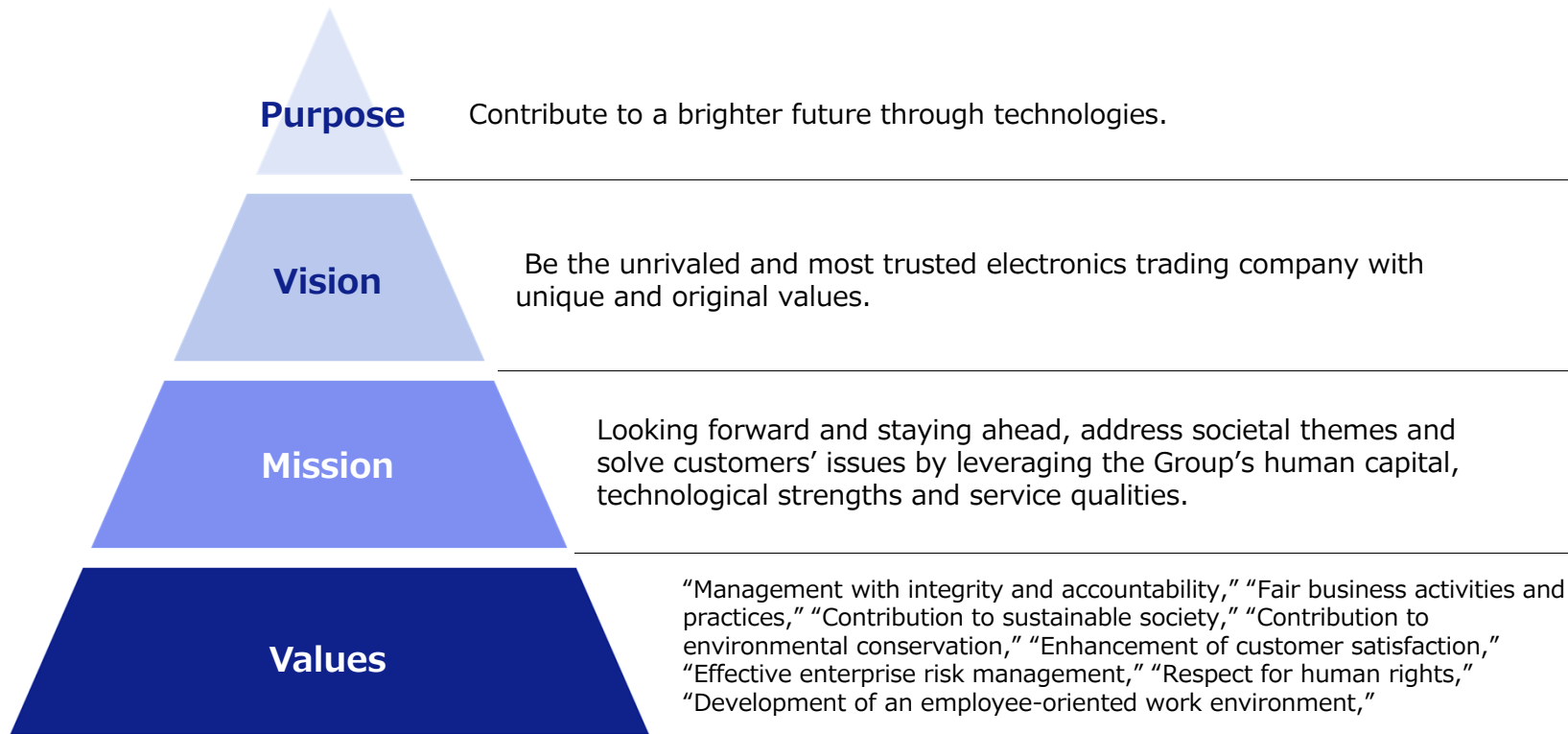
Accelerating the realization of Society 5.0

Accelerating movement toward a world where innovative technologies such as AI and IoT are incorporated into all industries and society

The challenge is to develop new solutions that integrate commercial products× technologies

Issues include responding to diversifying needs, strengthening system integration functions that combine various commercial products, and promoting the development of integrated solutions that fuse communication and IoT technologies.

Marubun Corporate Philosophy Framework



Outline of the New Medium-Term Management Plan "Marubun Nextage 2024 "

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Corporate Slogan

『Link with the Future, Connect with Technologies』

Basic Policy of Marubun Nextage 2024

■ Promotion of sustainability management

The Group will promote ESG/SDGs (Sustainable Development Goals) initiatives toward the realization of sustainable growth and will pursue social values through the enhancement of cooperation with stakeholders and the conduct of mission-oriented business.

■ Foray into new business fields and creation of platform for growth

The Group will continuously pursue new opportunities for business growth by boldly taking on challenges in new markets and fields.

■ Promotion of selection and concentration in existing business and enhancement of solution development

The Group will accelerate solution development from customers' perspectives and work to enhance competitive strength through a process of selection and concentration in existing business.

■ Enhancement of Group management

The Group will create added values through cooperation among segments (Electronic Devices, Electronic Systems and Electronic Solutions businesses) and global synergy through cooperation among group companies in Japan and overseas and will return the benefits of its efforts to customers.

■ Improvement of business operation base and internal processes

The Group will improve productivity and efficiency through the enhancement of infrastructure for business operations, the improvement of operational processes, human resources development and the reform of working practices.

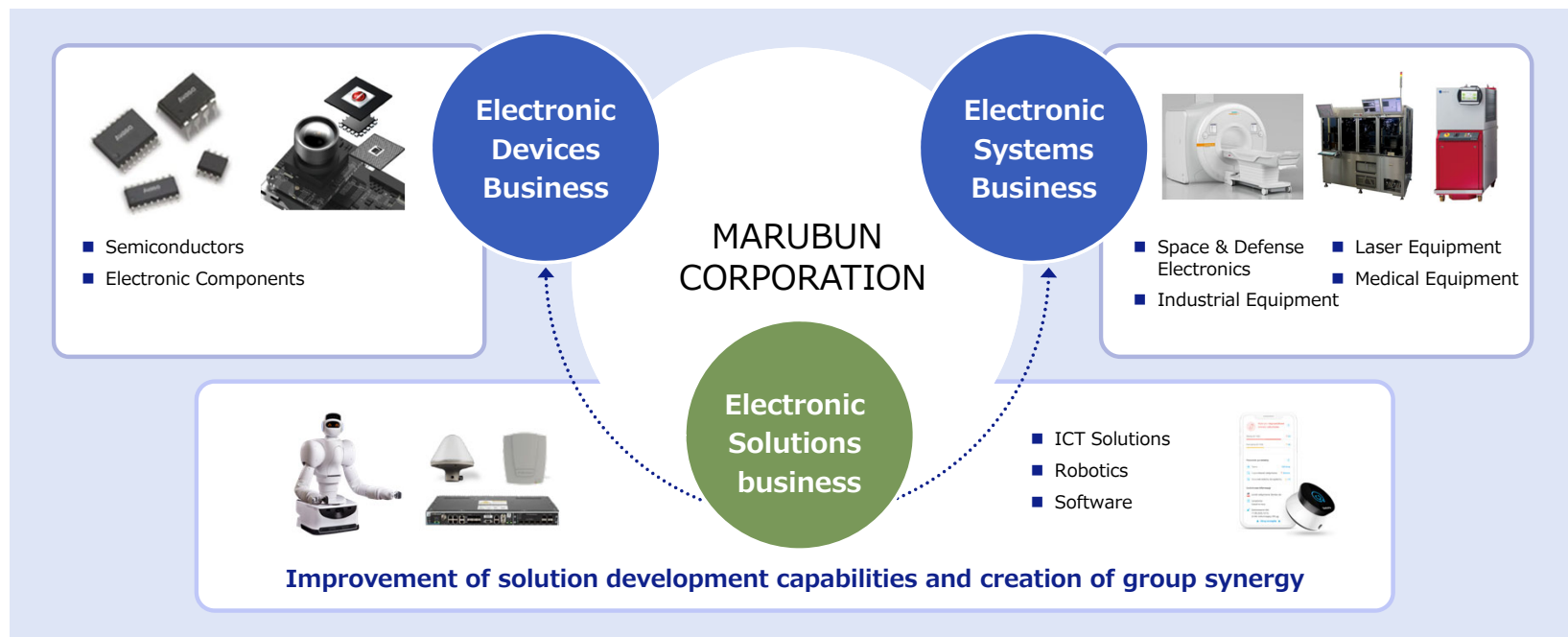
The direction we are heading

- ▶ Pursue opportunities for business development and expansion through the achievement of the new medium-term management plan
- ▶ Promote effective strategic policy planning and management



Business segments

- ▶ The Marubun Group will advance its business by establishing the third business segment of the Solutions Business in FY2022, in addition to the existing two core business segments of the Electronic Devices Business and Electronic Systems Business.
- ▶ The Marubun Group plans to combine its wealth of commercial products with AI/IoT and network technologies and provide new added value as its unique solutions to customers.



Business Strategies for Each Business Segment

-Electronic Devices Business-

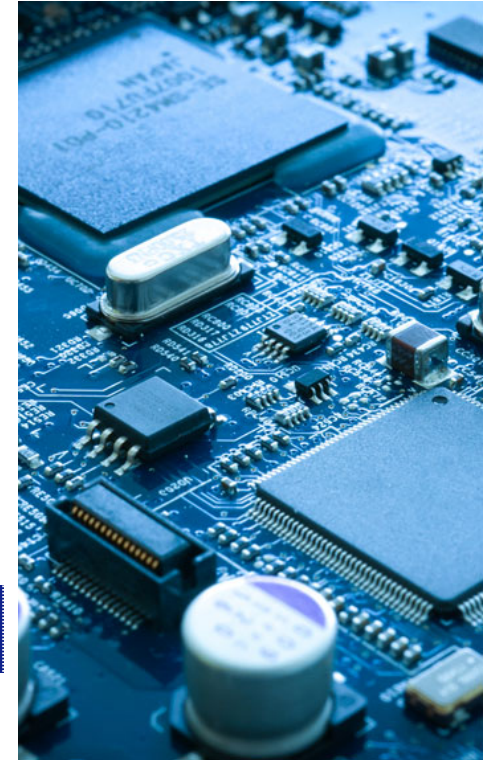
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Development of new commercial products and new commercial rights

- ▶ Work to strengthen the business foundation by focusing on the development of new, high added-values commercial products and new sales destinations.

Maintenance and improvement of profitability of existing business

- ▶ Ensure low cost operations and improve the productivity and efficiency of business



(Millions of Yen)	FY2021 results	FY2024 plan	Growth in target period
Segment net sales	1,174	1,430	+21.8%

Business Strategies for Each Business Segment

-Electronic Systems Business-

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Expansion of business scale and earnings base in new business domains

- Promote the development of new markets and commercial products

Enhancement of competitive advantage in existing domains

- Refine the Group's professional capabilities in existing business domains and enhance its position in the market.

Strengthening Group collaboration

- Further enhance cooperation among Group companies in Japan and overseas and provide services globally based on collective strengths.

(Millions of Yen)	FY2021 results	FY2024 plan	Growth in target period
Segment net sales	484	630	+30.2%



Business Strategies for Each Business Segment

-Electronic Solutions business-

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Development and promotion of high added values business

- ▶ Continuously find innovative commercial products and technologies with an eye on growthmarkets and promote commercialization.
- ▶ Look for opportunities for investment in prospective venture enterprises and alliance with external partners.

Creation and expansion of new business models

- ▶ Establish new business models, such as business involving subscription and license business.

Improvement of solution development capabilities and creation of group synergy

- ▶ Develop solutions unique to the Marubun Group by combining its commercial products, technologies and services based on its network and IoT technologies, in order to provide new added values to customers

(Millions of Yen)	FY2021 results	FY2024 plan	Growth in target period
Segment net sales	20	40	+100.0%



Enhancement of business foundation and infrastructure

- 1** Enhance sustainability initiatives and information disclosure.
- 2** Improve platforms for strengthening digital marketing and customer relations.
- 3** Promote the development of frameworks for integrated risk management and the enhancement of risk monitoring operations.
- 4** Work to further enhance the corporate governance system as a company listed on the Prime Market.
- 5** Continuously promote human resources investment and the development of a comfortable working environment and IT infrastructure.

Financial targets

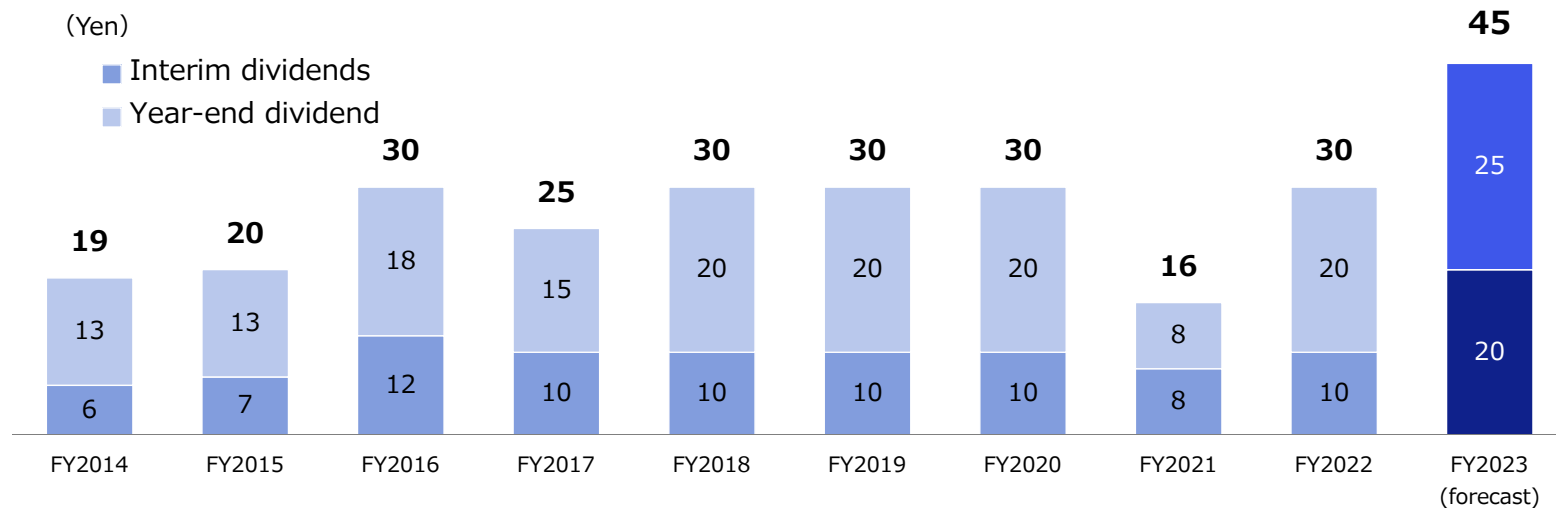
- ▶ Achieve a consolidated ordinary income of 6.0 billion yen and 8% in ROE and will work to improve profitability and equity capital efficiency.
- ▶ operating cashflow will be used to reduce debt, after being allocated for capital investment and dividend distribution. The Group also expects to use it to achieve highly strategic non-organic growth opportunities and investment in prospective venture enterprises.

(Millions of Yen)	FY2021 results	FY2024 Target
Consolidated net sales	1,678	2,100
Ordinary Income	41	No less than 60
Ordinary income margin	2.5 %	2.9 %
ROE	5.9 %	8.0% or higher

Dividend Policy

- ▶ Consolidated dividend payout ratio was changed from 30% to more than 40%, and stable and performance-based dividends were paid.

**Consolidated dividend payout ratio
30% → 40%**



FY3/23 Summary of Consolidated Financial Forecasts

FY3/23 Summary of Consolidated Financial Forecasts

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- ▶ Expect to increase sales of semiconductors for consumer electronics, industrial equipment and medical equipment
- ▶ Operating income is expected to decrease from the previous year due to an increase in SG&A expenses, but ordinary income and net income are expected to increase.

(Millions of Yen)	FY2022		FY2023		YoY Changes
	results	Composition Ratio	taeget	Composition Ratio	
Net Sales	167,794	—	195,000	—	+ 27,206 (16.2%)
Gross profit	20,251	12.1%	20,500	6.7%	+ 249 (1.2%)
SG&A expenses	14,257	8.5%	15,400	4.5%	+ 1,143 (8.0%)
Operating income	5,994	3.6%	5,100	2.2%	△ 894 (-14.9%)
Ordinary income	4,106	2.4%	4,500	1.1%	+ 394 (9.6%)
Profit attributable to owners of parent	2,437	1.5%	2,900	0.6%	+ 463 (19.0%)

FY3/23 Summary of Business Forecast by Business Segment

※ Figures for the fiscal year ended March 31, 2022 have been restated to reflect the reorganization of the three businesses.

Electronic Devices Business

Expect increase due to acquisition of new commercial rights and handling of new commercial products

(Millions of Yen)	FY3/22 Actual※	FY3/23 Forecast	YoY Changes
Segment net sales	117,442	137,500	+20,058 (+17.1%)

Electronic Systems Business

Expect increase mainly in industrial and medical equipment based on high order backlog

(Millions of Yen)	FY3/22 Actual※	FY3/23 Forecast	YoY Changes
Segment net sales	48,366	55,200	+6,834 (+14.1%)

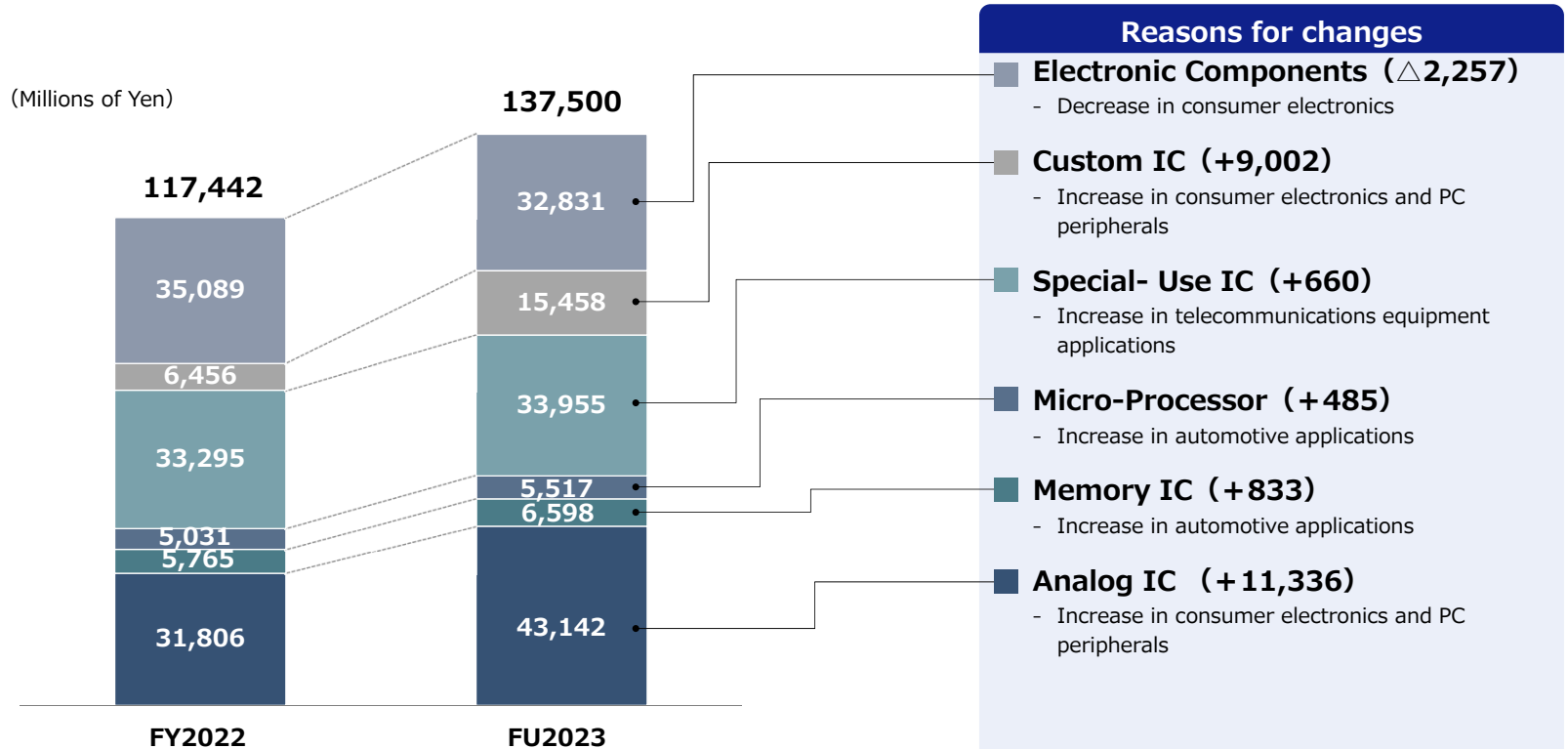
Electronic Solutions business

Demand for information and telecommunications is expected to grow due to the expansion of 5G-related markets

(Millions of Yen)	FY3/22 Actual※	FY3/23 Forecast	YoY Changes
Segment net sales	1,985	2,300	+315 (+15.9%)

FY3/22 Electronic Devices Business Net Sales Forecast Breakdown by Product Category

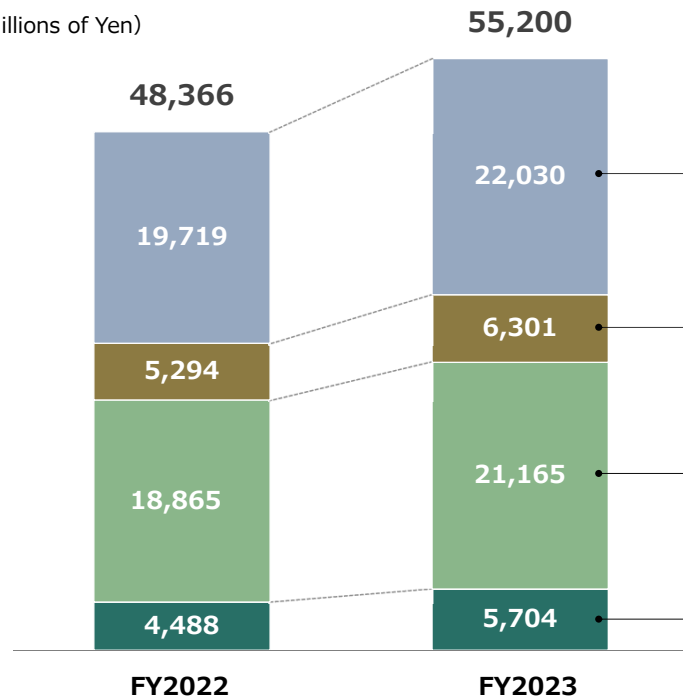
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FY3/22 Electronic Systems Business Net Sales Forecast Breakdown by Product Category

Confidential

(Millions of Yen)



Reasons for changes

Medical Equipment (+2,310)

- Increase in diagnostic imaging equipment

Laser Equipment (+1,007)

- Increase in laser processing equipment and light source components

Industrial

Equipment (+2,300)

- Increase in electronic component assembly and inspection equipment

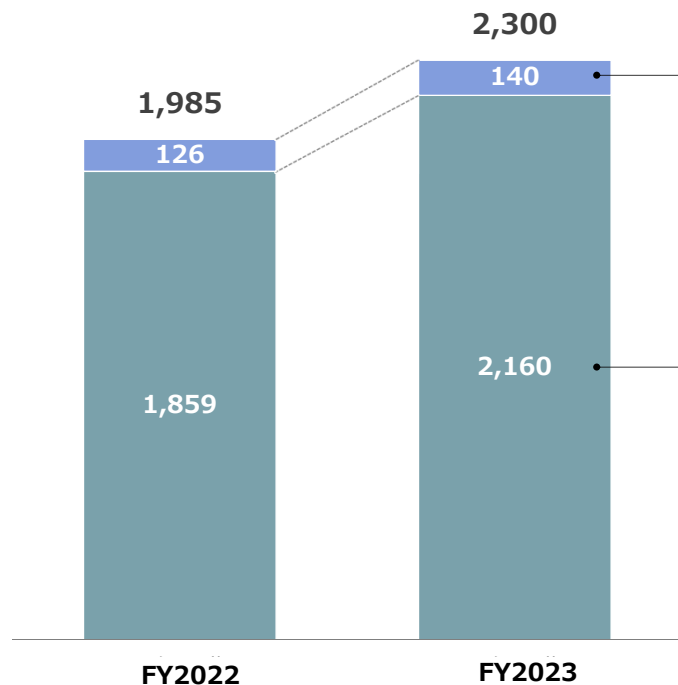
Space & Defense Electronics (+1,216)

- Increase in electronic equipment

FY3/22 Electronic Solutions Business Net Sales Forecast Breakdown by Product Category

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(Millions of Yen)



Reasons for changes

AI · Robotics (+13)

- Same as previous year

Information & Communication

Equipment (+301)

- Increase for 5G communications

MARUBUN CORPORATION

About Marubun

Company Profile

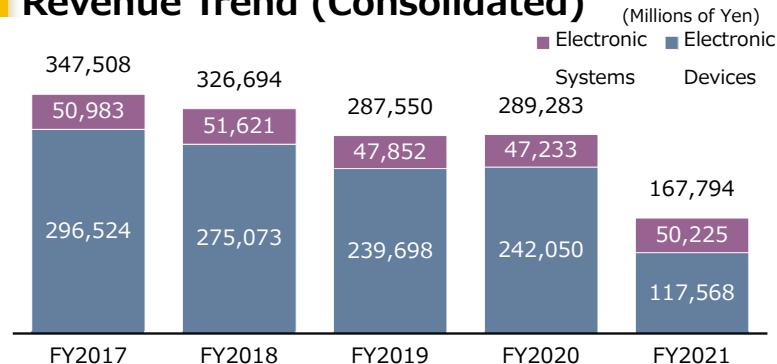
Profile

Founded	1844
Incorporated	July 1947
Head Office	8-1, Niihonbashi Odenmachi, Chuo-ku, Tokyo
Capital	6,214 million yen
Fiscal Year	Apr.1-Mar.31
CEO	Toru Iino
Revenue	Consolidated: 1,677 million yen (FY21) Non-consolidated: 2,374 million yen (FY21)
Employees	Consolidated: 1,119(end of Mar.2022) Non-consolidated: 577(end of Mar.2022)
Listed	Prime Market of the Tokyo Stock Exchange (7537)

Business Domains

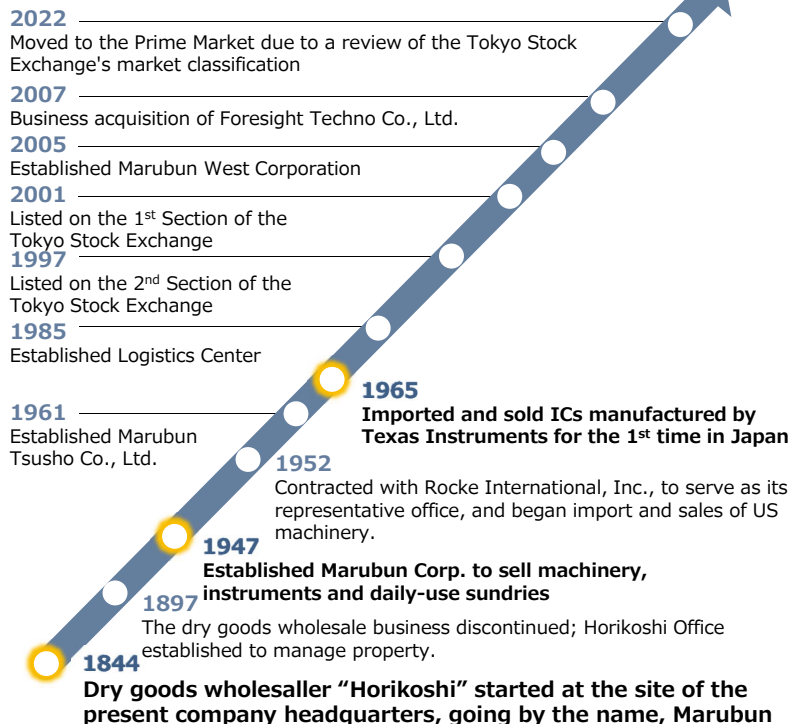
Electronic Devices Business	Electronic Systems Business	Electronic Solutions Business
<ul style="list-style-type: none"> Semiconductors Electronic Components 	<ul style="list-style-type: none"> Space & Defense Electronics Industrial Equipment Laser Equipment Medical Equipment 	<ul style="list-style-type: none"> Information & Communication Equipment AI & Robotics

Revenue Trend (Consolidated)

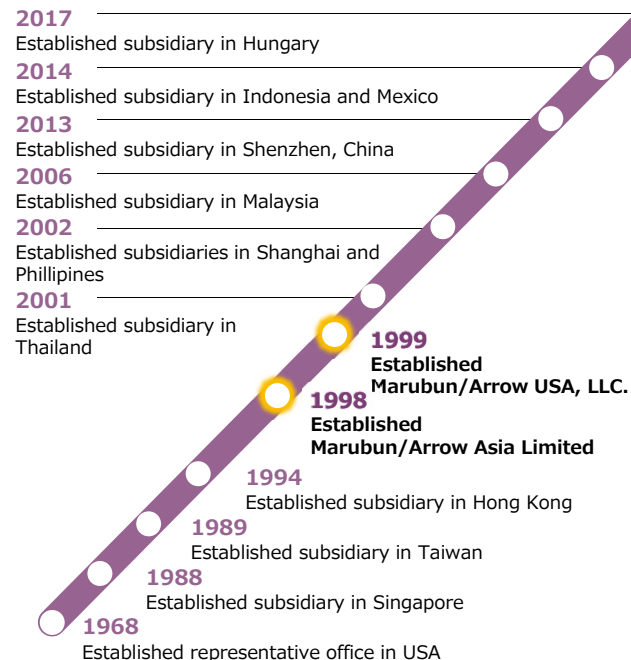


History of Company Operations

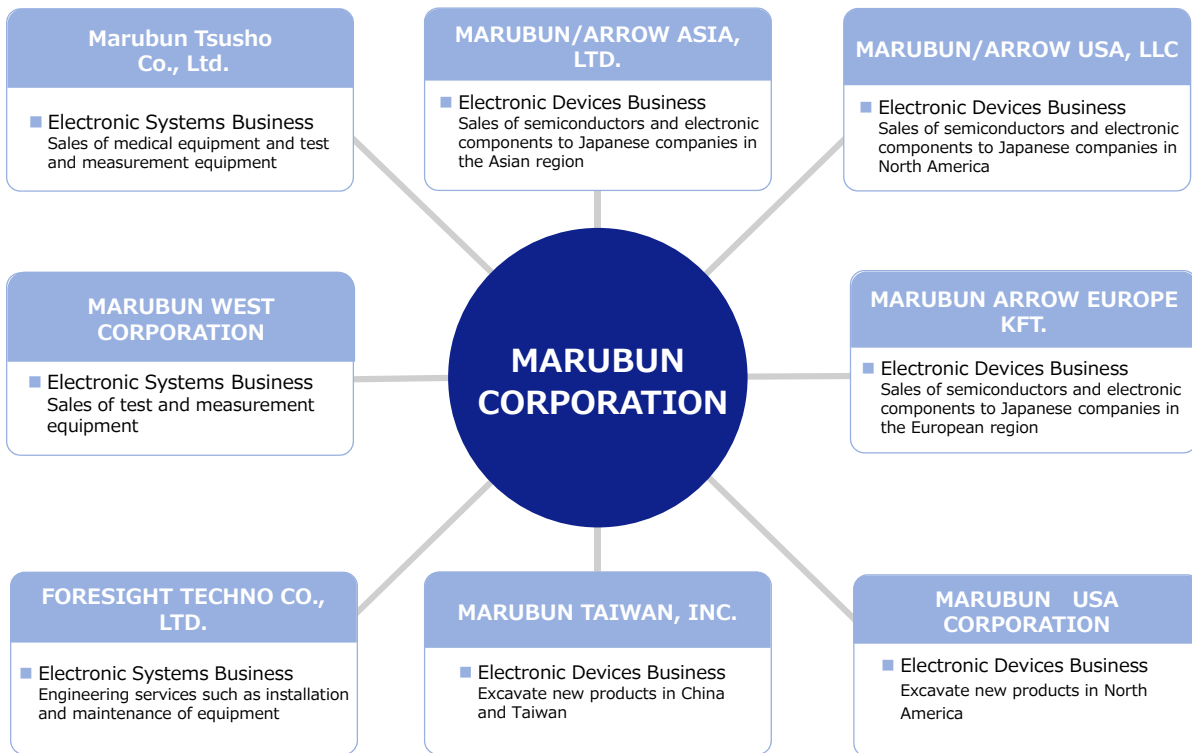
Japan



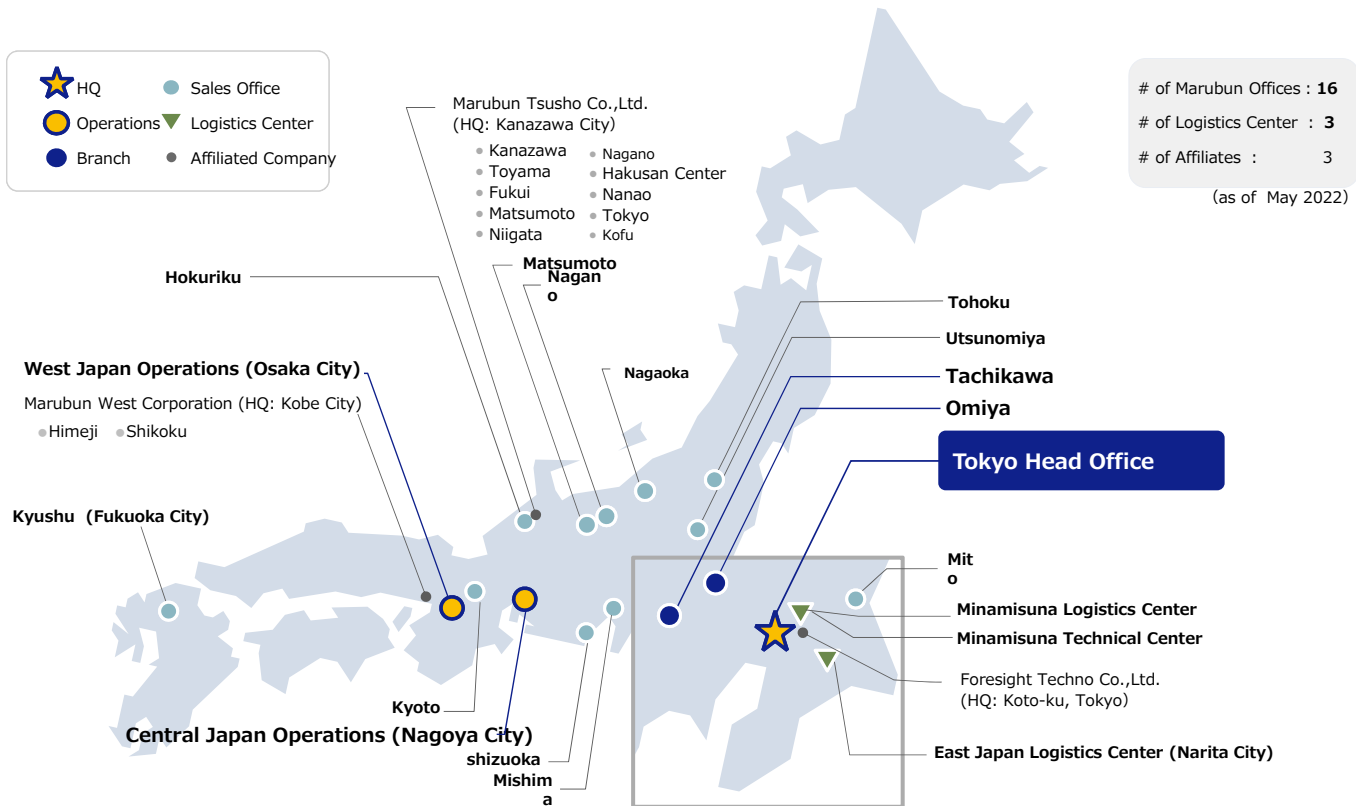
Overseas



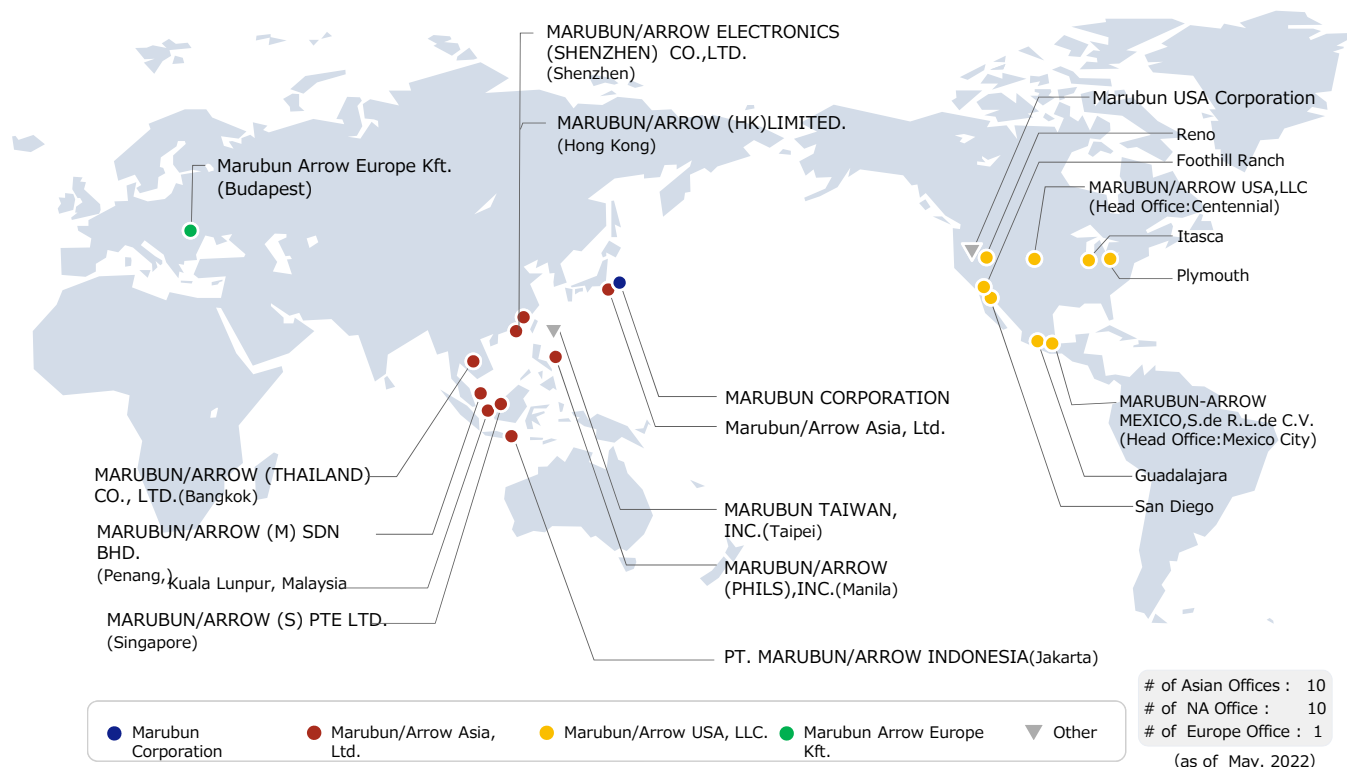
Group Company



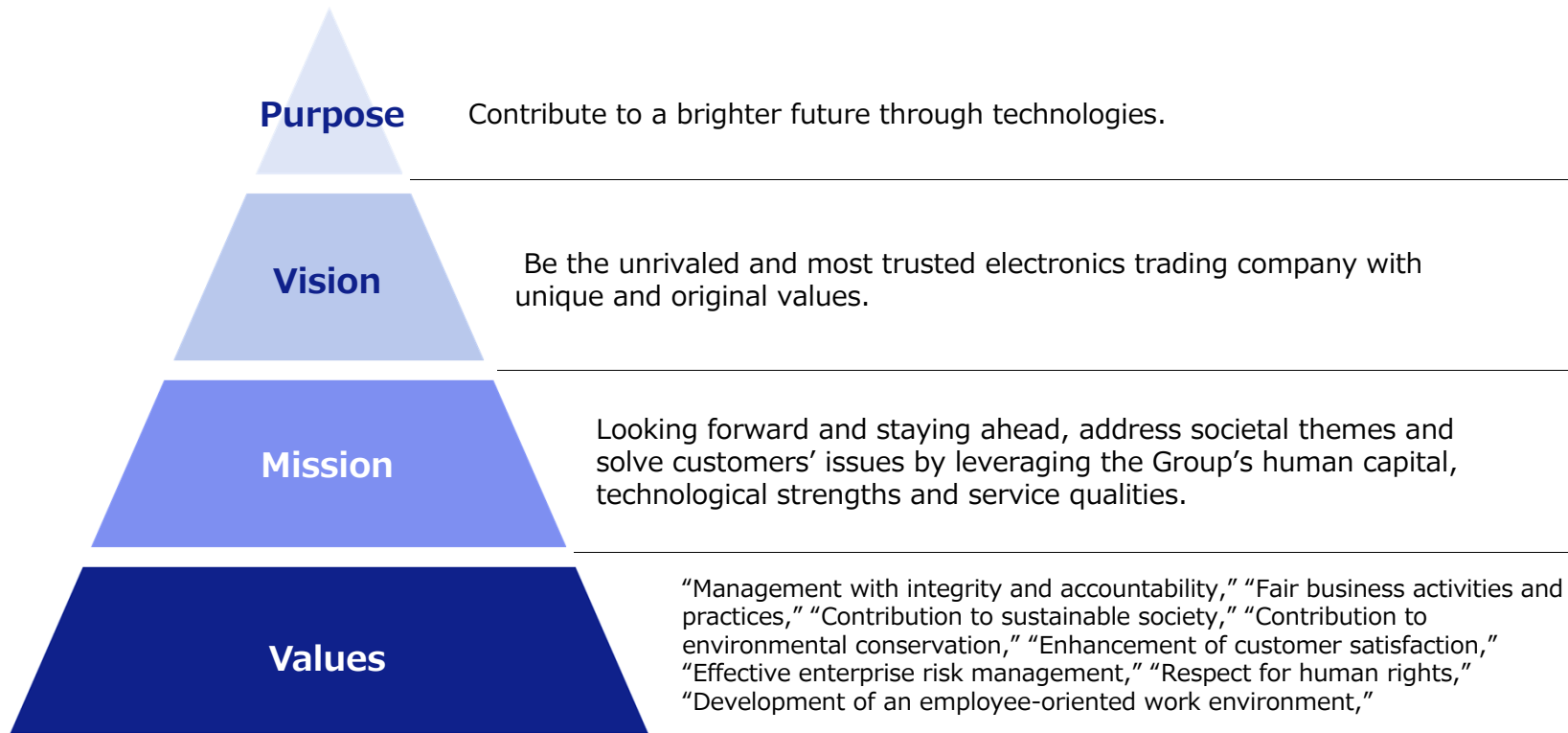
Domestic Offices



Worldwide Sales Network



Marubun Corporate Philosophy Framework



Value provided

Global Support

- Collaboration with Arrow Electronics
- Worldwide Japanese quality support by Marubun Arrow

Extensive line cards and product synergy

- Lineup of competitive suppliers at home and abroad
- A wide range of products, from standard products to custom products.

Value provided

System solution

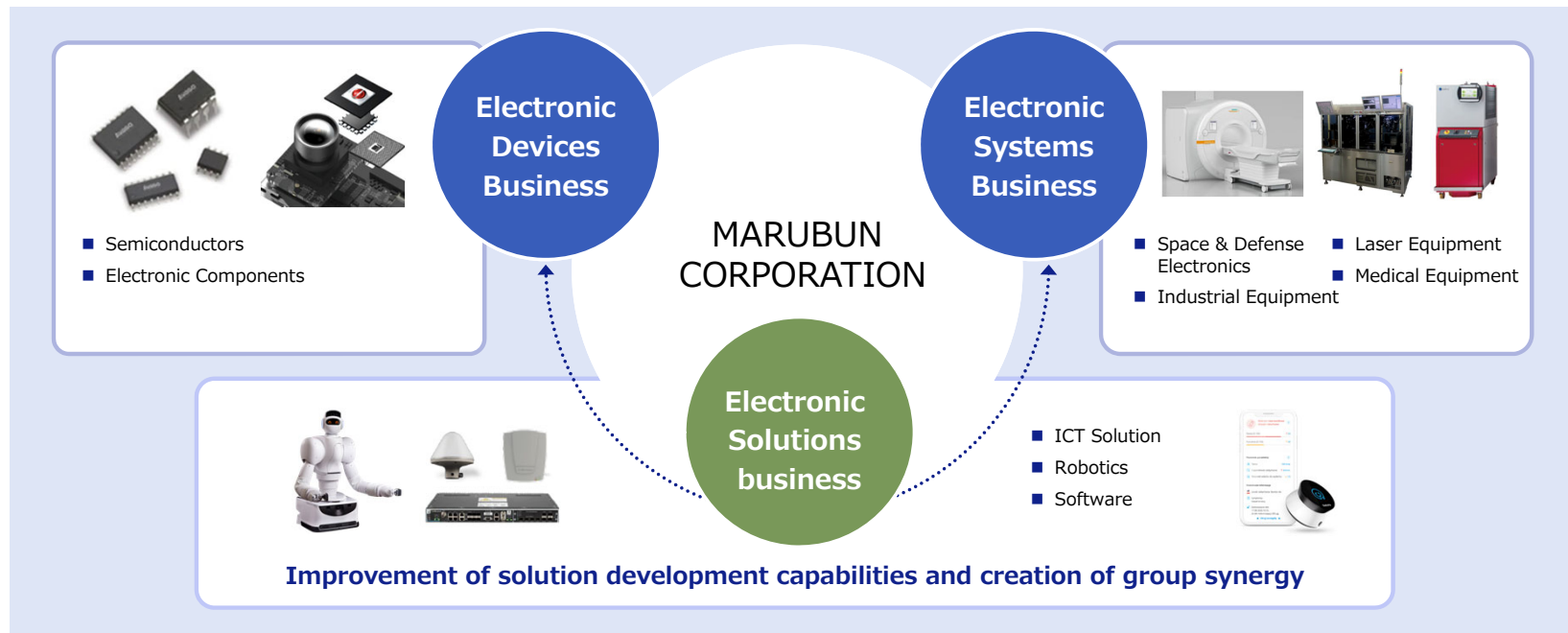
- A strong technical support system with a high level of expertise
- Cooperative relationships with third parties, module manufacturers, EMS/ODM, etc.

A strong customer base built up over many years of business

- A strong customer base centered on domestic electronic device manufacturers

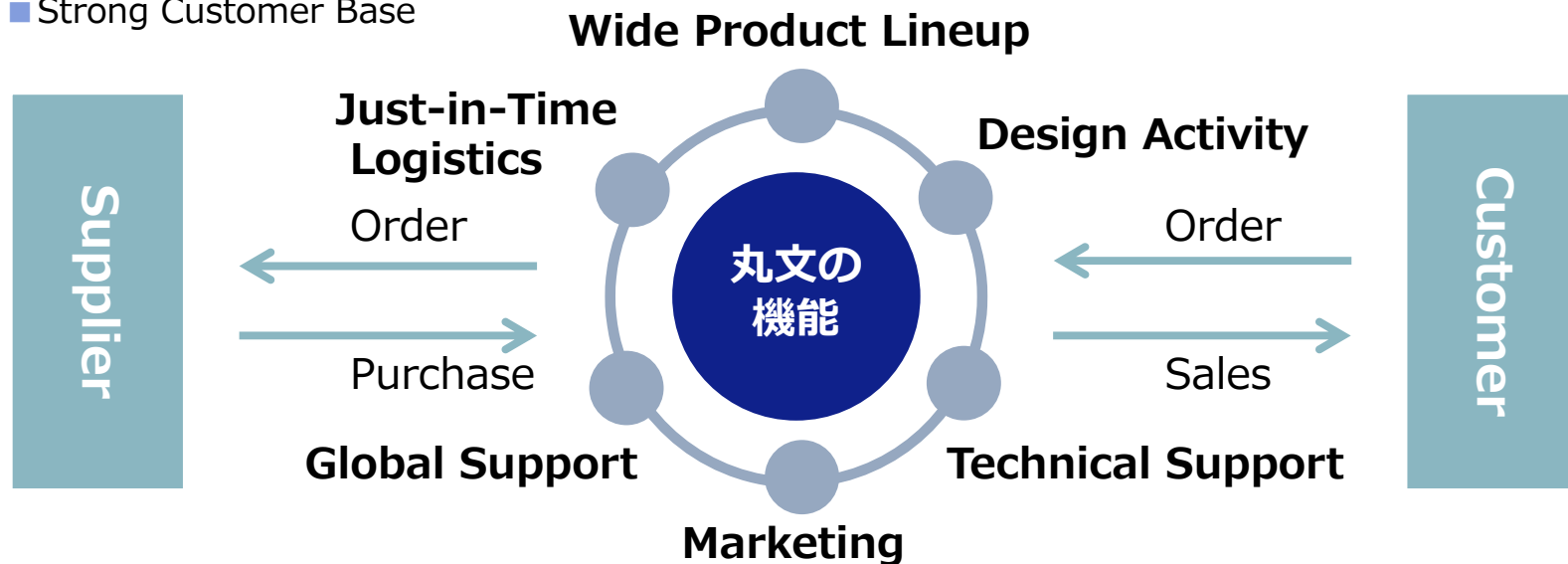
Business segments

- ▶ The Marubun Group will advance its business by establishing the third business segment of the Solutions Business in FY2022, in addition to the existing two core business segments of the Electronic Devices Business and Electronic Systems Business.
- ▶ The Marubun Group plans to combine its wealth of commercial products with AI/IoT and network technologies and provide new added value as its unique solutions to customers.



Characteristics and Strengths -Electronic Devices-

- Wide Product Lineup through Overseas Suppliers
- Global Sales Network in Alliance with Arrow Electronics, Inc.
- Effective Solution Suggestion through High Technological Skill
- Strong Customer Base



Affiliations -Electronic Devices-

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Company	Head Quarter	Establish	Share	Business
Marubun USA Corporation	California, U.S.A.	October 1983	100%	Holding company of Marubun/Arrow USA,LLC
Marubun Taiwan, Inc.	Taipei, Taiwan	November 1989	100%	Supply of semiconductors and electronic components made in Taiwan
Marubun/Arrow Asia, Ltd.	British Virgin Islands	October 1998	50%	Holding Company of Marubun/Arrow(S) Pte Ltd. And Marubun/Arrow(HK) Ltd.
Marubun/Arrow (S) Pte Ltd.	Pereira Road, Singapore	March 1988	50%	
Marubun/Arrow (HK) Ltd.	Hong Kong, China	August 1994	50%	
Marubun Arrow (Thailand) Co., Ltd.	Bangkok, Thailand	October 2000	50%	
Marubun/Arrow (Phils), Inc.	Laguna, Philippines	October 2001	50%	
Marubun Arrow (M) SDN BHD	Penang, Malaysia	June 2006	50%	Sales of semiconductors and electronic components to Japanese companies in overseas
Marubun/Arrow Electronics (Shenzhen) Co., Ltd.	Shenzhen, China	June 2013	50%	
PT. Marubun Arrow Indonesia	Jakarta, Indonesia	April 2014	50%	
Marubun/Arrow USA, LLC*	Delaware, U.S.A.	November 1998	50%	
Marubun-Arrow Mexico, S. de R.L. de C.V.*	MexicoCity, MEXICO	September 2014	50%	
Marubun Arrow Europe Kft.*	Budapest, Hungary	November 2017	50%	

* Marubun/Arrow USA , Marubun-Arrow Mexico and Marubun Arrow EUROPE KFT are equity method affiliates.

Main Products(by Supplier) -Electronic Devices-

Item Suppliers	Semiconductor					Electronic Components		
	Analog IC	Memory IC	Microprocessor	Special-use IC	Custom IC	Electronic Components	Electrical Equipment	Other
	Analog, Sensor, Discrete	DRAM, Flash Memory	MPU, MCU, DSP	ASSP,LED	Custom,ASIC,FPGA	Display, Crystal Device, Connector, Switch, PCB	Robot, IoT Device&Solution, Medical Equipment	Power supply, Software, IP licensing, Modules
ABLIC	●	●						
Afero				●			●	●
Asahi Kasei Microdevices	●		●	●	●			
ATP		●						
Afero				●				
Broadcom	●			●	●	●	●	●
Cree	●							
Cypress※		●	●	●				
Eink						●		
InvenSense	●							
ISSI	●	●		●				
GOWIN					●			
Littelfuse	●					●		
Maxim	●		●	●		●		
Microchip	●	●	●	●	●	●		
Molex						●		
Monolithic Power Systems	●							
Nuvoton	●		●	●	●			
Qorvo	●			●				
Seiko Epson			●	●	●	●	●	
SEMTECH	●			●				
TE Connectivity	●					●		
VANTIQ								●
VICOR								●
VISHAY	●			●				●
Western Digital		●						

*1:Cypress Semiconductor, An Infineon Technologies Company *2:Monolithic Power Systems,Inc.

Characteristics and Strengths -Electronic Systems-

- Providing Technologically Competitive Products in High-End Markets
- Consistent, High-Leve Technical Support
(from system integration, installation to maintenance services)



Affiliations -Electronic Systems-

Company	Head Quarter	Establish	Share	Business
Marubun tsusho Co.,Ltd.	Kanazawa City	March 1961	100%	Sales of medical equipment and measurement & inspection equipment
Marubun West Corporation	Kobe City	May 2005	100%	Sales of measurement & inspection equipment
Foresight Techino Co.,Ltd	Koto-ku Tokyo	March 1999	51.0%	High-Level Technical Support (system integration, installation to maintenance services)

Main Products -Electronic Systems- 1

Segment	Main Products	Main Suppliers
Space& Defense Electronics	High-reliability Components,Measurement and Sensor Equipment	Baker Hughes Company, PCB Piezotronics, Inc,Comtech Telecommunications Corp.
	Avionics Test System&Simulator Equipment, Microwave Equipment	Bird Technologies,CPI Inc.,Textron Systems Corporation
Industrial Equipment	Electronic Components Inspection Equipment	Akim Corporation,Ansible Motion Limited,FUJI Corporation, Seiko Epson Corporation,U.H.System Corporation
	Embedded computer system	ADLINK Technology Inc.,Aitech Defense Systems,Inc., Artesyn Embedded Technologies Inc.,DFI,Gorilla Technology Inc.
Industrial Equipment	Laser Diode,Laser Processor	Amplitude,Laserline GmbH.,nLIGHT, Inc., NUTECH GmbH
	Optical Components	Excelitas Technologies Corp.,First Sensor AG, Luminus,Inc,United Power Research Technology Corp.,VIALUX GmbH,Young Optics Inc.
Medical Equipment	Diagnostic Imaging Equipment	FUJIFILM Healthcare Corporation,Konica Minolta Japan., Shimadzu Corporation.,Siemens Healthcare K.K.
	Hemo Dialysis Equipment	Asahi Kasei Medical Co.,Ltd.,Kaneka Medix Corporation,NIKKISO Co.,Ltd
	Clinical laboratory equipment	Beckmancouiter,Siemens Healthcare Diagnostics KK

Main Products -Electronic Systems- 2

Space & Defense Electronics



BEI Sensors
High-reliability Components



CPI
Microwave
Equipment

Measurement & Inspection Equipment



Shimadzu
Gas Chromatography



FEI
Infrared Inspection
Equipment



Akim
Electronic Components
Inspection Equipment



FUJI CORPORATION
Ultra High Density Atmospheric
Pressure Plasma Device

Main Products -Electronic Systems- 3

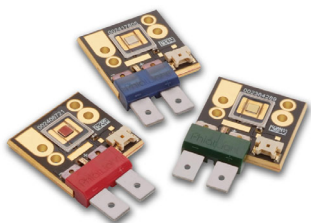
Laser Equipment



nLIGHT
Laser Diode



Laserline
Laser Processor



Luminus Devices
LEDs Components

Medical Equipment



Siemens Healthcare
K.K.
Diagnostic Imaging
Equipment



Shimazu
Angiography Systems

Characteristics and Strengths -Electronic Solutions-

- Providing sales and maintenance of unique commercial products with advanced technology
- Providing solutions that combine a wide variety of commercial products with AI/IoT and network technologies

Information Communication & Technology Solution

- Radio Frequency
- IP communication
- GNSS Positioning
- Network Synchronization
- Security
- Internet of Things

AI · IoT · Robotics



Aeolus
Humanoid
AI Robot

OSSiQ

OSSIA
Wireless Power
Transfer
Technology Licensing

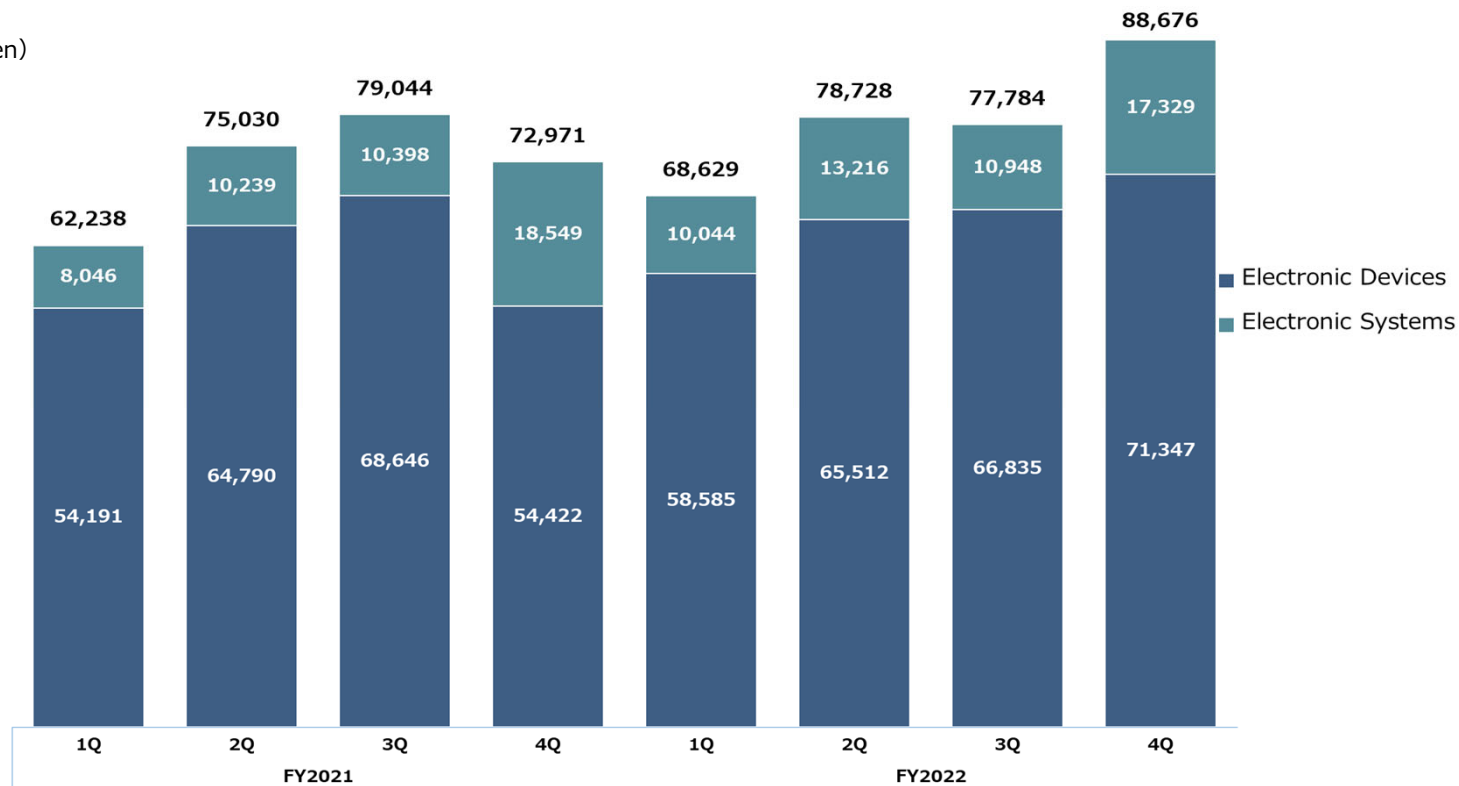


StethoMe
Electronic
Stethoscope

Create synergies between businesses by linking products and services handled by the Company

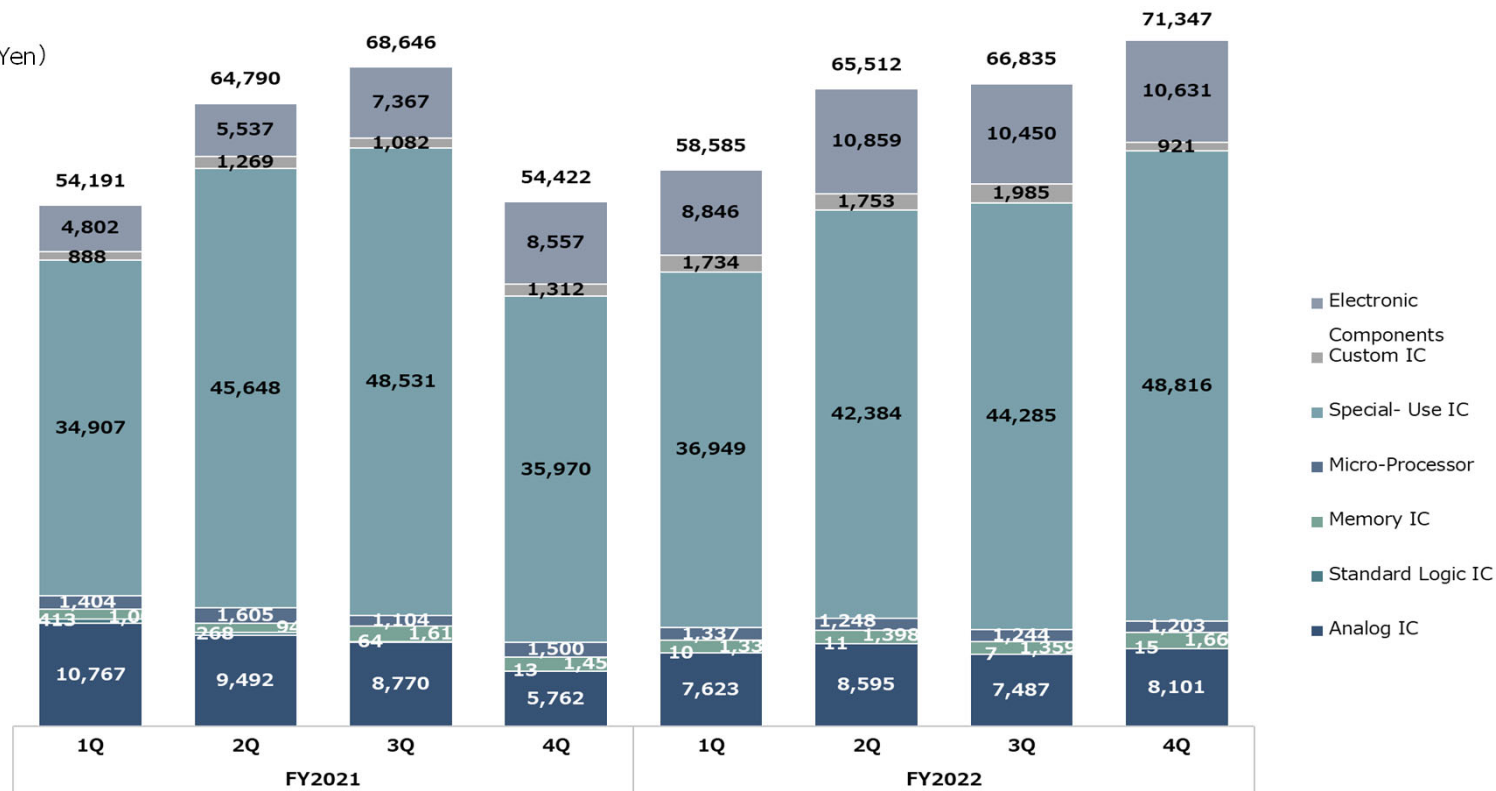
Quarterly Trend in Sales by Business

(Millions of Yen)



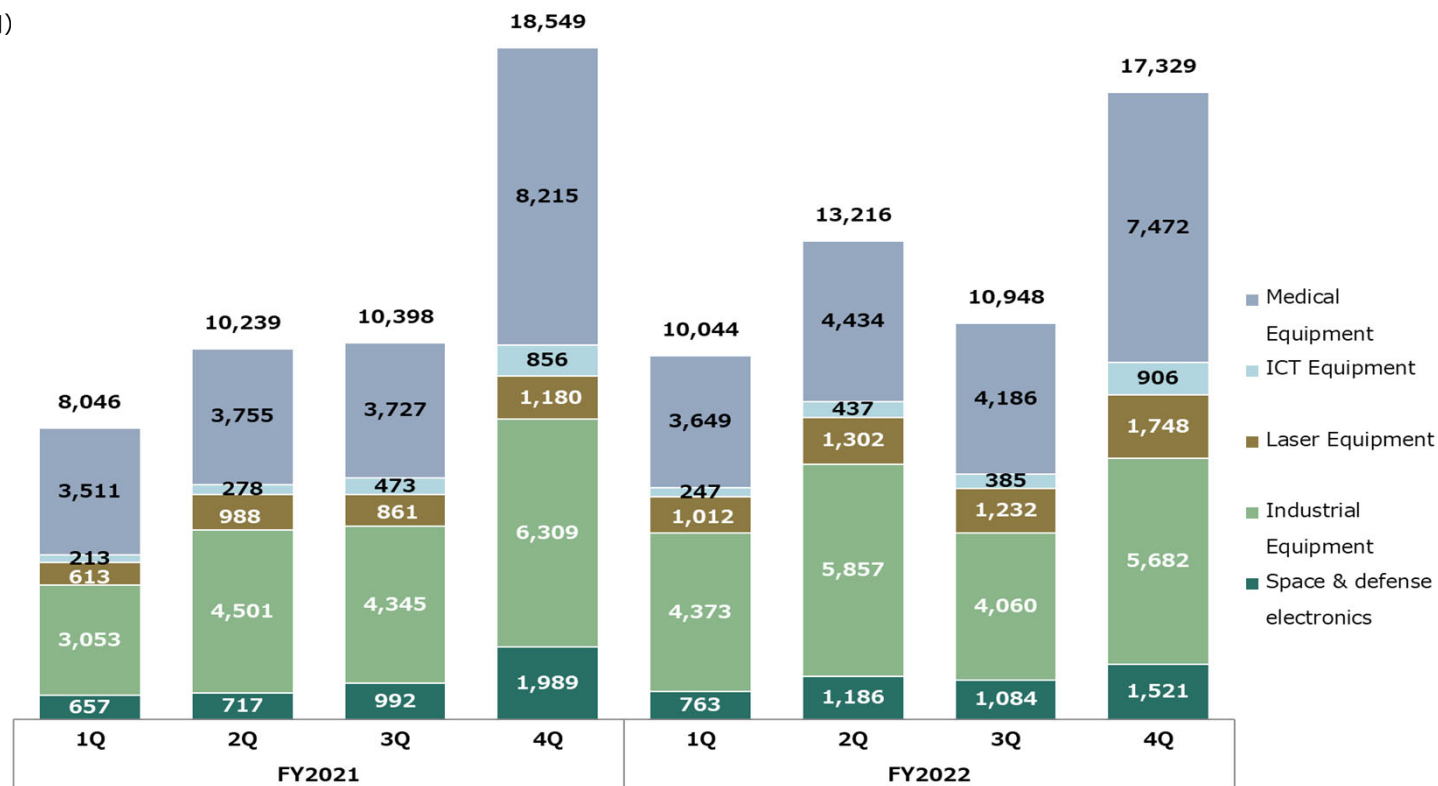
Quarterly Trend in Sales of Electronic Devices by Product

(Millions of Yen)



Quarterly Trend in Sales of Electronic Systems

(百万円)



Cautionary Statement

Information on future performance contained within this presentation material, such as the results forecasts, is based on the data available and assumptions judged to be reasonable as of when the Company prepared this presentation material.

Contact

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