

(Issue code: Tokyo Stock Exchange Prime 5957)



# Results Briefing for the fiscal year ended December 2025 & Mid-Term Management Plan

Feb 26th, 2026

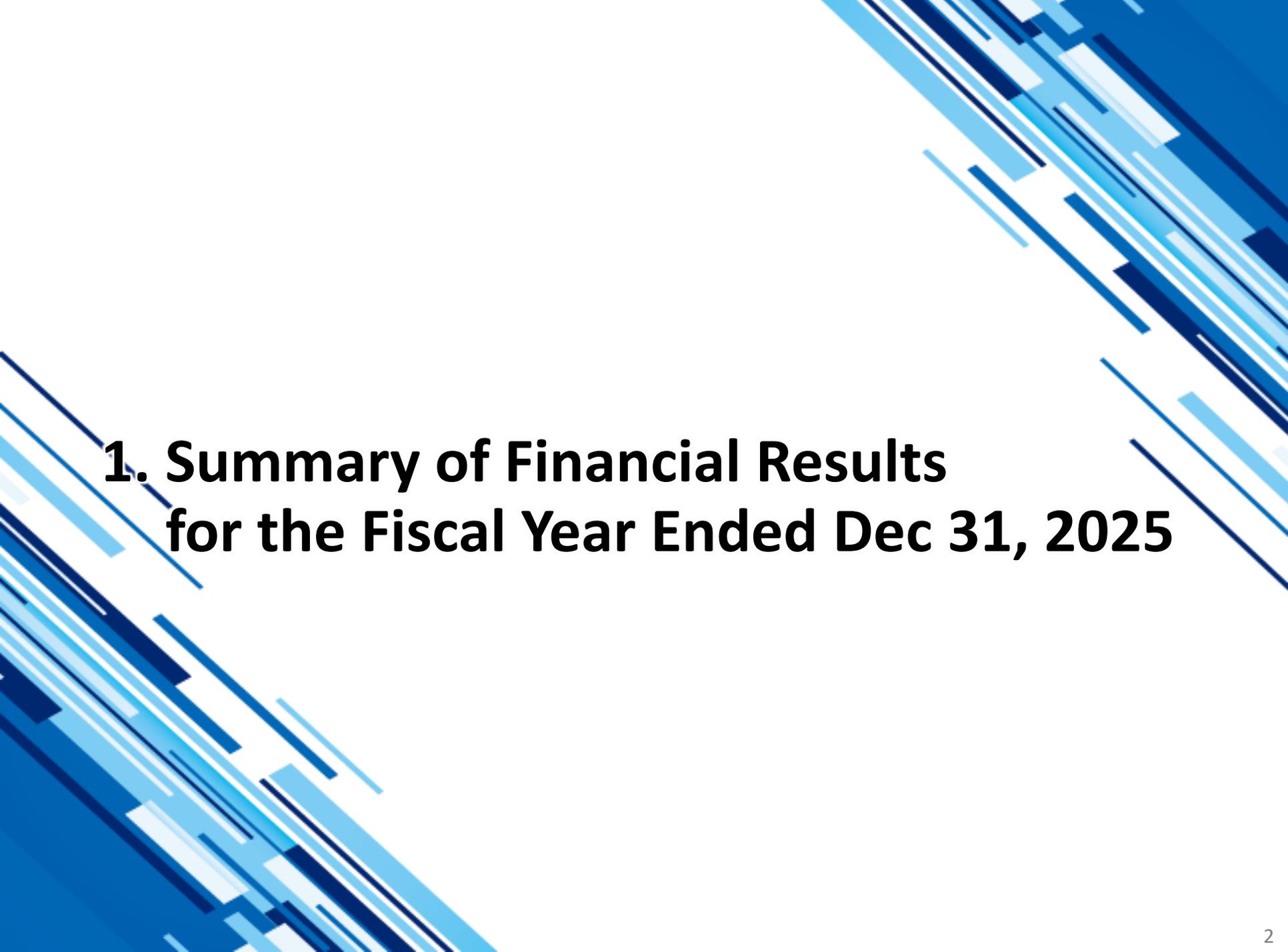
**NITTOSEIKO**

Taking new steps forward together



■ Explained by  
Makoto Araga, President

- 1. Summary of Financial Results for the Fiscal Year Ended Dec 31, 2025**
- 2. Reflection of the previous Mid-Term Management Plan**
- 3. Mid-Term Management Plan<Mission G-final> 2026-2028**
- 4. Forecast for the Fiscal Year Ending Dec 31, 2026**
- 5. Appendix**

The background of the slide features a series of diagonal stripes in various shades of blue, ranging from light to dark, creating a dynamic and modern aesthetic. The stripes are scattered across the white background, primarily concentrated in the corners and along the sides.

# **1. Summary of Financial Results for the Fiscal Year Ended Dec 31, 2025**

# Summary of Financial Results



Unit: Million yen / %	FY2024		FY2025		YoY		Compared to forecast (as of Nov. 13, 2025)		
	Amount	Ratio(%)	Amount	Ratio(%)	Amount change	% Change	Forecast amount	Amount change	% Change
<b>Net sales</b>	<b>47,069</b>	<b>100.0</b>	<b>50,238</b>	<b>100.0</b>	<b>3,168</b>	<b>6.7</b>	<b>50,100</b>	<b>138</b>	<b>0.3</b>
Gross profit	11,240	23.9	12,045	24.0	804	7.2	-	-	-
Selling, general and administrative expenses	7,914	16.8	8,613	17.1	699	8.8	-	-	-
<b>Operating income</b>	<b>3,326</b>	<b>7.1</b>	<b>3,431</b>	<b>6.8</b>	<b>105</b>	<b>3.2</b>	<b>3,600</b>	<b>△ 168</b>	<b>△ 4.7</b>
<b>Ordinary income</b>	<b>3,573</b>	<b>7.6</b>	<b>3,409</b>	<b>6.8</b>	<b>△ 164</b>	<b>△ 4.6</b>	<b>3,700</b>	<b>△ 290</b>	<b>△ 7.9</b>
<b>Net income attributed to shareholders of the parent company</b>	<b>2,199</b>	<b>4.7</b>	<b>2,152</b>	<b>4.3</b>	<b>△ 47</b>	<b>△ 2.2</b>	<b>2,300</b>	<b>△ 147</b>	<b>△ 6.4</b>
Net income per share (yen)	60.18	-	59.34	-	-	-	63.36	-	-

## Main points

### Net Sales

+6.7%

- The Fastener Segment saw contributions from an Indian subsidiary added in 2Q. Precision screws for game consoles increased significantly. Domestic sales for automobile also remain strong, primarily driven by CASE-related ADAS (Advanced Driver Assistance Systems).
- In the Assembly Machine Segment, despite strong sales in energy-related sector, capital investment was sluggish due to the impact of U.S. tariffs and slowing global EV sales. Sales decreased also due to the reaction to the large orders received the previous year.
- The Control System Segment saw steady demand for analytical and measurement equipment for chemicals/pharmaceuticals and domestic batteries, but revenue decreased slightly due to reaction to the large orders received in the previous year.

### Operating Income

+3.2%

- Operating income ratio improved and profit increased due to reduced manufacturing costs achieved through supplier reviews and mold improvements in the Fastener Segment.
- The operating income ratio temporarily declined this fiscal period, due to recording India M&A related expenses.

### Ordinary Income

△4.6%

- During the current period, the yen appreciated, resulting in foreign exchange losses. The weakening of the Indonesian rupiah also had an impact. Additionally, profits decreased compared to the previous period due to factors such as increased interest payments resulting from increased borrowings related to M&A activities and rising interest rates.

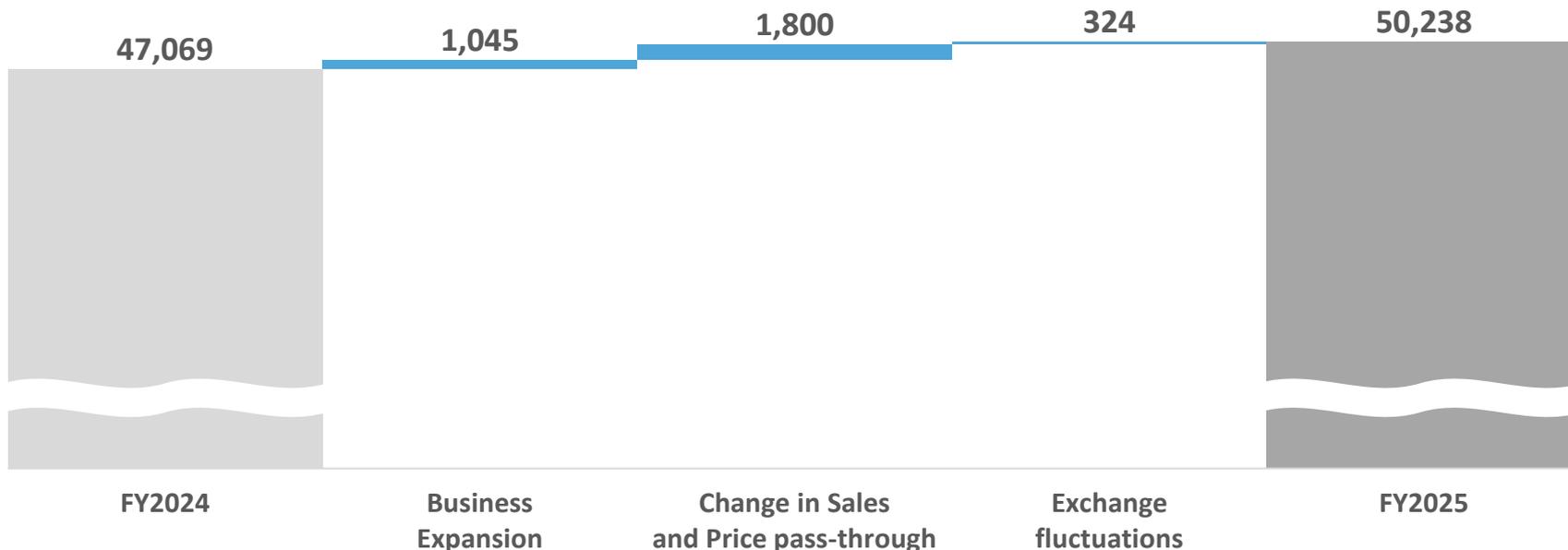
# Net Sales and Operating Income by Segment (Consolidated)



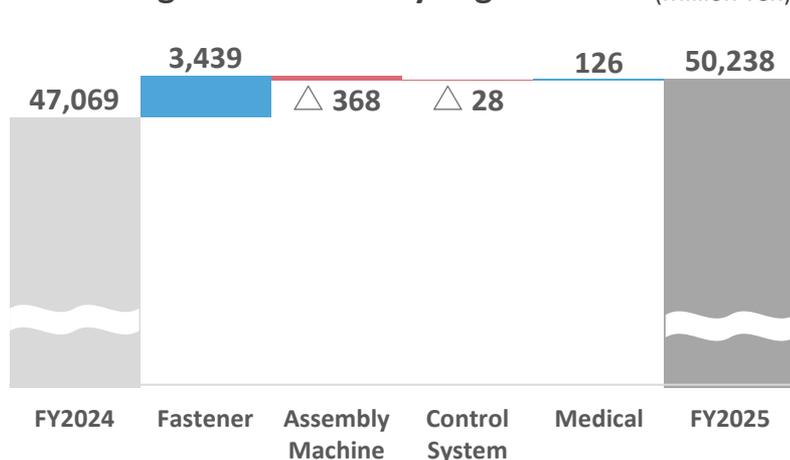
Unit: Million yen / %		FY2024	FY2025	YoY	Segment Overview
		Amount	Amount	% Change	
Fastener	Net sales	33,664	37,103	10.2	<b>Increased Revenue and Profit</b> The Indian subsidiary added in 2Q contributed to the automobile industry. Significant increase in precision screws for game consoles. Demand for AI-related products is increasing, along with demand for automobile CASE-related products, primarily within Japan. The reform effects of reducing manufacturing costs and improving profit margins are gradually emerging.
	Operating income	1,636	2,271	38.8	
	Profit ratio	4.9	6.1	-	
Assembly Machine	Net sales	6,642	6,274	△ 5.5	<b>Decreased Revenue and Profit</b> While securing a significant increase in sales in the energy sector, the Company faced slowing EV sales in its core automobile industry and sluggish capital investment due to U.S. tariffs. Additionally, profits declined due to the reaction to large equipment orders in the previous year and the impact of rising cost ratios caused by tariffs in the U.S.
	Operating income	1,141	760	△ 33.4	
	Profit ratio	17.2	12.1	-	
Control System	Net sales	6,743	6,714	△ 0.4	<b>Decreased Revenue and Profit</b> Sales of analytical instruments for chemicals and pharmaceuticals, domestic analytical and measurement equipment for batteries, and elemental analyzers for overseas markets performed well. However, revenue declined due to the reaction to large orders received the previous year in the energy and automobile sectors. While profit margins temporarily rose the previous year due to clearing backlogs of high-value-added products, profits declined as shipments settled back to normal levels.
	Operating income	669	503	△ 24.7	
	Profit ratio	9.9	7.5	-	
Medical	Net sales	19	145	638.4	Sales increased following a strategic restructuring of the product portfolio aimed to enhance market response. Efforts to commercialize the “High purity bio-soluble magnesium for medical use” are ongoing.
	Operating income	△ 120	△ 103	-	
	Profit ratio	△ 612.3	△ 71.0	-	

# Summary of Financial Results - Net Sales

Million Yen



## Change in Net Sales by Segment (Million Yen)



**Business Expansion**

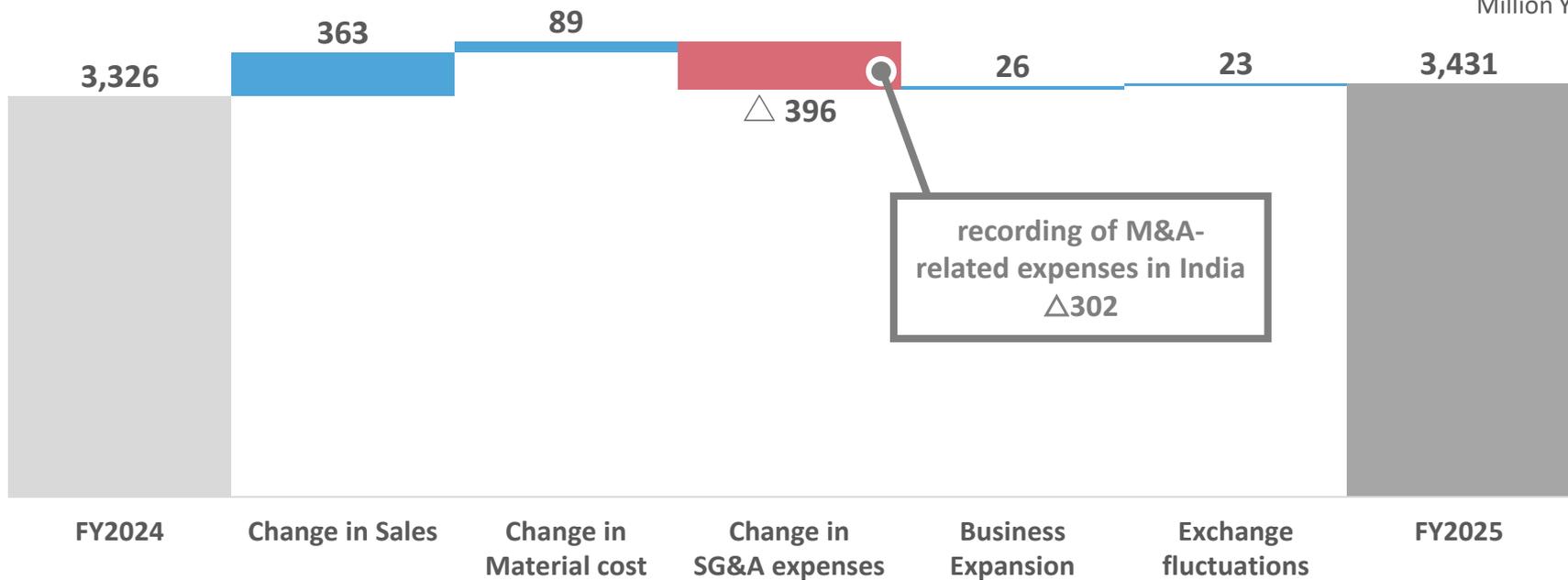
The Indian subsidiary added in 2Q contributed to the performance.

**Change in Sales**

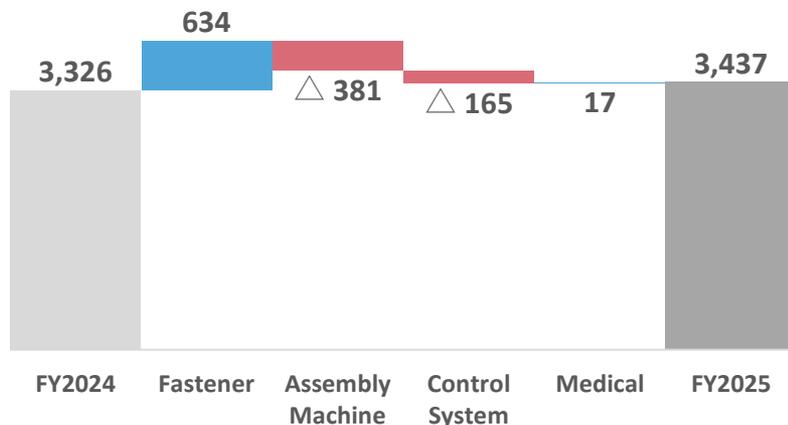
Sales of precision screws for game consoles have increased significantly. Sales of CASE-related fastener products for domestic automobiles and AI-related products for data centers are also performing well.

# Summary of Financial Results - Operating Income

Million Yen



## Change in Operating Income by Segment (Million Yen)



### Change in Material cost

Cost efficiency improved in the fastener segment as manufacturing cost reductions from supplier reviews and mold improvements took effect.

### Change in SG&A expenses

SG&A expenses increased significantly due to the impact of recording India M&A-related expenses in 1Q. Labor costs increased due to wage hikes.

# Sales by Overseas Region

## Overview of 2025

- South Asia (India) and SE Asia grew YoY, and total overseas sales were strong.
- The new Indian subsidiary added approximately 1 billion yen. Excluding the new Indian subsidiary, overseas operations as a whole increased by approximately 0.2 billion yen.
- Expanding low-cost Asian model products for non-Japanese users and strengthening sales activities in the European market in collaboration with overseas subsidiaries.

### Europe

Demand for organic fluorine analysis continues due to PFAS regulations.

+6.8%

### South Asia

Sales increased due to the incorporation of the Indian subsidiary and sales expansion for industrial machinery in India.

+1,172.4%

### North America

Sales decreased due to slowing EV demand and stagnant capital investment caused by tariff policies.

△16.4%

### East Asia

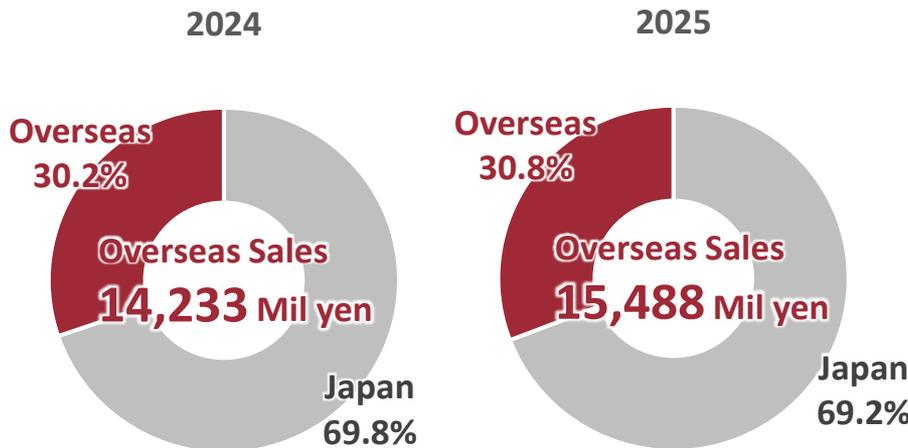
Demand for moisture meters and resistivity meters for LIBs destined for China has declined due to slowing EV demand.

△3.0%

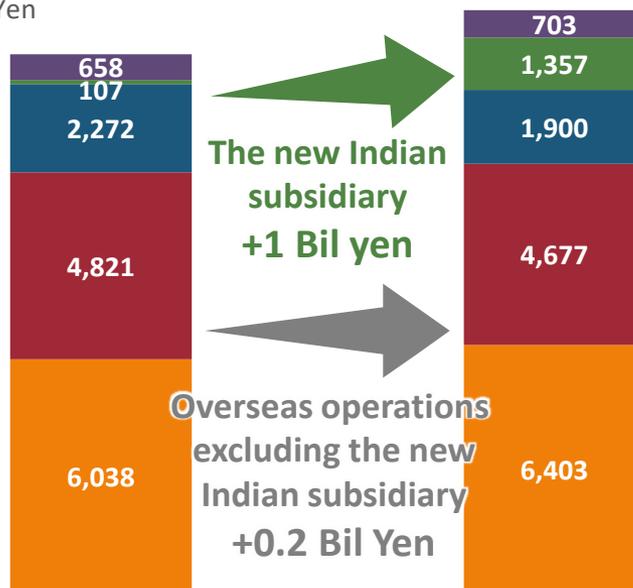
### Southeast Asia

Sales of fastener products for office automation equipment and home appliances are strong in Malaysia.

+6.0%



Million Yen



2024

2025

■ Southeast Asia ■ East Asia ■ North America ■ South Asia ■ Europe

The background of the slide features a series of diagonal stripes in various shades of blue, ranging from light to dark, creating a dynamic and modern aesthetic.

## **2. Reflection of the previous Mid-Term Management Plan**

# Evaluation of the Mid-Term Management Plan

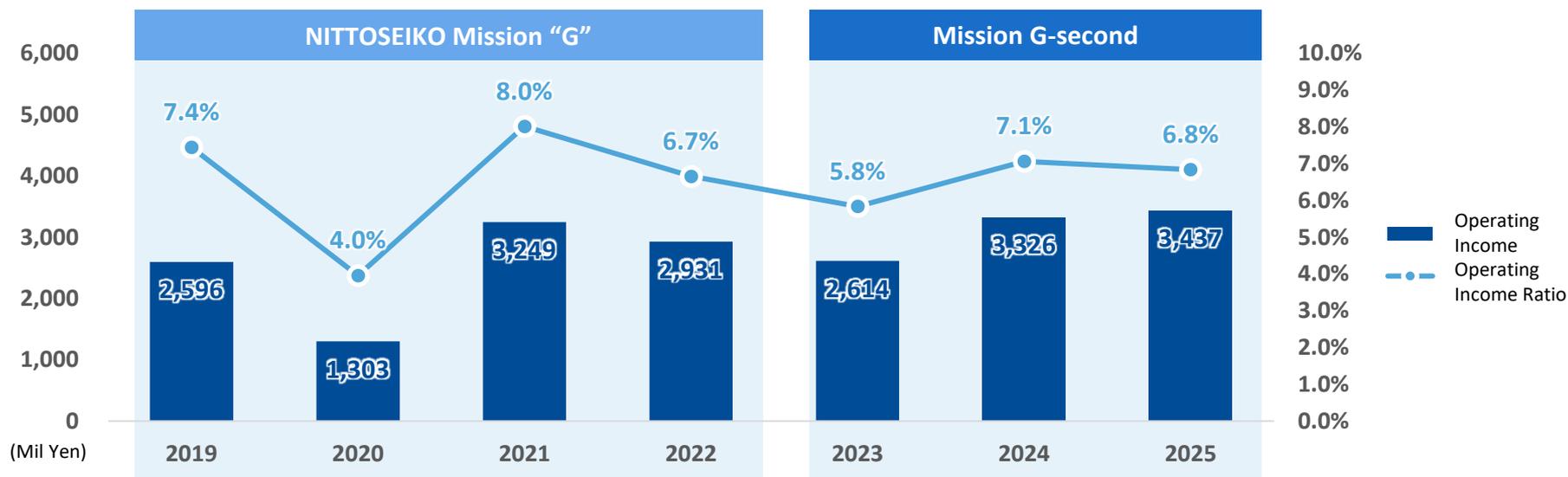
	Target FY2025	Result FY2025	Evaluation
Growth#1	Net Sales	<b>600</b> B yen	<b>502</b> B yen Delays in Overseas Business Expansion
	Operating Income	<b>51.6</b> B yen	<b>34.3</b> B yen Pressure from Cost Increases
Growth#2	CO <sub>2</sub> emissions (Compared to 2019)	<b>▲ 12%</b>	<b>▲ 20.5%</b> Introduction of Renewables Equipment
	Waste [Basic unit]* (Compared to 2019)	<b>▲ 5%</b>	<b>▲ 28.8%</b> Improved Processing Efficiency
Growth#3	Labor productivity (Compared to 2022)	<b>24%</b> UP	<b>11.8%</b> UP Delays in Database Preparation
	Engagement score	<b>3.8P</b> or more	<b>3.7P</b> Delays in Improvement Initiatives
Growth#4	ROIC	<b>8%</b> or more	<b>6.1%</b> Weak Revenue Performance
	ROE	<b>9%</b> or more	<b>6.1%</b> Lack of Investment and Dividend Strategy

\*Waste Disposal Vol(kg)/ Net Sales(Mil Yen)

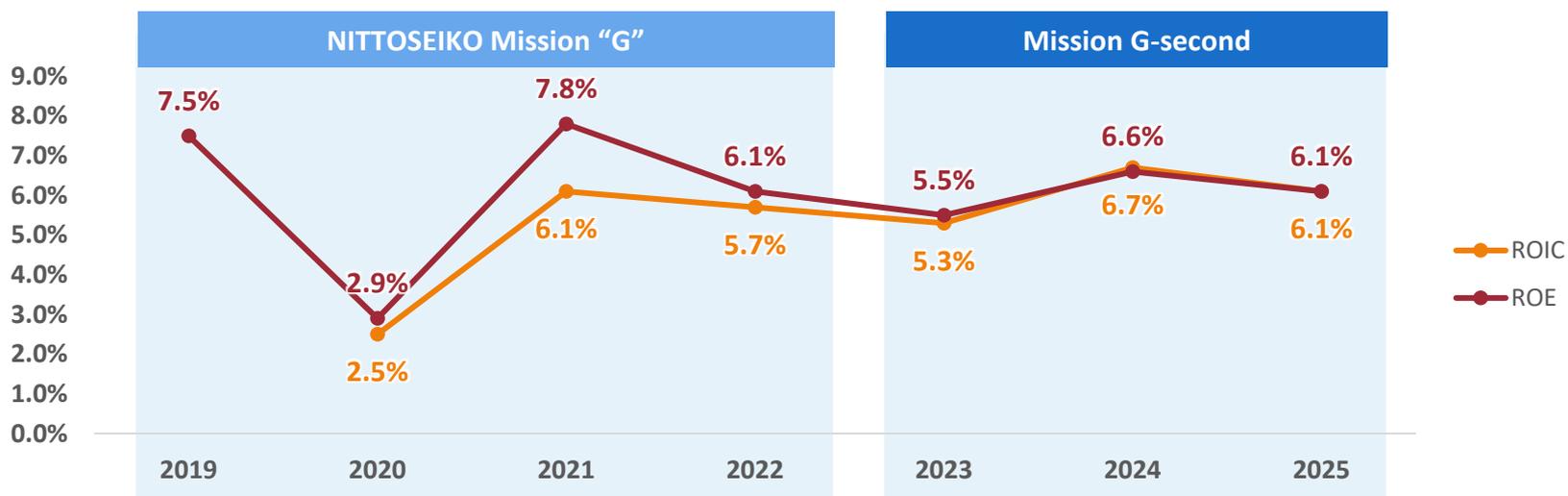
Profitability remains a particular challenge.

A new Mid-Term Management Plan has been devised with **profitability improvement** as its central theme.

## Trend in Operating Income



## Trend in ROIC and ROE



The background of the slide features a series of diagonal stripes in various shades of blue, ranging from light to dark, creating a dynamic and modern aesthetic. The stripes are scattered across the white background, primarily concentrated in the corners and along the sides.

# **3. Mid-Term Management Plan <Mission G-final> 2026-2028**

## Corporate Philosophy

## Long-Term Vision

## Mid-Term Management Plan Mission G-final 2026 - 2028

## Action Plan

### Founding Principle

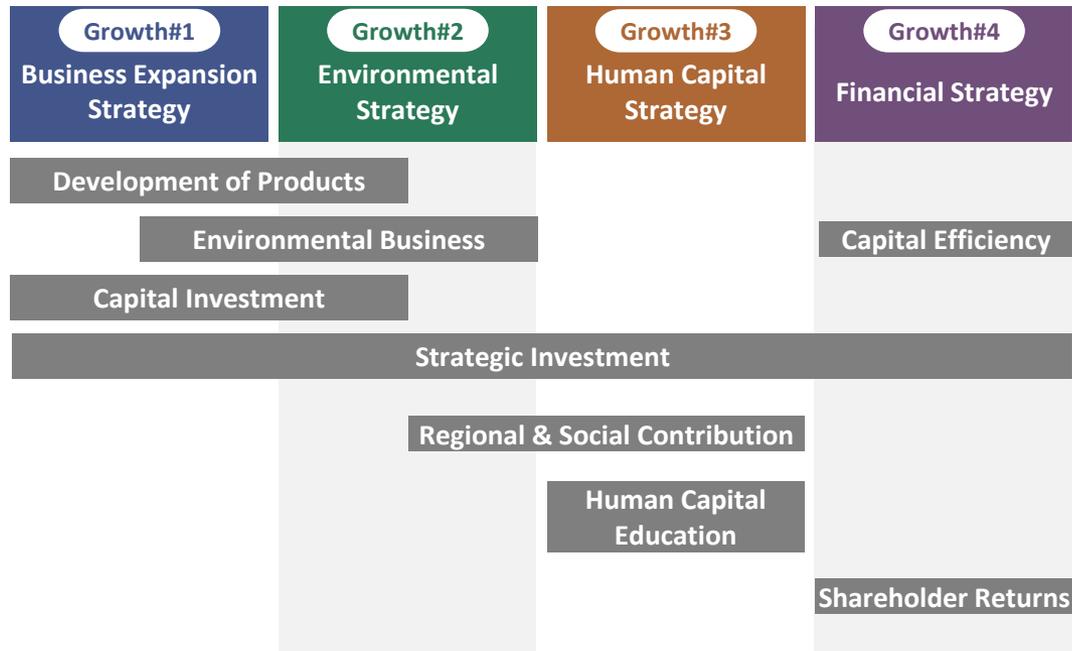
Based on integrity, earn trust both internally and externally, and contribute to regional development.

### Our Credo

1. To build a **better self**.
2. To do **good work**.
3. To make a **good contribution**.

### <2019-2028 Long-Term Vision>

**"To be a 'manufacturing Solution Group' that is recognized and sought after around the world"**



Achieving a Sustainable Society

Accelerate the growth of existing businesses and establish next-generation manufacturing solutions. Pioneering the future of manufacturing through innovation.



**Long-Term Vision** To be a 'manufacturing Solution Group' that is recognized and sought after around the world.

Four growth strategies will be continued and developed from the previous Mid-Term Management Plan. Aim to achieve the target of **6** Bil Yen of operating income by 2028 backed by innovation.

## Business Expansion Strategy



<Focus Initiatives>

1. Growth strategy by segment leveraging the core competence.
2. Creating solutions that prioritize customer value above all else.
3. Group-wide optimization and future-oriented investment strategy.

Market Expansion

Growth Target

Growth # 1

## Environmental Strategy



<Focus Initiatives>

1. Environmental responsibilities in all business operations.
2. Supporting stakeholders and solving social issues.
3. Strengthening governance systems to drive business improvement.

Products meeting environmental and social requirements

Waste Reduction

Growth # 2

## Human Capital Strategy



<Focus Initiatives>

1. Implementing the “Work Satisfaction” reform to generate earning power.
2. Building a comfortable working environment that enhances productivity.
3. Developing a professional team capable of solving challenges through career visualization and enriched education.

Labor productivity

Strengthen Human Capital

Growth # 3

## Financial Strategy



<Focus Initiatives>

1. Developing an investment plan. Estimate and evaluate its effect.
2. Efficiency of management resources through group restructuring.
3. Improving PBR and enhancing shareholder returns.

Strategic Investment

Reduction of Cost of Capital

Growth # 4

## Previous Mid-Term Business Plan

Net sales and operating income targets  
(Growth#1 Operating Income)

**Profit**

## Mission G-final

Operating income is the top-level target, and the Company will drive **all four strategies**—including net sales—to become **sources of profitability**.

Operating  
Income

**6** Bil Yen

### Financial Indicator

Net Sales

**63.2** Bil Yen

Operating Income Ratio

**9.6%**

ROE

Over **9%**

ROIC

Over **8%**

### Sustainability Indicator

CO<sub>2</sub> Emission (vs. 2019)

**28%** less

(Scope1, 2)

Waste Volume [Basic Unit] (vs. 2019)

**41%** less

User Contribution  
to CO<sub>2</sub> Reduction

Over **98,000** t

Labor productivity

**7.6%**UP

Engagement Score

**3.8** P

FY2050 Carbon Neutral

**Growth #1**

**Business Expansion  
Strategy**

## **<Focus Initiatives>**

---

1. Growth strategy by segment leveraging the core competence.
2. Creating solutions that prioritize customer value above all else.
3. Group-wide optimization and future-oriented investment strategy.

## Growth Strategy Themes

- Shift to high-performance, high-value-added products
- Group restructure and optimization of management resources
- Enhancing technical capabilities and improving production efficiency

## Growth Reform Investment

- Manufacturing Equipment for the Growth Sector
- Promoting Automation of Indirect Processes
- Factory Consolidation



## High-growth Area

New Market

Expanding sales and enhancing the lineup of products specialized in digital transformation (DX) (AI, sensing) and weight reduction.



## High Profit Area

CASE

Non-Japanese

Existing accounts

- Developing products that contribute to decarbonization and meet market needs.
- Continuous feature updates.
- Expansion of the market area.



## Ongoing Focus Area

CASE

Non-Japanese

Existing accounts

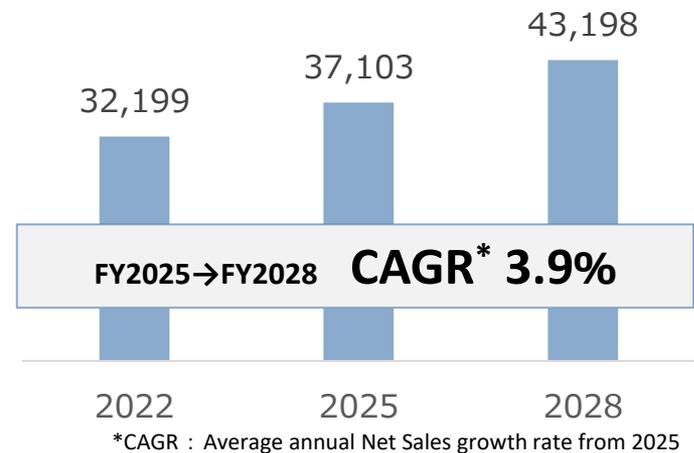
- Global expansion of CASE business.
- Development of original products that fit market needs.
- Improve sales efficiency through group restructuring.



## Profit Improvement and Transformation

- Improvement of production efficiency through business restructuring.
- Review of manufacturing bases and supply chains.
- Asset-light strategy, determining end-of-life (EOL).

## Net Sales (Mil Yen)



## <<Growth Target>>

Top : Net sales(Mil Yen)

Bottom: Percentage of net sales

CASE Related	Non-Japanese Companies	New Market	Cultivating existing accounts
8,610 (17.5%)	4,960 (10.1%)	2,440 (5.0%)	4,290 (8.7%)

## Growth Strategy Themes

- M&A for addressing gaps and business expansion
- Streamlining through business restructuring
- Standardization and product lineup optimization

## Growth Reform Investment

- M&A
- Product Development for New Industries
- Development of Overseas-Specific Products



### High-growth Area

Expansion

New Product

- Keeping pace with AI demand through information sharing with fastener segment.
- Collaboration with machine trading companies entering growth sectors.



### High Profit Area

Overseas

- Expansion of the screw fastening-related equipment lineup.
- Enhancement of new functions including optional features.
- Establishing a short-lead-time system through collaboration with the supply chain.



### Ongoing Focus Area

CASE

Overseas

New Product

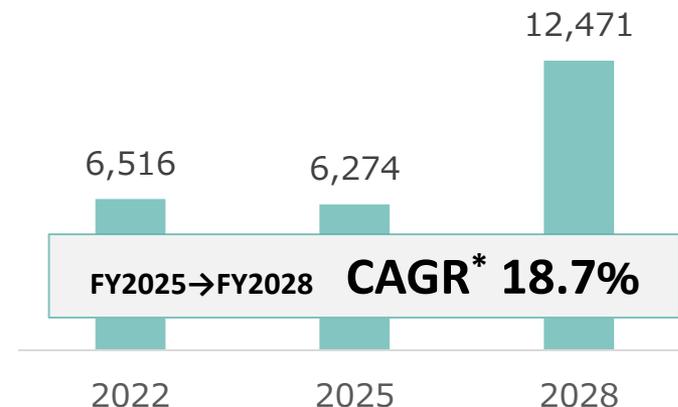
- Expanding the market share of nut runners (screwdriver tools).
- Enhancing sales to CASE sector.
- Focus on emerging markets to expand overseas sales ratio.



### Profit Improvement and Transformation

- Improving the profit margin of large-scale project quotations.
- Review of manufacturing bases and supply chains.

## Net Sales (Mil Yen)



\*CAGR : Average annual Net Sales growth rate from 2025

## <<Growth Target>>

Top : Net sales(Mil Yen)

Bottom: Percentage of net sales

CASE Related	Expansion of business domain	Overseas Sales	New Product Sales
2,640 (25.3%)	790 (7.6%)	3,740 (35.8%)	1,530 (14.7%)

## Growth Strategy Themes

- Transition to sustainable business
- Efficiency through business integration and reform
- Overseas market expansion

## Growth Reform Investment

- Development of Organic Solvent Recycling Equipment
- Promoting Automation of Indirect Processes



### High-growth Area

Environment

Automobile

- Expanding sales of flow meters specialized for AI demand.
- Stable shipbuilding orders.
- Early establishment of environmental businesses and market entry.



### High Profit Area

Geotechnical

Energy/  
Petrochemicals

- Stable orders of high-value-added analytical equipment.
- Expanding sales of analytical and measurement instruments through strengthened collaboration with overseas distributors.
- Expansion of the geotechnical equipment lineup.



### Ongoing Focus Area

Environment

Automobile

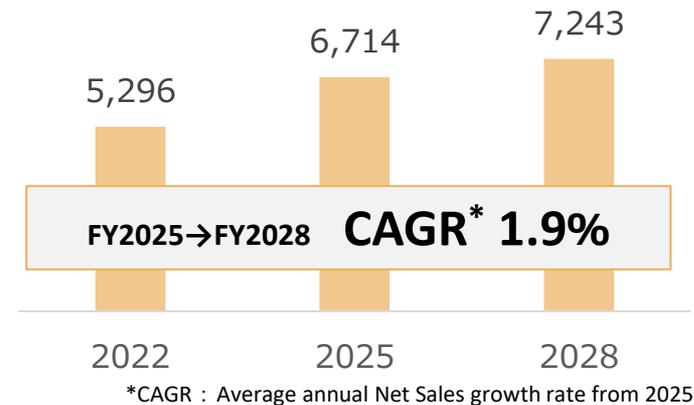
- Product development contributing to SDGs.
- Expanding the customer base for system products, primarily related to automobiles.



### Profit Improvement and Transformation

- Enhancing the competitive edge of system products through resource optimization.
- Identifying model changes and end-of-life (EOL).

## Net Sales (Mil Yen)



## <<Growth Target>>

Top : Net sales(Mil Yen)

Bottom: Percentage of net sales

Environment Related	Geotechnical Related	Energy/ Petrochemicals	Automobile Related
890 (11.0%)	510 (6.4%)	1,170 (14.6%)	1,390 (17.2%)

## Growth Strategy Themes

- Realizing dreams through early market entry
- Expansion of product lineup

## Growth Reform Investment

- Investment for the Commercialization of Medical Magnesium Material



## High-growth Area

- Development of next-generation implants utilizing the properties of high-purity magnesium.
- Accurate identification of healthcare needs and creation of new business domains.



## Ongoing Focus Area

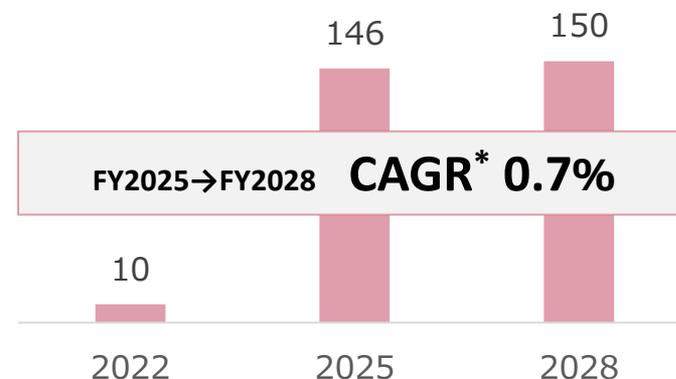
- Strengthening sales channels through collaboration with distributors.
- Expanding sales of medical components through group collaboration.



## Profit Improvement and Transformation

- Early commercialization of high-purity magnesium implants.
- Establishing manufacturing processes through continued ISO 13485 certification.

## Net Sales (Mil Yen)



\*CAGR : Average annual Net Sales growth rate from 2025

## Features of “High purity bio-soluble magnesium for medical use”

- High-purity magnesium exceeding 99.95% purity achieved through proprietary refining technology.
- Slow dissolution speed.
- Strength and flexibility close to that of bone.



**Growth #2**

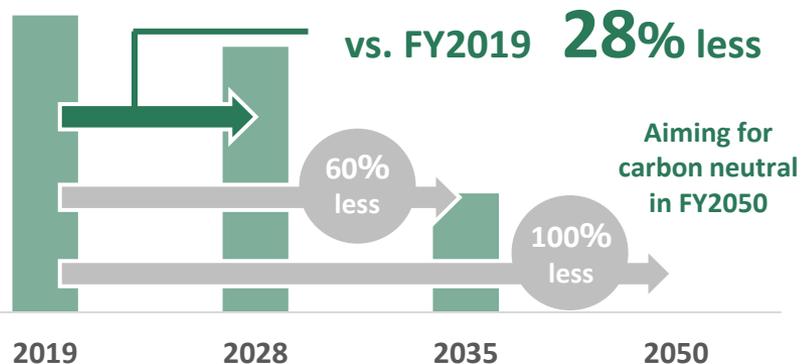
**Environmental Strategy**

## **<Focus Initiatives>**

---

1. Environmental responsibilities in all business operations.
2. Supporting stakeholders and solving social issues.
3. Strengthening governance systems to drive business improvement.

## CO<sub>2</sub> Emission (Scope1, 2)



## Measures in Mid-Term Plan (FY2026-2028)

### Energy Conservation

- Improving equipment efficiency, enhancing insulation, and increasing airtightness.
- Ayabe Fastener Plant Consolidation <Final Phase>
- EV transition for company vehicles and forklifts.

### Renewable Energy

- Expansion of solar panels and introduction of storage batteries.



### Scope3 Emission Calculation

## Waste [Basic Unit\*]

vs. FY2019 **41% less**

\*Waste Disposal Vol(kg)÷Net Sales(Mil Yen)

- Improvement in in-process product yield and processing efficiency.
- Reduction of plating sludge volume.
- Promoting paperless operations through digitalization.
- Green procurement.

## User Contribution to CO<sub>2</sub> Reduction

FY2028 **98,000t-CO<sub>2</sub>**

Replacement proposal for fasteners

New low-power consumption model

Organic solvent recycling business



New product development / Contributing to user waste reduction /Balancing environmental impact reduction and quality improvement



### E/S Support for Stakeholders

- Development of new products contributing to safety and security.
- Initiatives for regional revitalization.

## Growth #3

## Human Capital Strategy

### <Focus Initiatives>

---

1. Implementing the “Work Satisfaction” reform to generate earning power.
2. Building a comfortable working environment that enhances productivity.
3. Developing a professional team capable of solving challenges through career visualization and enriched education.

“People” are the sole source of the Company’s intelligence and engine to guide the way into the future. To maximize the powers of employees, we will equally improve “Work Satisfaction,” “Workplace Comfort,” and “Human Capital Development.” The collective energy of our employees fuels our organization, allowing us to solve complex challenges and build a sustainable future. We will assess the outcomes of these activities through labor productivity and evaluate the fulfillment of the three measures using engagement and satisfaction metrics.

## Maximizing Human Capital

3 year growth rate of labor productivity across all groups

**7.6%**

Engagement across all groups

FY2028 **3.8pt** 5 point evaluation  
FY2025 3.7pt

Domestic Group Employee Satisfaction

FY2028 **3.3pt** 5 point evaluation  
FY2025 3.09pt

Sustainable / ESG Solution



## Work Satisfaction

### Growth × Evaluation

An environment where one can feel their personal goals align with company policy, where they can take on any challenge, and where evaluations of results are clearly defined.

- Incentive
- Early Promotion/Early Selection
- Expert Development
- Performance-Based Evaluation and Compensation
- Advancing Women’s Empowerment

Implementing the “Work Satisfaction” Reform to Generate Earning Power

## Workplace Comfort

### Selection × Fairness

Workplace where individuals can choose a style that allows them to perform at their best while maintaining physical and mental well-being

- Next Generation Development Support
- Health Management Promotion
- Work Style Expansion
- Enhanced Employee Benefits
- Productivity Efficiency

Building a “Work-Friendly” Environment to Enhance Productivity

## Human Capital Development

### System × Education

Acquire knowledge tailored to one’s career path, learn to balance work and integrity, and feel a sense of fulfillment through expectations and growth.

- Purpose Ingraining
- Enhancement of Self-Improvement Environment
- Career Visualization
- Mentoring
- Global Education

Fostering a Professional Team for Problem Solving Through Career Visualization and Enriched Learning

Growth #4

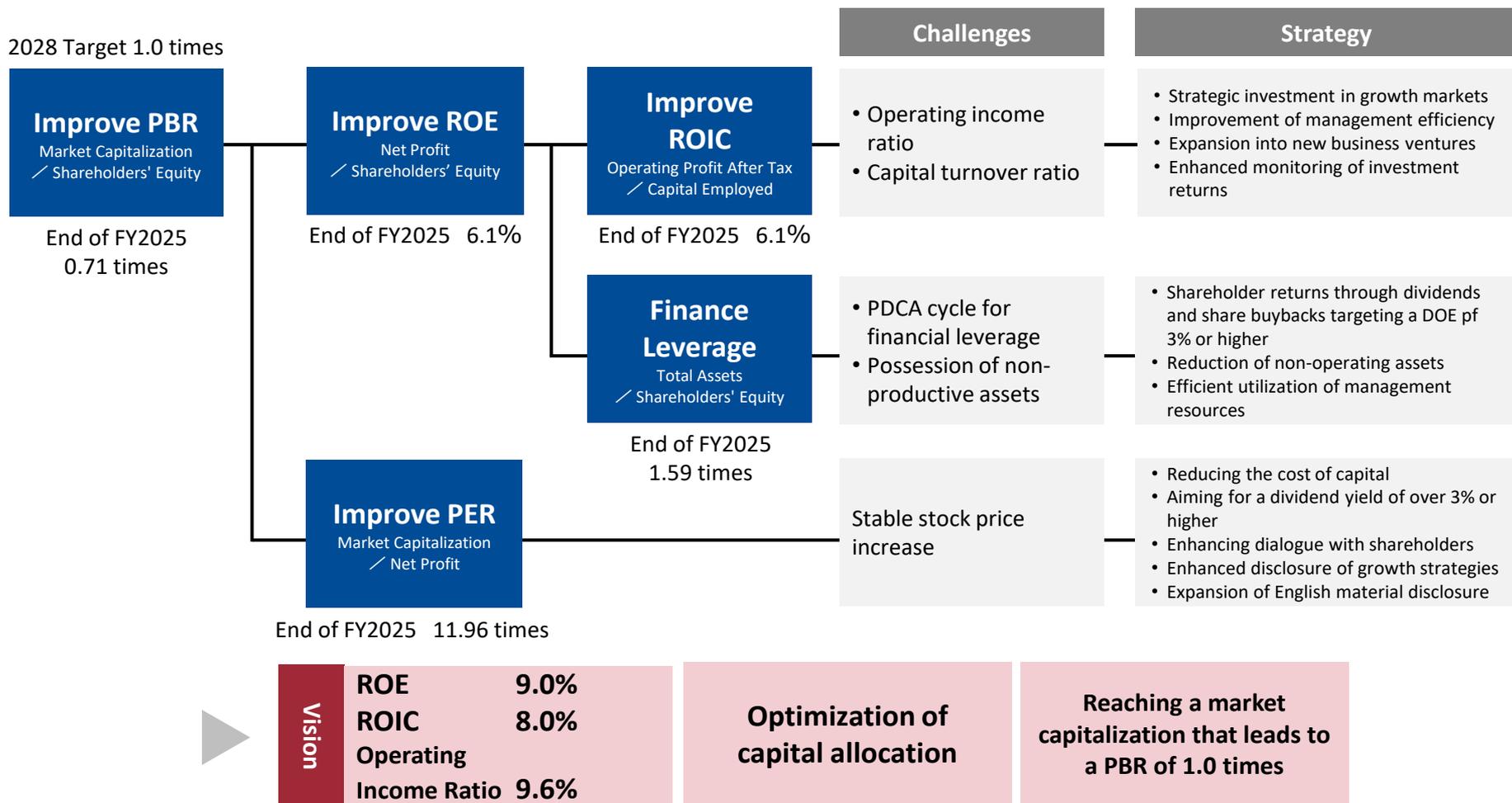
Financial Strategy

## <Focus Initiatives>

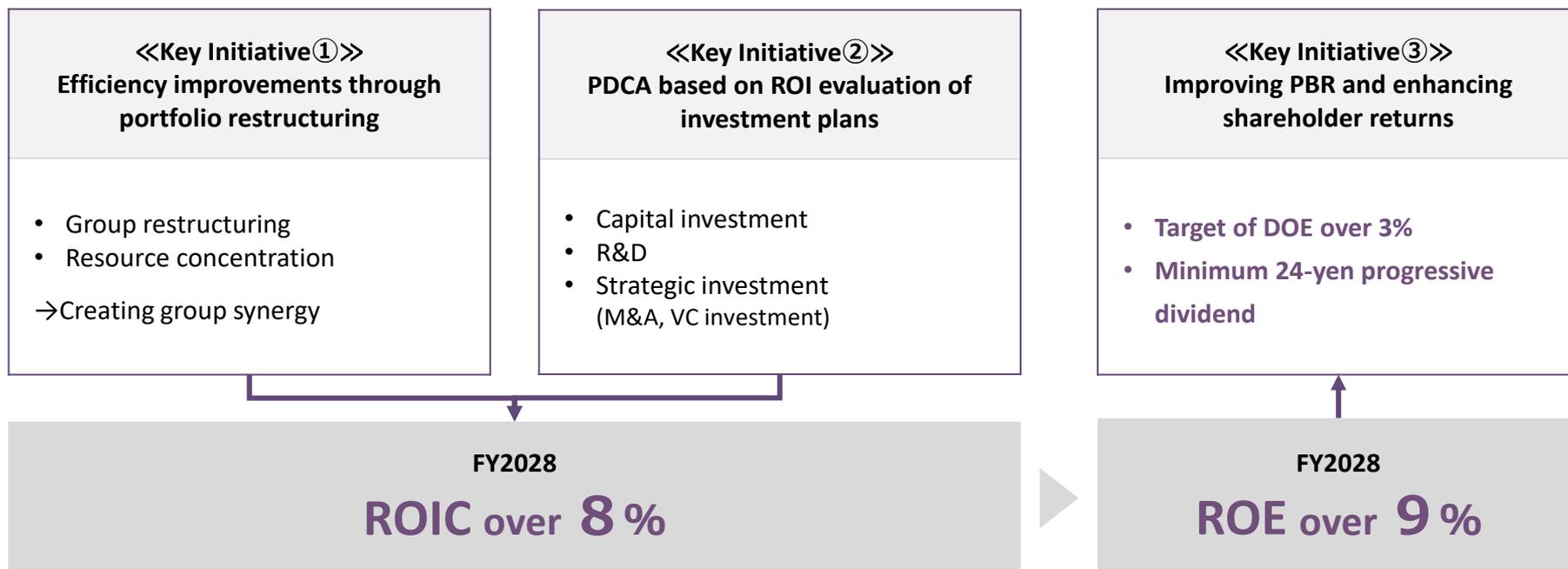
---

1. Developing an investment plan. Estimate and evaluate its effect.
2. Efficiency of management resources through group restructuring.
3. Improving PBR and enhancing shareholder returns.

The PBR is below 1.0 times as of the end of 2025. The Company views sales volume and profit margins as particular challenges, recognizing that its sluggish stock performance stems from these profitability issues. Following the previous Mid-Term Management Plan, this Mid-Term Management Plan will also place particular emphasis on expanding sales volume and improving profit margins. Additionally, a cash allocation plan will be formulated to promote efficient asset utilization and appropriate shareholder returns based on this plan, aiming to improve the PBR.



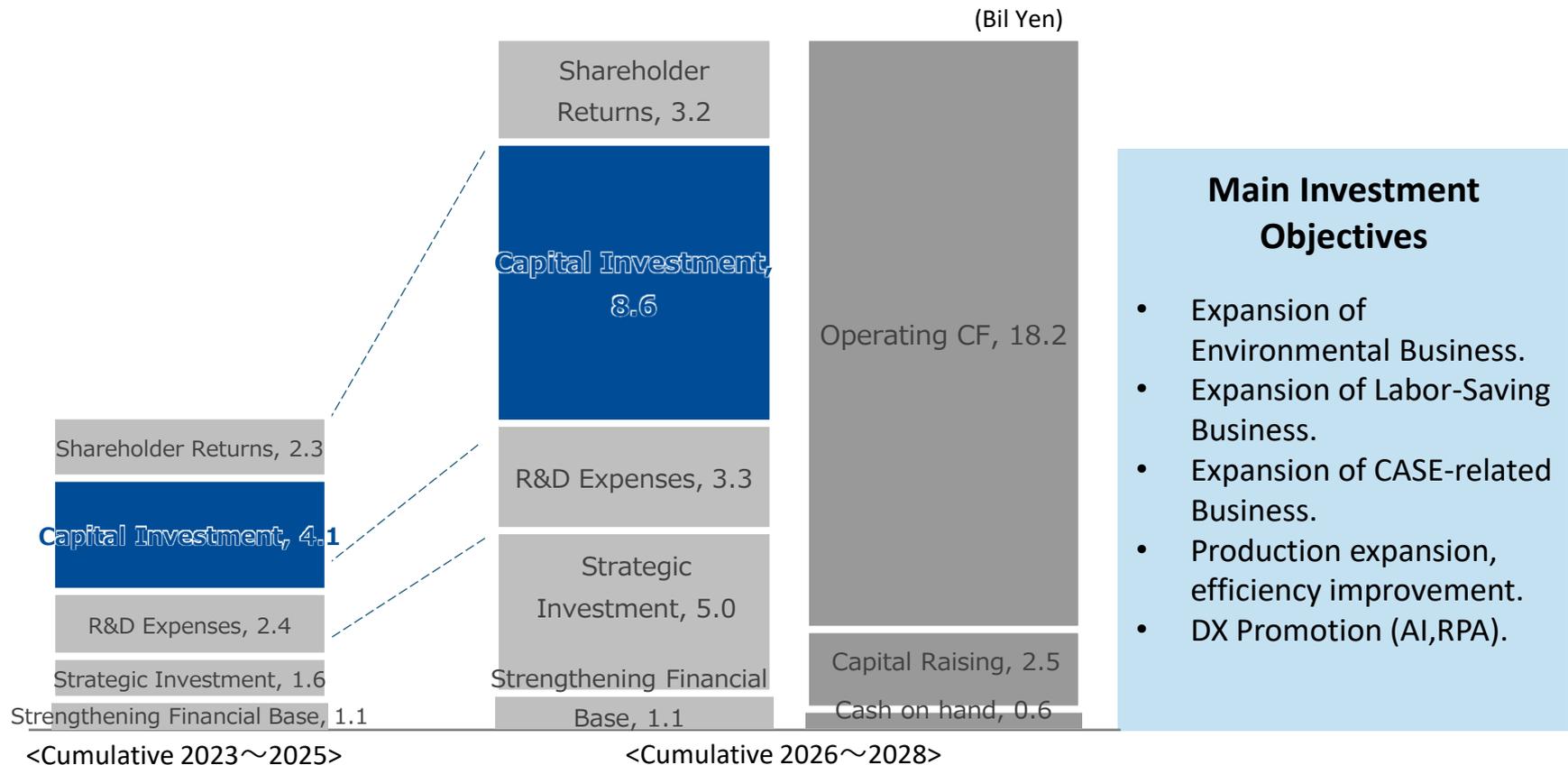
## Promote ROIC Management towards ROE 9 %



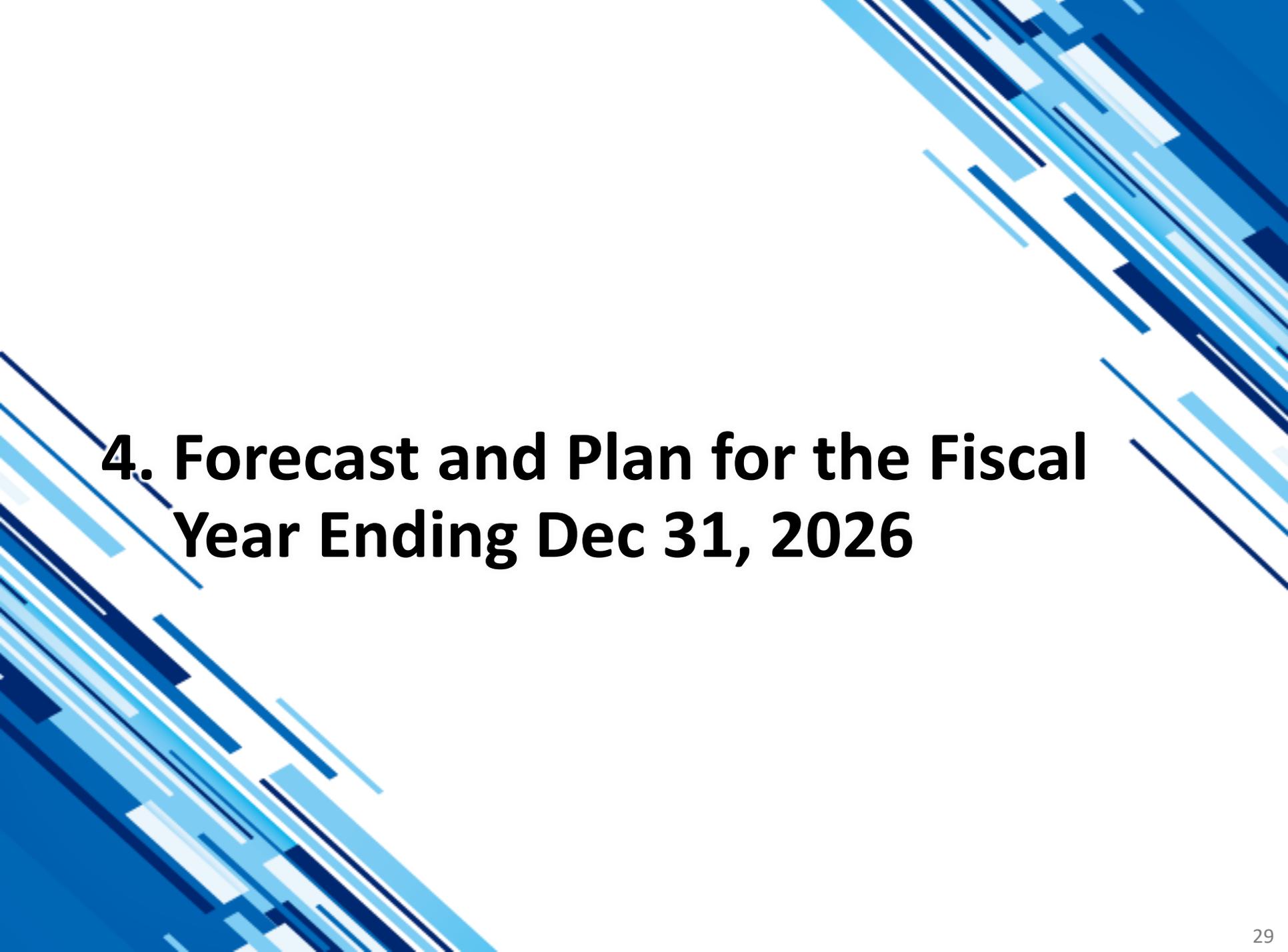
\*Reference WACC 6.6%(Calculated 2025)

FY	Operating Income (Mil Yen)		FY	COGS ratio	SG&A ratio
FY2028	6,000	—	FY2028	77.2%	14.2%
FY	Capital Turnover Ratio		FY	Operating Capital Turnover Ratio	Fixed Asset Turnover Ratio
FY2028	1.3	—	FY2028	4.7	2.5

- ✓ **Shareholder Returns** / Aim for minimum 24-yen progressive dividend and DOE of over 3% within 3 years.
- ✓ **Capital Investment** / Prioritize investment in overseas subsidiaries with growth potential.
- ✓ **R&D** / Shifting to new product development focused on profitability.
- ✓ **Strategic Investment** / Agile investment in M&A and new ventures.
- ✓ **Ensuring Financial Soundness** / Strengthening governance, reducing capital costs.



**Achieve an optimal balance between ensuring financial soundness and growth investments.**

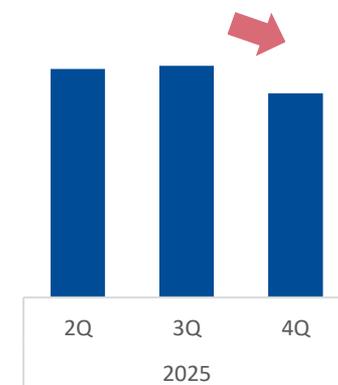
The background of the slide features a series of diagonal stripes in various shades of blue, ranging from light to dark, creating a dynamic, modern aesthetic. The stripes are scattered across the white background, primarily concentrated in the corners and along the sides.

## **4. Forecast and Plan for the Fiscal Year Ending Dec 31, 2026**

# Forecast

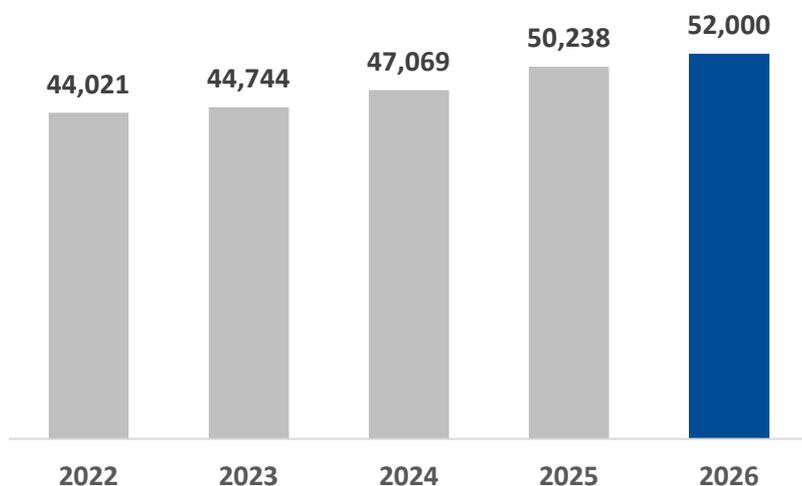
Unit : Million yen/%	FY2025		FY2026 (Forecast)		YoY	
	Amount	Ratio (%)	Amount	Ratio (%)	Amount Change	% Change
Net sales	50,238	100.0	52,000	100.0	1,761	3.5
Operating profit	3,431	6.8	3,800	7.3	368	10.7
Ordinary profit	3,409	6.8	3,800	7.3	390	11.5
Net income attributed to shareholders of the parent	2,152	4.3	2,300	4.4	147	6.9
Net income per share (yen)	59.34	-	63.41	-	-	-

Change in order backlog



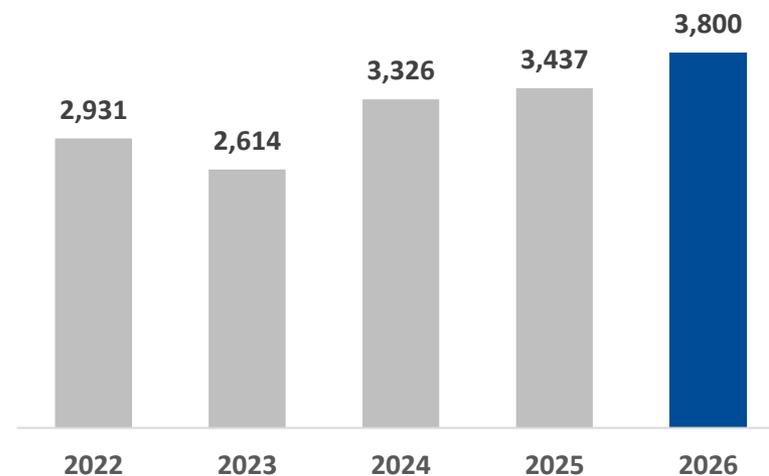
(Million Yen)

Net Sales



(Million Yen)

Operating Income



# Market trend and initiatives by segment

## Fastener

Demand for game consoles and data centers amid growing demand for generative AI is expected to remain firm. Expansion of the European market will continue in collaboration with the overseas subsidiaries, while capturing the growth of the Indian market. Continued orders for high-functionality, high-value-added CASE-related products will further strengthen profitability. Review the business and product portfolio at an early stage, drive cost reductions through measures such as material reviews, and maintain profit margins at a high level.

Main market trends		Initiatives and future efforts	Change in order backlog
<b>Automobile</b>	While EV sales slowdown has an impact, demand for products centered on ADAS within CASE-related areas is increasing. Market expansion for batteries, inverters and other products driven by electrification continues. Demand for vehicle weight reduction and thinner sheet metal persists.	<ul style="list-style-type: none"> <li>Promoting new demand acquisition through joint sales visits to mutual customers within the housing and construction fields.</li> <li>Strengthening sales activities targeting non-Japanese companies, mainly in the European market, in collaboration with subsidiaries.</li> <li>Reduction of manufacturing costs and improvement of profit margins through factory reorganization, reduction of inter-factory transportation, and review of suppliers.</li> </ul>	
<b>Housing and construction</b>	Project delays persist due to the industry's severe labor shortage and soaring material costs.		
<b>Household goods</b>	Orders for game consoles are expected to continue.		

## Assembly Machine

Expansion of ADAS-related standard equipment will continue to gain orders despite uncertainty in the automobile market. Strategically strengthening overseas sales, with India showing growth significantly exceeding previous years. The U.S. market is beginning to show signs of bottoming out. Orders for data centers are on the rise as a new market.

Main market trends		Initiatives and future efforts	Change in order backlog
<b>Automobile</b>	Companies are adopting a wait-and-see approach amid U.S. additional tariffs and delayed EV equipment investments. While domestic sales volume declines are impacting the market, ADAS-related investments are expected to continue as standard equipment adoption progresses.	<ul style="list-style-type: none"> <li>Expanding low-cost Asian model products targeting non-Japanese users. Expanding low-cost Asian model products.</li> <li>Strengthening sales expansion in the Indian market.</li> <li>PR for the new ultra-low thrust model "FM513VZR."</li> <li>PR for the "contamination unit" and "ultra-high precision screw float detection function" as new options for screw driving machines.</li> </ul>	
<b>Electrical and electronic</b>	Capital investment by major customers is expected to remain restrained.		
<b>Energy sector</b>	Capital investment is expected to increase across companies in response to product updates.		

## Control System

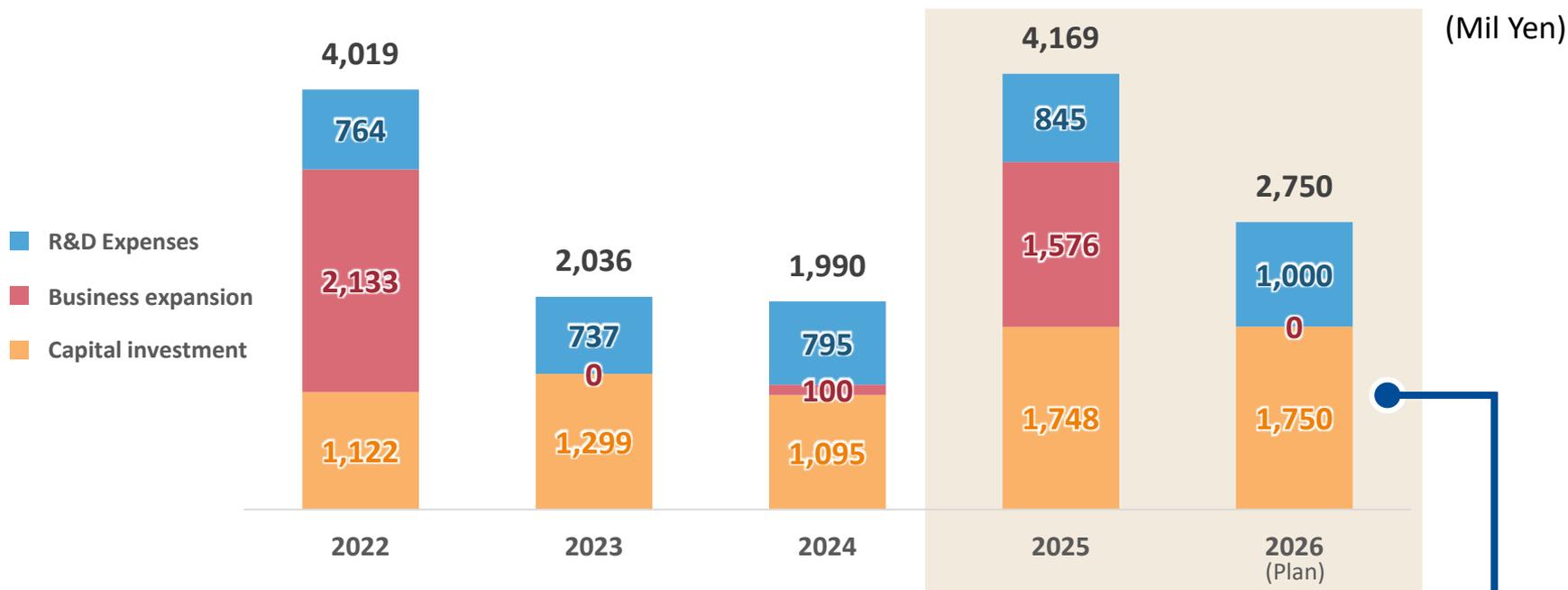
Anticipate sales of large-scale system products for pharmaceutical companies. With domestic regulations on PFOS and PFOA set to be finalized in April, demand for analytical instruments is expected to increase. Demand for elemental analyzers and automatic sample furnaces in the oil sector is expanding in India and the Middle East. Organic solvent recycling equipment is scheduled for release in 2026 following the production of a demonstration unit.

Main market trends		Initiatives and future efforts	Change in order backlog
<b>Chemical and pharmaceuticals</b>	Demand for LIB is expected to slow in some regions, including China, but demand for next-generation battery materials in Japan and elsewhere is expected to continue.	<ul style="list-style-type: none"> <li>In Europe, the Company is conducting stability and durability testing of products with users through PFAS screening analysis, followed by seminars and other activities to expand market share.</li> </ul>	
<b>Energy sector</b>	Demand for element analyzers and automatic quick furnace devices is expanding for oil refining and petrochemical applications in India and the Middle East. Domestic demand for elemental analysis is expected to expand for alternative fuels such as SAF.		
<b>Environment</b>	Domestic regulations for PFOS and PFOA will take effect starting April 2026, fueling expectations for increased demand. Sales of small distillation units, adopted as an official method in April 2025, are also trending upward.		

## Medical

Sales are being secured continuously through a product portfolio reorganization designed to respond to market conditions.

Main market trends	Initiatives and future efforts	Change in order backlog
<b>Development plans</b>	Starting with the U.S. in July 2024, the Company plans to acquire overseas patents for “High purity bio-soluble magnesium for medical use.” The Company will prepare for the early commercialization of this material and at the same time, explore the expansion of its application to various medical device fields. The Company is also building a system to obtain new medical device manufacturing contracts utilizing existing technologies.	

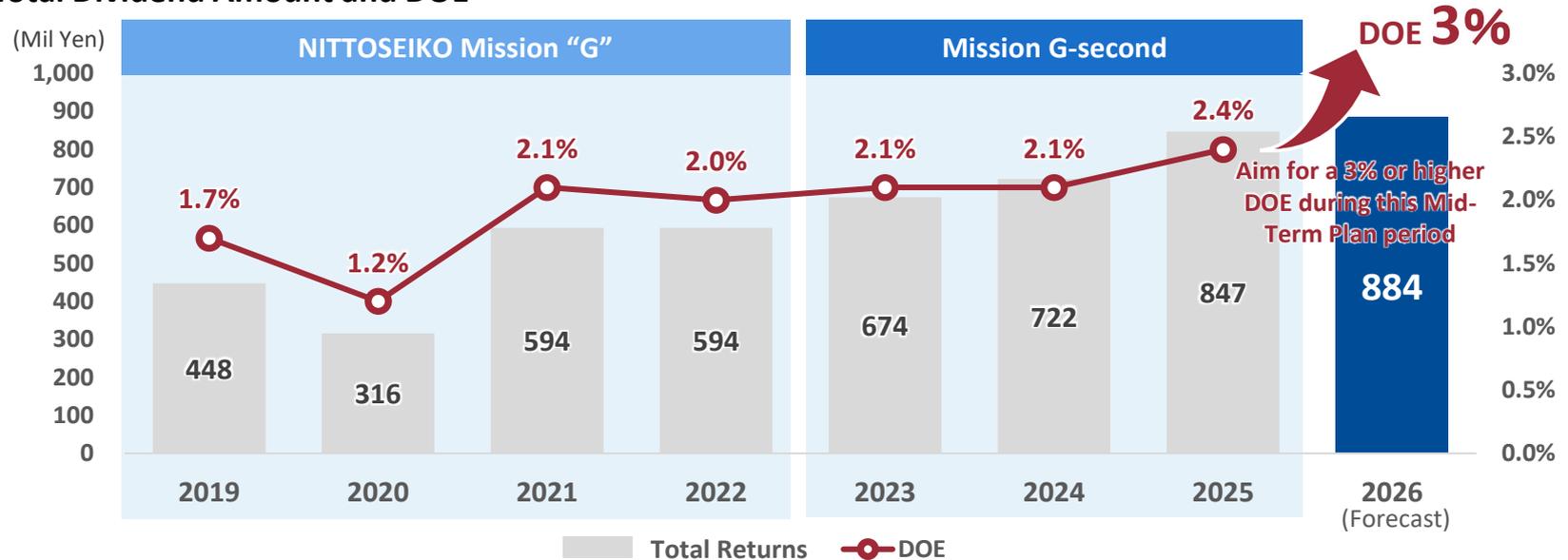


Area	2025 Result	2026 Plan
R&D Expenses	<ul style="list-style-type: none"> <li>Organic Solvent Recycling Business</li> </ul>	
Improved productivity/ Enhanced quality/ Reduced CO <sub>2</sub> emissions	<ul style="list-style-type: none"> <li>Structural Renovation of the Fastener Factory</li> <li>Automatic Flange Welding Machine</li> <li>Tokyo Branch Relocation Construction</li> </ul>	<ul style="list-style-type: none"> <li>Installation of Automatic Cleaning Machines and Building Expansion (Shinwa Seiko)</li> <li>Solar Panels (Domestic subsidiary)</li> <li>Yata Plant Special High-Voltage Power Receiving Facility Upgrade &lt;Third Phase&gt;</li> </ul>
Business expansion	<ul style="list-style-type: none"> <li>Acquisition of Indian Special Cold Forged Parts Manufacturer</li> </ul>	

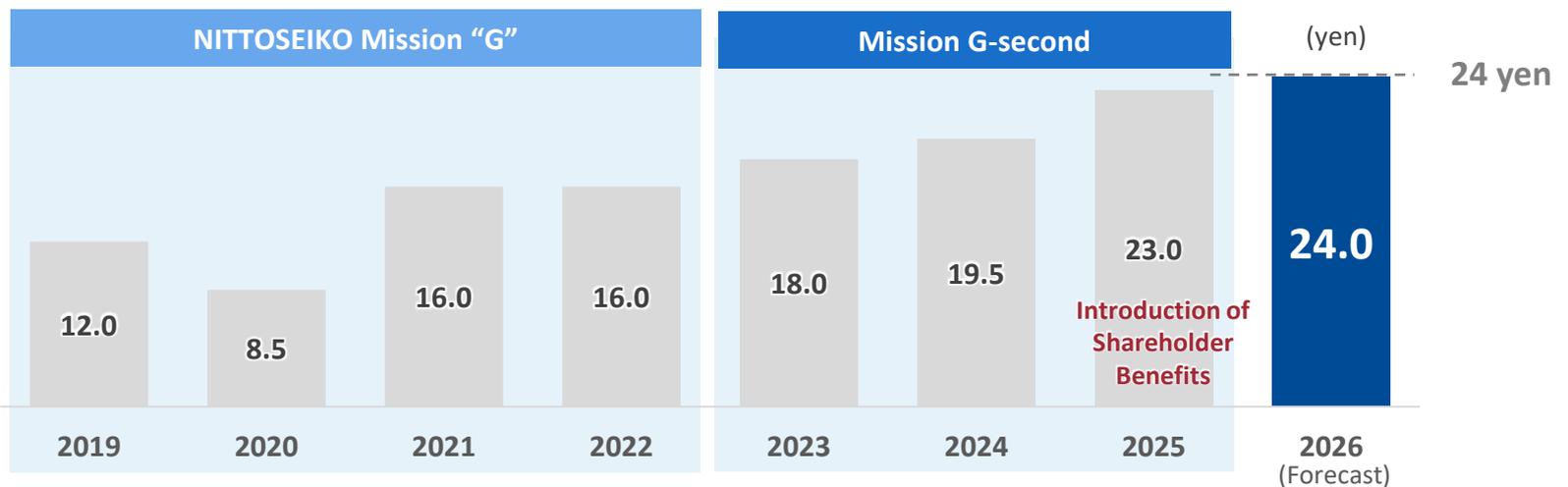
# Shareholder Returns

During the Mid-Term Plan period, a progressive dividend policy with a minimum of 24 yen per share will be implemented, aiming for a dividend payout ratio (DOE) of 3% or higher by 2028.

## Total Dividend Amount and DOE



## Annual Dividend Per Share



# 5. Appendix

# Quarterly Performance Trends

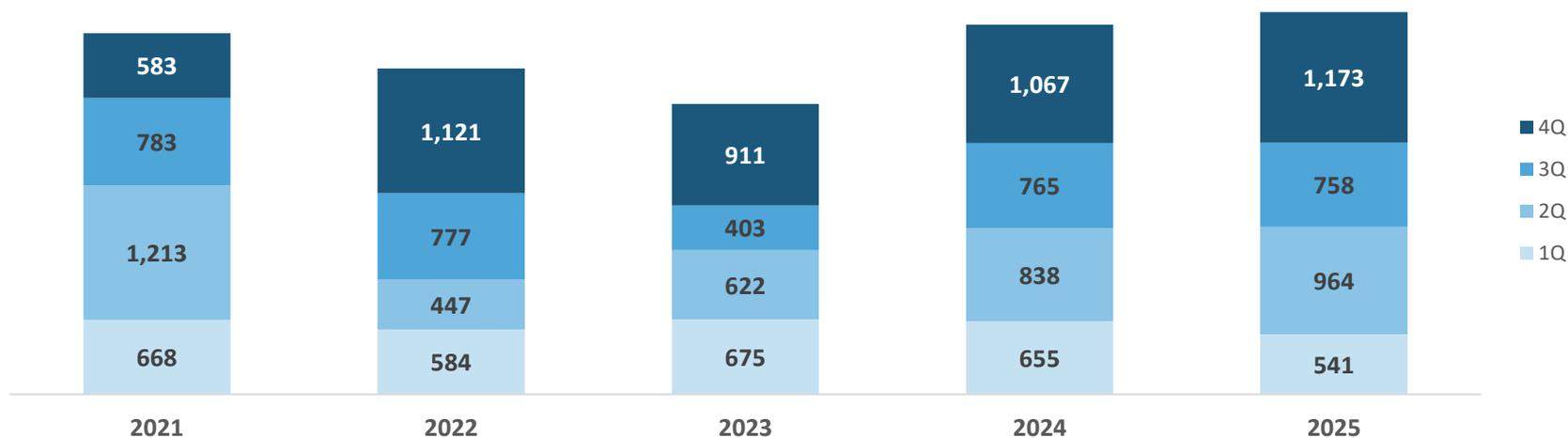
## Net Sales

(Million Yen)



## Operating Income

(Million Yen)



# YoY Comparison of Segment Performance

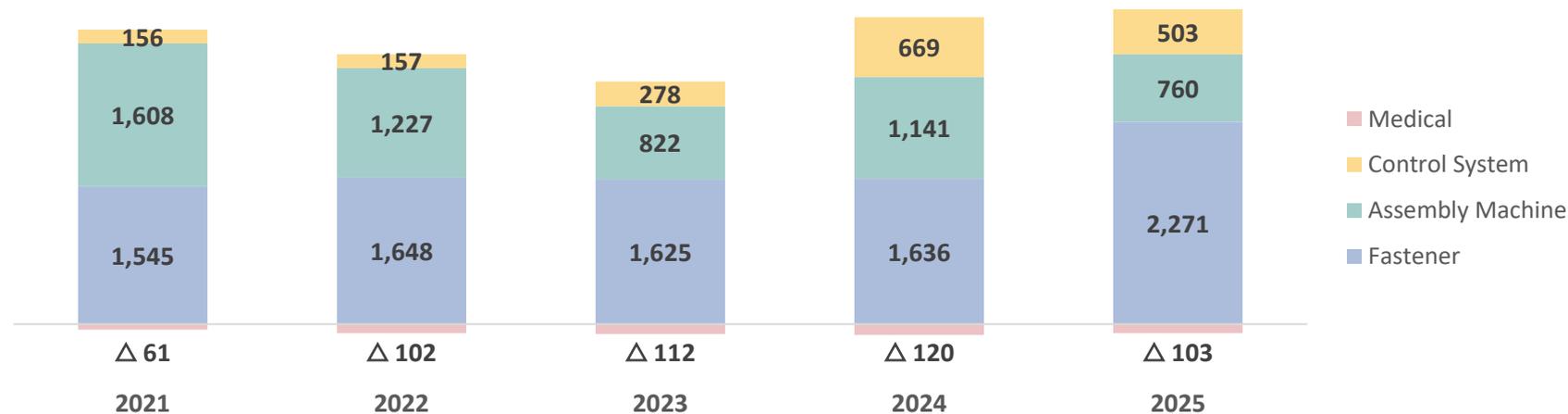
## Net Sales

(Million Yen)



## Operating Income

(Million Yen)



# Consolidated Balance Sheet

The Company compressed its balance sheet by reducing non-operating fixed assets, such as the sale of real estate associated with the relocation of the East Japan Branch, and shortening the payment term, in response to an increase in borrowings related to the consolidation of its Indian subsidiary's M&A.

Unit : Million yen/%	FY2024/4Q	FY2025/4Q	YoY
	Amount	Amount	Amount change
<b>Total current assets</b>	<b>36,504</b>	<b>35,850</b>	<b>△ 654</b>
Cash and deposits	10,580	10,493	△ 86
Accounts receivable	13,318	12,477	△ 840
inventory	10,992	11,753	760
<b>Total non-current assets</b>	<b>19,099</b>	<b>21,822</b>	<b>2,723</b>
Property, plant and equipment	14,003	15,661	1,658
Intangible assets	864	1,082	218
Investments and other assets	4,231	5,078	846
<b>Total assets</b>	<b>55,604</b>	<b>57,673</b>	<b>2,068</b>
<b>Total current liabilities</b>	<b>13,200</b>	<b>11,833</b>	<b>△ 1,366</b>
Accounts payable	8,835	7,101	△ 1,733
Short-term borrowings	1,325	1,714	389
<b>Total non-current liabilities</b>	<b>3,812</b>	<b>4,837</b>	<b>1,024</b>
Long-term borrowings	235	962	727
<b>Total liabilities</b>	<b>17,012</b>	<b>16,670</b>	<b>△ 342</b>
Share capital	3,522	3,522	—
Capital surplus/Retained earnings	30,793	32,208	1,415
Treasury shares	△ 1,778	△ 1,746	31
<b>Total net assets</b>	<b>38,591</b>	<b>41,002</b>	<b>2,410</b>

**Accounts receivable △840**  
(Shortened collection period)

**Inventory +760**  
(Indian subsidiary, etc.)

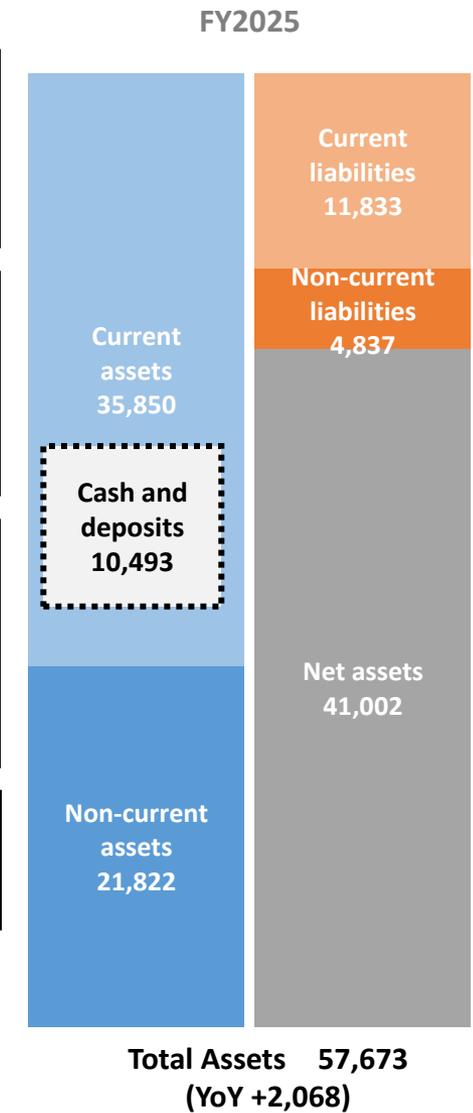
**Property, plant and equipment +1,658**  
(Indian subsidiary, etc.)

**Goodwill +91**  
(Indian subsidiary, etc.)

**Accounts payable △1,733**  
(Shortened payment period)

**Short-term borrowings +389**  
(Acquisition costs for Indian subsidiaries, for Indian subsidiary, etc.)

**Long-term borrowings +727**  
(Indian subsidiary, etc.)



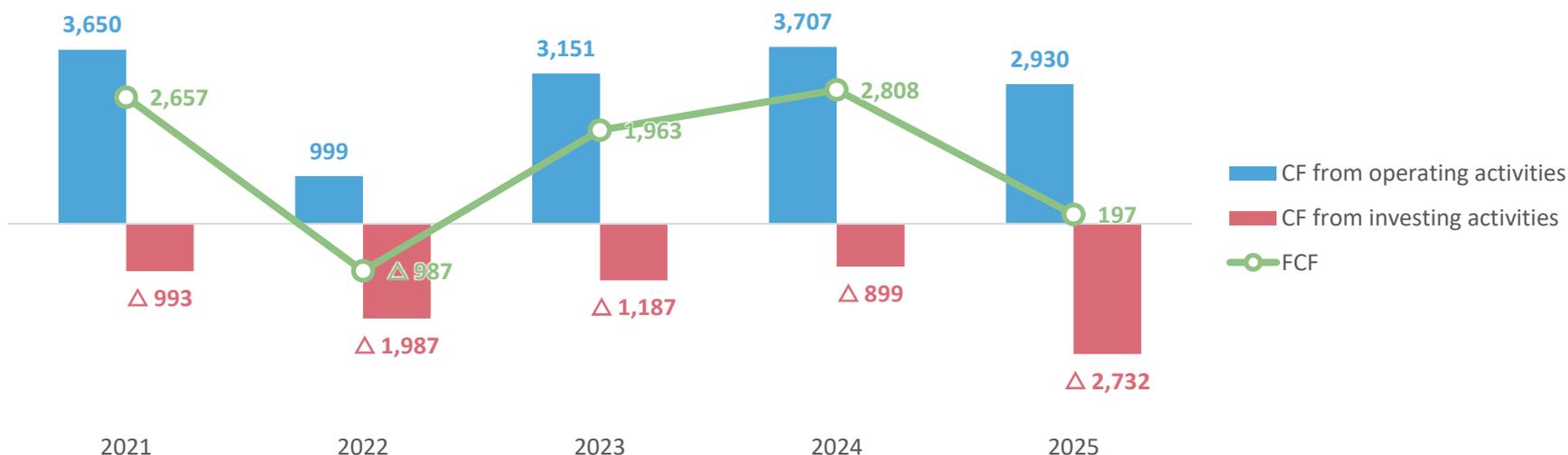
# Consolidated Cash Flow Statement

While free cash flow decreased due to the acquisition of an Indian subsidiary and capital investment, funds were raised through financial activities.

Unit: Million yen / %	FY2024	FY2025	
	Amount	Amount	Amount change
CF from operating activities ※①	3,707	2,930	△ 777
CF from investing activities ※②	△ 899	△ 2,732	△ 1,833
(Free CF) ※① + ②	2,808	197	△ 2,611
CF from financing activities	△ 1,426	△ 423	1,003
Net increase (decrease) in cash and cash equivalents	1,577	△ 174	△ 1,752
Cash and cash equivalents at beginning of period	8,027	9,604	1,577
Cash and cash equivalents at end of period	9,604	9,430	△ 174

**Acquisition of Subsidiary Shares  
△1,566**  
(Acquisition of Indian subsidiary)

**Increase in interest-bearing  
debt +387**  
(Acquisition costs for Indian subsidiaries, for Indian subsidiary, etc.)



## Strengthening Disclosure and Governance



The Company's plan is to increase communication with investors and disclose non-financial information, a source of value creation, to raise expectations for future growth (and reduce the cost of capital).



The Company intends to build a management structure that is more committed to its business strategy.

## Dialogue with Investors

	2024	2025	2026 (Plan)
Financial Results Briefing for Institutional Investors	2	2	2
Briefing for Individual Investors (Online, Neighboring regions)	2	2	3
IR Factory Tour	2	3 (held by the company for shareholders, hosted by investment firms)	Planned



### Requests from Investors

- I would like a factory tour.
- I would like to receive detailed explanations about the business outlook and information about the changes in the backlog of orders.
- Balance sheet tightening may be needed.

### NITTOSEIKO Company Response

- Factory tour for institutional investors was held in April 2024.
- Supplementary materials and financial results briefing materials were added sequentially.
- Reviewing fixed assets and real estate, reducing receivables and payables, and reducing capital through share buybacks.

## Changes in Share Structure

Increased liquidity due to dissolution of cross shareholdings, introduction of shareholder benefits and enhanced investor relations activities

the number of shareholders



**1**

**We will carry on our management philosophy and enhance our corporate value by developing our business.**

**2**

**We will be recognized and sought after by our stakeholders for the realization of a sustainable society.**

**3**

**As a manufacturing solutions group, we will share our customers' materiality and strive to solve their issues.**

**4**

**We will ensure a strong financial position to carry out all of these activities.**

## Website IR Page

<https://global.nittoseiko.com/ir.html>

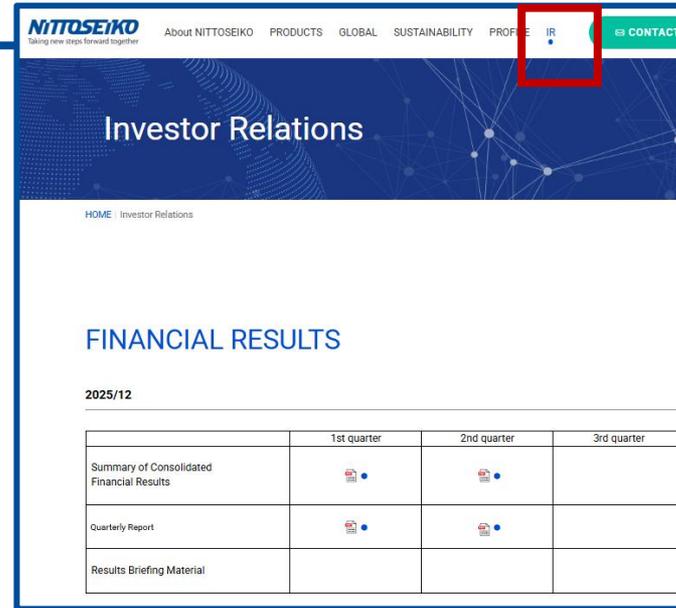
## IR contact form

NITTOSEIKO CO., LTD.  
Corporate Planning Section  
Tel: +81 773-42-3739  
E-mail: [ir@nittoseiko.com](mailto:ir@nittoseiko.com)

## Contact point for IR interviews



<https://sharedresearch.jp/en/companies/5957>

A screenshot of the NITTOSEIKO Investor Relations website. The top navigation bar includes links for "About NITTOSEIKO", "PRODUCTS", "GLOBAL", "SUSTAINABILITY", "PROF", "IR" (highlighted with a red box), and "CONTACT". The main heading is "Investor Relations". Below it, there is a "FINANCIAL RESULTS" section for the period "2025/12". A table lists financial results for the 1st, 2nd, and 3rd quarters, with links to "Summary of Consolidated Financial Results", "Quarterly Report", and "Results Briefing Material".

	1st quarter	2nd quarter	3rd quarter
Summary of Consolidated Financial Results			
Quarterly Report			
Results Briefing Material			

Forecasts of future performance contained in this document are based on information currently available to the Company and certain assumptions that the Company considers reasonable. Actual results may differ from these forecasts due to a variety of factors. Important factors that may affect actual results include, but are not limited to, economic conditions in Japan and overseas surrounding our business domain, demand trends for our products and services, exchange rates, and stock market trends. Factors that may affect our business performance are not limited to the above.