Japan Display Inc.

FY26/3 H1
Corporate Presentation

November 13, 2025

PersonalTech
For A Better World

FY26/3 Status Update & Strategic Outlook

- Voluntary retirements met target. Mobara Fab production to end in November. Organizational restructuring implemented, with cost reductions underway
- AutoTech subsidiary launch postponed to April 1, 2026 – will spinning out as company will speed decision-making
- Secured liquidity through IP sale and working capital reduction
- Gains on Mobara Fab sale expected to restore financial health
- Committed to achieving profitability from FY27/3 and building a foundation for sustainable growth

FY26/3 H1
Earnings Review

FY26/3 H1 (6M) Earnings Summary

(JPY billion)	FY25/3 H1 (6M)	FY26/3 H1 (6M)	YoY
Sales	**102.9**	**66.4**	-36.5
Consumer/Industrial	38.3	13.5	-24.8
Automotive	64.6	52.9	-11.7
EBITDA	**-13.4**	**-12.4**	+1.1
Operating Profit	**-15.5**	**-14.4**	+1.0
Non-Operating Income	1.1	0.7	-0.3
Non-Operating Expenses	-2.9	-5.4	-2.5
Recurring Profit	**-17.3**	**-19.1**	-1.8
Extraordinary Income	1.8	21.5	+19.7
Extraordinary Losses	-0.8	-13.2	-12.5
Income Before Income Taxes	-16.3	-10.8	+5.5
Net Income	**-16.8**	**-11.4**	+5.5

(Reference)

Avg. FX rate (USD/JPY)	152.8	146.0

- **Sales**
  Down due to production cutbacks ahead of Mobara Fab closure and the end of production at Tottori Fab
- **EBITDA/Operating Profit**
  Lower sales impact fully offset by cost reductions (Tottori Fab closure, R&D cost optimization, & personnel costs)
- **Net Income**
  JPY 18.5B extraordinary gain from subsidiary share sale; JPY 12.7B extraordinary loss from business restructuring

From FY26/3 Q1, JDI reclassified its sales categories by merging “Smartwatch/VR” and “LCD Smartphone” into “Consumer/Industrial”, reflecting the LCD smartphone business downsizing.

FY26/3 Q2 (3M) Earnings Summary

JDI

(JPY billion)	FY25/3 Q2 (3M)	FY26/3 Q2 (3M)	YoY
Sales	**47.0**	**34.0**	-13.0
Consumer/Industrial	16.1	7.2	-8.8
Automotive	30.9	26.8	-4.2
EBITDA	**-7.4**	**-4.3**	+3.2
Operating Profit	**-8.4**	**-5.3**	+3.2
Non-Operating Income	0.6	0.7	+0.0
Non-Operating Expenses	-1.7	-2.5	-0.8
Recurring Profit	**-9.5**	**-7.1**	+2.4
Extraordinary Income	0.1	21.5	+21.4
Extraordinary Losses	-0.7	-5.2	-4.6
Income Before Income Taxes	-10.1	9.2	+19.2
Net Income	**-10.3**	**8.9**	+19.2

(Reference)

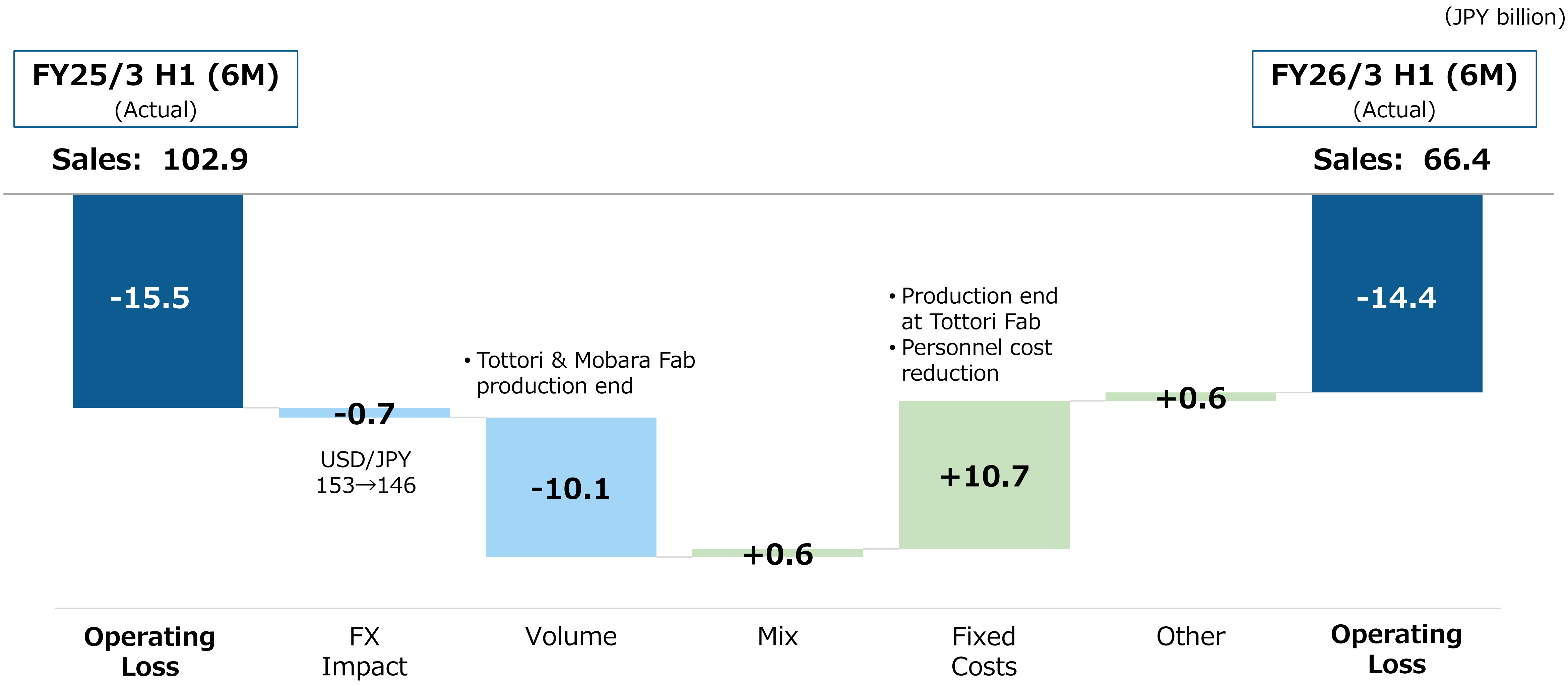
Avg. FX rate (USD/JPY)	149.7	147.5

- **Sales**
  Down due to production cutbacks ahead of Mobara Fab closure and the end of production at Tottori Fab
- **EBITDA/Operating Profit**
  Cost reductions from Tottori Fab closure and Mobara Fab production cutbacks helped narrow losses
- **Net Income**
  Turned positive. Recorded JPY 18.5B extraordinary gain from subsidiary share sale, and JPY 5.1B extraordinary loss from business restructuring

From FY26/3 Q1, JDI reclassified its sales categories by merging “Smartwatch/VR” and “LCD Smartphone” into “Consumer/Industrial,” reflecting the LCD smartphone business downsizing.

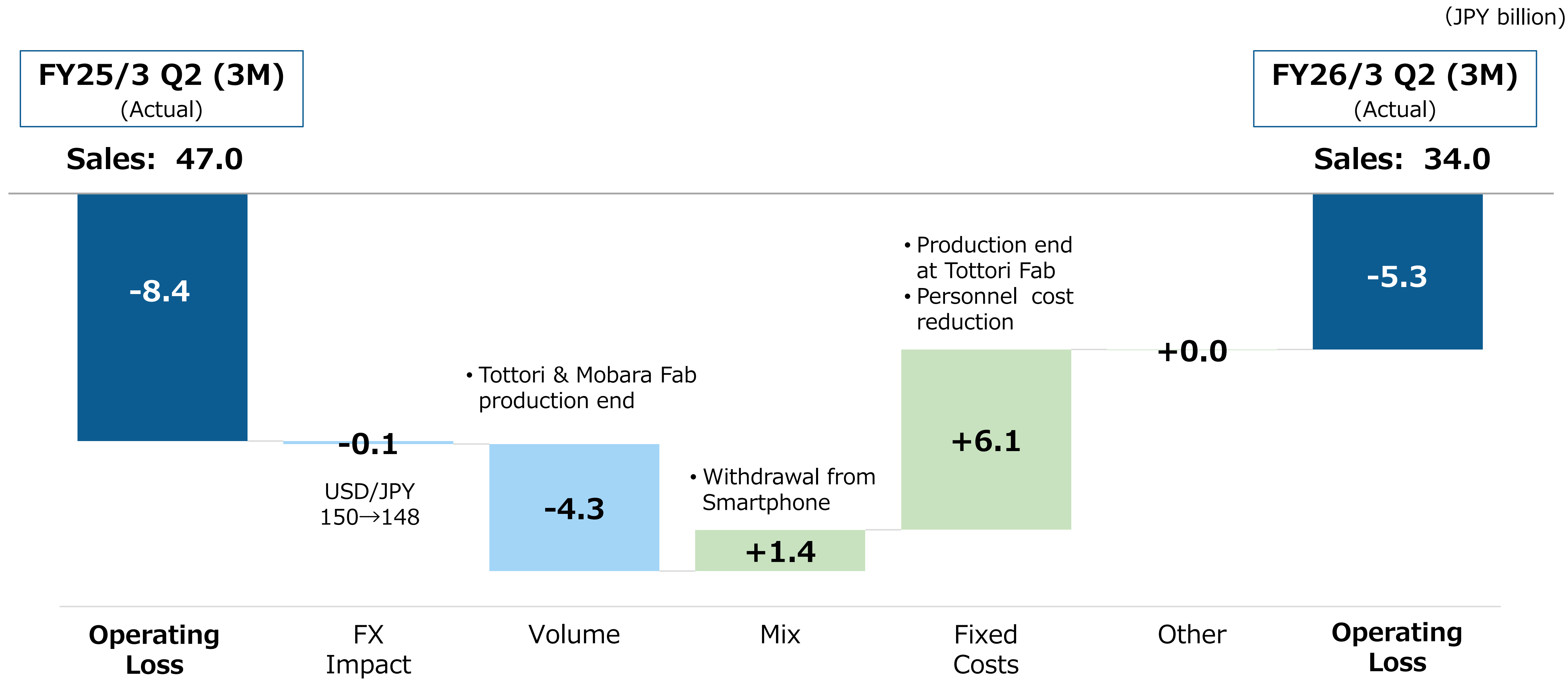
FY26/3 H1 Operating Profit (YoY)

Year-on-Year



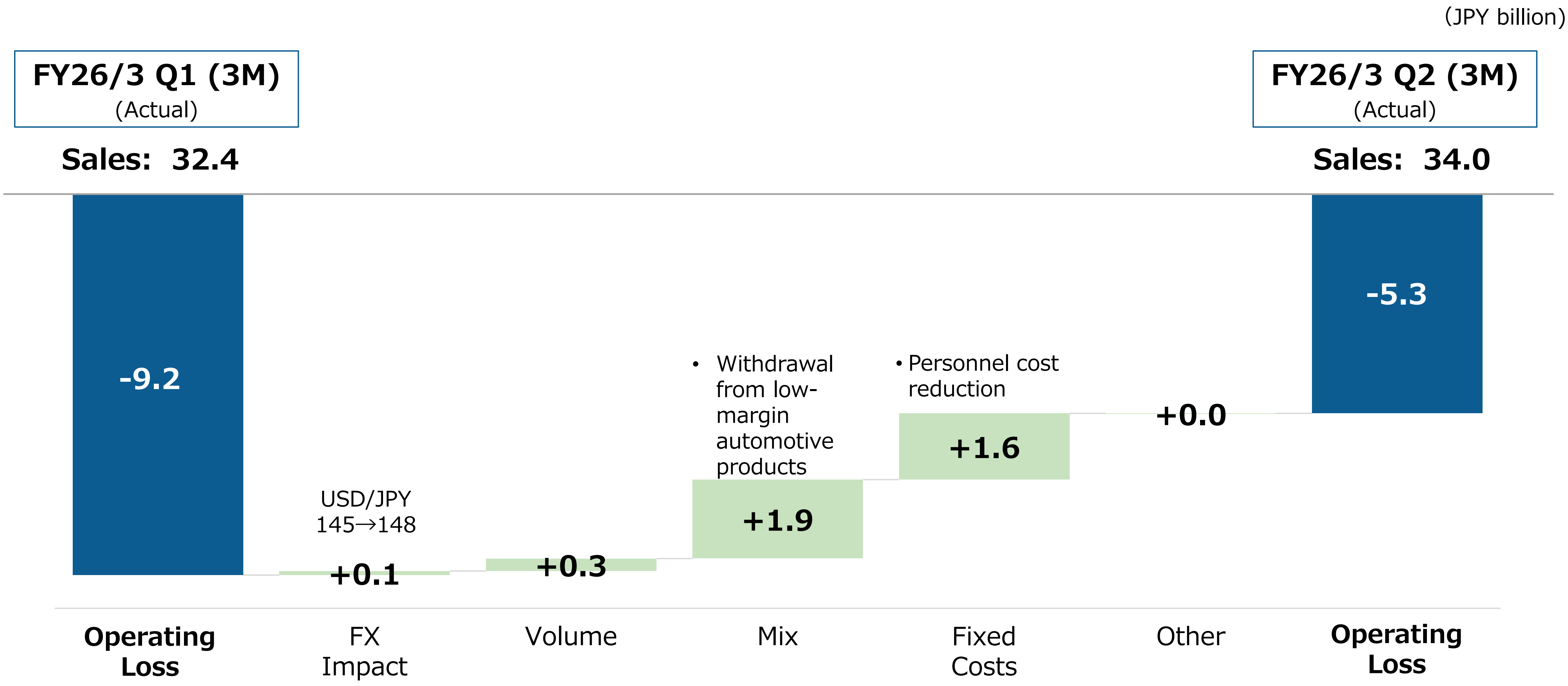
FY26/3 Q2 (3M) Operating Profit (YoY)

Year-on-Year



FY26/3 Q2 (3M) Operating Profit (QoQ)

Quarter-on-Quarter



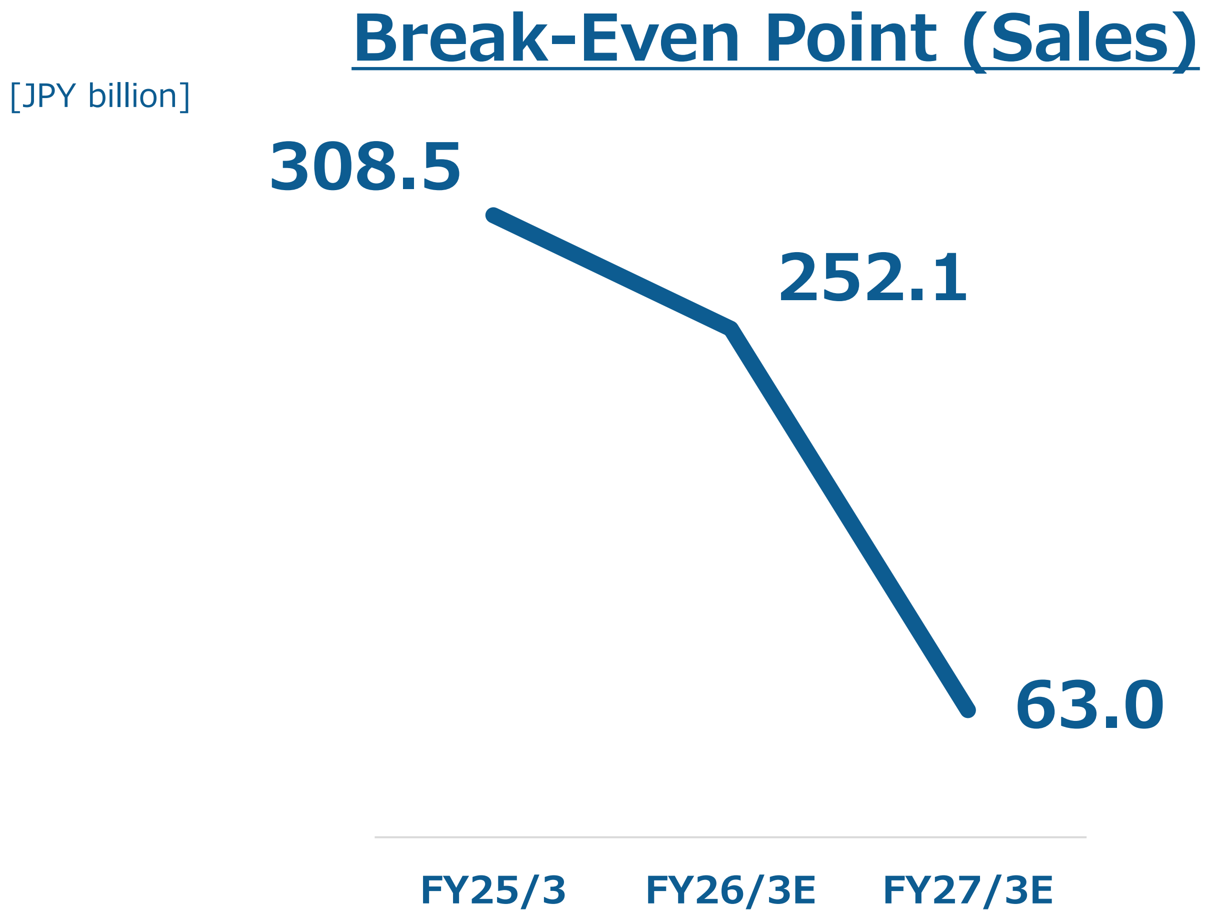
FY26/3 H1 Consolidated B/S

(JPY billion)	FY25/3	FY26/3 H1	vs. FY25/3
Cash and deposits	21.1	37.3	+16.2
Accounts receivable	22.8	16.0	-6.8
Inventories	44.1	39.6	-4.5
Other	12.2	12.0	-0.2
Total Current Assets	**100.2**	**104.9**	**+4.7**
Total Fixed Assets	**47.9**	**44.6**	**-3.3**
Total Assets	**148.0**	**149.4**	**+1.4**
Accounts payable	28.2	25.0	-3.2
Interest-bearing debt	61.0	66.4	+5.4
Advances received	7.2	11.6	+4.4
Provision for business restructuring	13.8	18.0	+4.2
Other liabilities	30.9	32.5	+1.5
Total Liabilities	**141.1**	**153.5**	**+12.4**
Total Net Assets	**6.9**	**-4.1**	**-11.0**

BEYOND DISPLAY Strategy Execution Update

Roadmap to FY27/3 Profitability

Working to achieve profitability by significantly reducing required sales break-even point through cost-cutting & revenue initiatives



Progress of Structural Reforms: Production End at Mobara Fab

Mobara Fab panel production end accelerated to Nov 2025. Multiple offers for repurposing site under review, with purchase LOIs received from several companies

- Full customer panel supply achieved and on schedule
- High production efficiency, with production end timing moved up from March 2026 to November 2025
- Advancing production end accelerates cost reductions and AI data center repurposing

Progress of Structural Reforms: Workforce Reduction

Voluntary retirement program targeted ~1,500 employees in Japan
Result: 1,483 employees
Forecast annual personnel cost reduction: c. JPY 13.5B

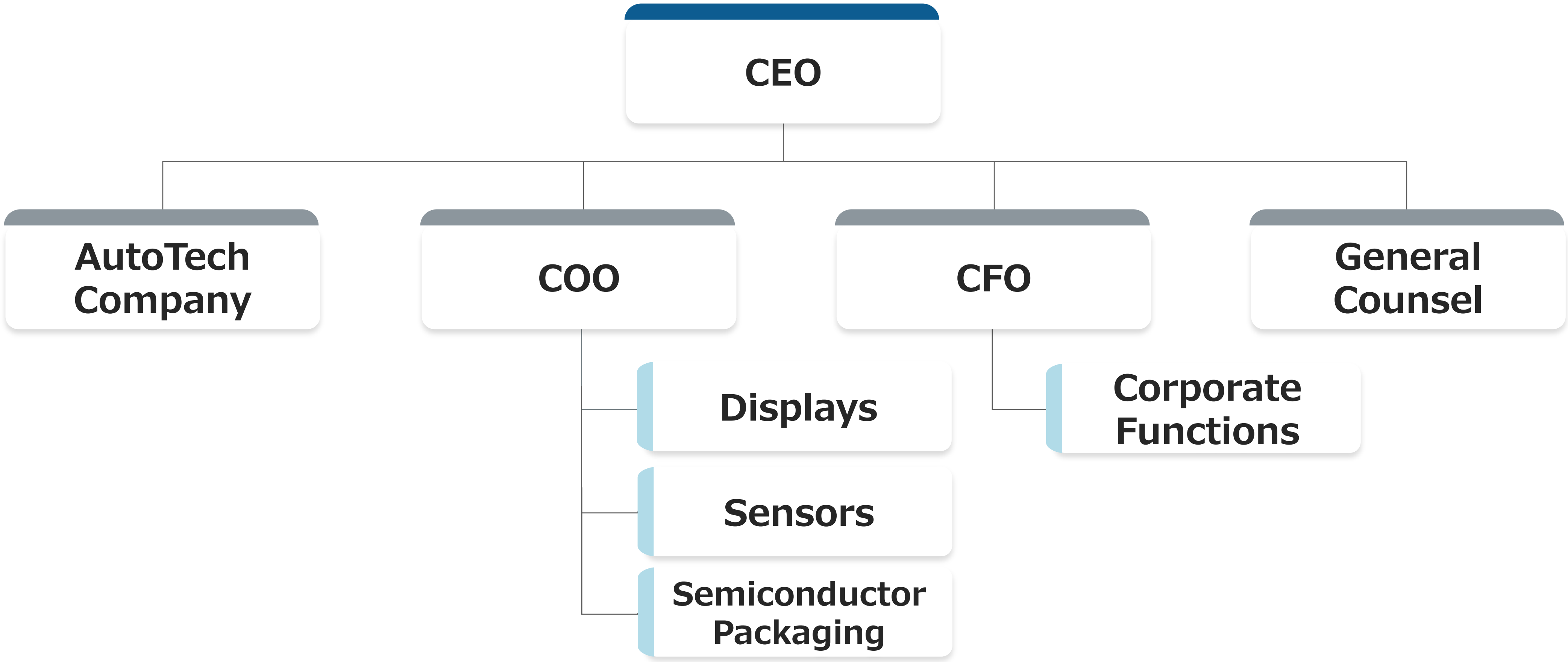
Workforce Reduction Results

Voluntary Retirement Program in Japan

① Target Number of Employees	c. 1,500 (Total number of employees as of March 31, 2025: 2,639)
② Applicants	1,483
③ Retirement Period	From July 31, 2025 to March 31, 2027

Progress of Structural Reforms: Streamlined Operating Structure

To drive the BEYOND DISPLAY strategy, streamlined operating structure, effective October 1, 2025



BEYOND DISPLAY Execution: Display Business

Industrial Display Applications

- ✓ Obtained EN50155 certification for railway vehicle displays (European standard)
- ✓ Developing custom products for telework booths
- ✓ Expanding into diverse fields, including defense applications

Rælclear – Transparent Interfaces

- ✓ Showcased AI-integrated products at CEATEC 2025
- ✓ Deployed information counters at Expo 2025 in Osaka
- ✓ Approx. 100 units to be installed at TOKYO 2025 DEAFLYMPICS (from Nov 15, 2025), contributing to universal communication

LED Display Substrate Business

- ✓ Received orders for flexible circuit boards for LED displays
- ✓ Expanded product lineup leveraging LTPS technology

BEYOND DISPLAY Execution: Sensor Business

ZINNSIA

- ✓ Lineup expansion, including miniaturized boards and more interfaces
- ✓ Samples under review in amusement, housing, & robotics
- ✓ Received Innovation Award at CEATEC 2025
- ✓ Exhibited as “Talking Flower Bed” at *Experience! Discover! Future OSAKA* during Expo 2025 in Osaka

X-Ray Sensor

- ✓ Developed high-sensitivity X-ray sensor at Ishikawa Plant and started sample shipments

Thermal Imaging Sensors

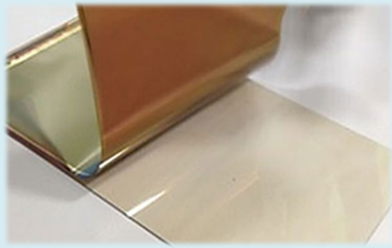
- ✓ Partnering with Obsidian Sensors to enlarge thermal imaging elements for improved safety
- ✓ This innovation allows object visualization even under harsh conditions like strong backlighting or rain
- ✓ Development is progressing smoothly with sample provision, and full product development completion expected in 2026

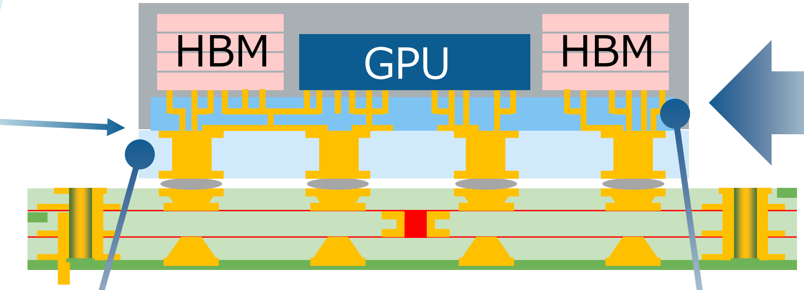
Image by thermal imaging sensor


Image by optical camera

Developing Universal RDL Technology for high-density wiring across diverse substrates, addressing power and heat challenges from semiconductor integration

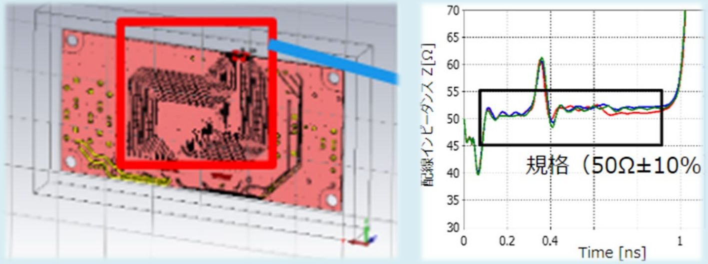
Polyimide Lamination on Glass & Laser Lift-Off





Cross-sectional schematic of a semiconductor package

Wiring Design & Transmission Simulation



Core Substrate

- **Processing technology for large glass substrates**
- **Applicable to Ceramics**

Universal RDL

- **High-density wiring technology**

L/S=2/2μm L/S=0.9/0.9μm

- **Multilayer technology for inorganic and organic films**

Inorganic: capacitors, optical waveguides
Organic: interlayer insulating films

※RDL: Re-Distribution Layer ※Universal RDL: Forming wiring layers on all types of substrates

Sustainability Initiatives

Sponsorship of TOKYO 2025 DEAFLYMPICS

Approx. 100 Rælclear devices will be installed, contributing to universal communication at the event

As a Total Support Member of the TOKYO 2025 DEAFLYMPICS (which starts November 15, 2025), JDI is totally committed to its success

Sustainability Report

JDI published its Sustainability Report 2025

Please refer to the following link:
https://www.j-display.com/en/sustainability/report/

BEYOND DISPLAY

Appendix

Consolidated Cash Flow Statement

(JPY billion)	FY25/3 H1 (6M)	FY26/3 H1 (6M)	YoY
Income before income taxes	-16.3	-10.8	+5.5
Change in working capital	2.8	7.5	+4.7
Other	-3.1	-9.5	-6.4
Cash Flow from Operating Activities	**-16.5**	**-12.8**	**+3.7**
Purchase of fixed assets	-3.2	-0.2	+3.0
Proceeds from sale of shares of subsidiaries	0.0	20.0	+20.0
Other	5.4	2.4	-3.0
Cash Flow from Investing Activities	**2.2**	**22.2**	**+20.0**
Net increase / decrease in short-term borrowings	10.5	5.5	-5.0
Other	-0.2	-0.1	+0.1
Cash Flow from Financing Activities	**10.3**	**5.4**	**-4.9**
Ending Balance, Cash & Equivalents	23.7	35.7	+12.0
Free Cash Flow	**-19.8**	**-13.0**	**+6.8**

Note: Free Cash Flow = Cash Flow from Operating Activities less Capex

Recent Key IR Releases

Date		IR Releases
Nov	7	Rælclear Featured at “Miru-Tech” During TOKYO 2025 DEAFLYMPICS
Oct	29	Signing of LumiFree Distributorship Agreement in North America with GRE Alpha Electronics, Ltd.
	1	JDI to Showcase ZINNSIA at CEATEC 2025
Sep	30	New Organizational Structure Effective October 1, 2025
	25	JDI Publishes Sustainability Report 2025
	11	(Disclosure Update) Postponement of Establishment of New AutoTech Subsidiary
	5	Results of JDI Voluntary Retirement Program and Workforce Reduction

Please note : For other news releases, please visit the news release list on our website. (https://www.j-display.com/en/news/)

JDI Receives Innovation Category CEATEC AWARD 2025

ZINNSIA, showcased at CEATEC 2025 in October, received the Innovation Category Award

CEATEC:

A comprehensive exhibition for digital innovation that is working to realize a Society 5.0

Reason for the award:

- ✓ Equipped with high-sensitivity, low-noise, and fast-response sensors, enabling operation while preserving materials and shapes
- ✓ Transforms objects into touch panels, from amusement facilities to automotive interiors, home equipment, and beyond
- ✓ Recognized for its potential to create breakthroughs that create new applications and services

Thank You!

Any information related to market trends or industries mentioned in this document is based on information available at present and JDI does not guarantee that this information is accurate or complete.

Any plan, estimation, calculation, quotation, evaluation, prediction, expectation or other forward-looking information in this document is based on the current assumptions and beliefs of JDI in light of the information currently available to it, and involves known and unknown risks, uncertainties, and other factors. Such risks, uncertainties and other factors may cause JDI’s actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by such forward-looking information. Such risks, uncertainties and other factors include, without limitation: economic conditions and individual consumption trends in Japan and overseas, currency exchange rate movements, trends in the market for electronic equipment with displays, the management policies of our major business partners and fluctuations in the price of raw materials.