



February 10, 2026

Dear all,

Company Name	NITTOSEIKO CO., LTD.
Name of Representative	Chief Operating Officer Makoto Araga
	(code : 5957 Tokyo Stock Exchange Prime Market)
Contact information	General Manager of Financial Strategy Division Shinichi Matsumoto
	(TEL : 0773-42-3111)

#### Notification regarding the formulation of the medium-term management plan

We are pleased to announce that we have formulated our mid-term management plan, "Mission G-final," covering the three-year period from 2026 to 2028. Details are as follows.

Our group established its 10-year management vision in 2019: "To become a globally recognized and sought-after 'manufacturing solutions group'." Based on our medium-term management plan—Stage 1: the four-year "NITTOSEIKO Mission 'G'" and Stage 2: the three-year "Mission G-second"—we have focused our business activities on creating synergies and managing capital costs.

In the final stage, "Mission G-final," we will continue to uphold the meaning of G—Group's, Global, and Growth—positioning innovation promotion as the fundamental principle of our business activities. We will advance initiatives prioritizing profitability improvement, centered on four growth strategies. Through this, we will strive to earn the high trust of our stakeholders and become a sustainable company with a promising future.

1. Mid-Term Management Plan Mission G-final
2. Target Period January 1, 2026 to December 31, 2028
3. Strategic Themes The culmination of our manufacturing solutions group, and a new frontier of creation and innovation
4. Final annual goals Operating income 6 billion yen  
Operating profit is the top priority, and we will focus on all four strategies to drive profitability

Growth#1 Business Expansion Strategy  
Goal : • Net sales 63.2 billion yen

Growth#2 Environment Strategy  
Goal : • CO<sub>2</sub> emissions reduced by 28% (compared to 2019)  
• Waste volume (per unit) reduced by 41% (compared to 2019)  
• Contribution to users' CO<sub>2</sub> reduction 98,000t-CO<sub>2</sub>

Growth#3 Human Resource Strategy  
Goal : • Labor productivity 7.6% (3-year growth rate)  
• Engagement 3.8p

Growth#4 Financial Strategy  
Goal : • ROIC over 8%  
• ROE over 9%

#### 【Notice regarding future information】

Statements in this document regarding the Company's plans, forecasts, and other forward-looking information are based on information currently available to the Company and certain assumptions deemed reasonable. Actual results may differ significantly due to various factors.

Thank you



Mission  
G-final

NITTOSEIKO Group  
Mid-Term Management Plan 2026-2028

# Mission G-final

Feb 10<sup>th</sup>, 2026  
NITTOSEIKO Co., Ltd.

**NITTOSEIKO**  
Taking new steps forward together

- 1. Reflection of the previous Mid-Term Management Plan**
- 2. Mid-Term Management Plan  
<Mission G-final> 2026-2028**
  - (1) Basic Management Policy
  - (2) Growth Strategy
  - (3) Strategy of each segment

# Evaluation of the Mid-Term Management Plan

NITTOSEIKO

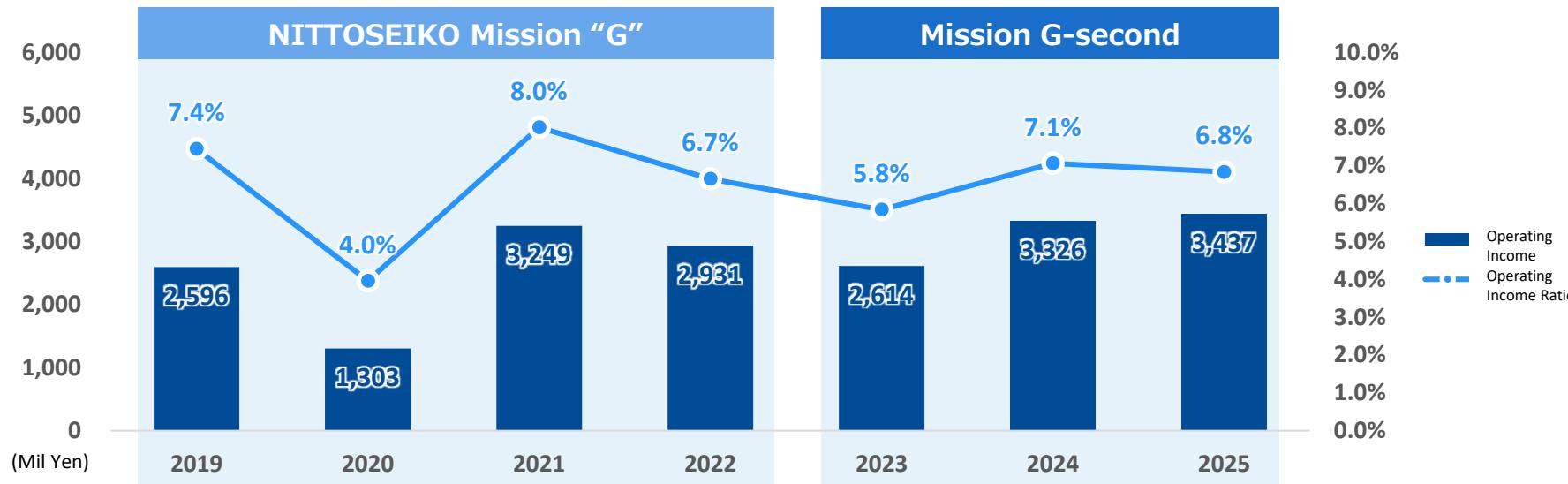
		Target FY2025	Result FY2025	Evaluation
Growth#1	Net Sales	<b>600</b> B yen	<b>502</b> B yen	
	Operating Income	<b>51.6</b> B yen	<b>34.3</b> B yen	
Growth#2	CO <sub>2</sub> emissions (Compared to 2019)	<b>▲12%</b>	<b>▲20.5%</b>	
	Waste [Basic unit]* (Compared to 2019)	<b>▲5%</b>	<b>▲28.8%</b>	
Growth#3	Labor productivity (Compared to 2022)	<b>24%</b> UP	<b>11.8%</b> UP	
	Engagement score	<b>3.8P</b> or more	<b>3.7P</b>	
Growth#4	ROIC	<b>8%</b> or more	<b>6.1%</b>	
	ROE	<b>9%</b> or more	<b>6.1%</b>	

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

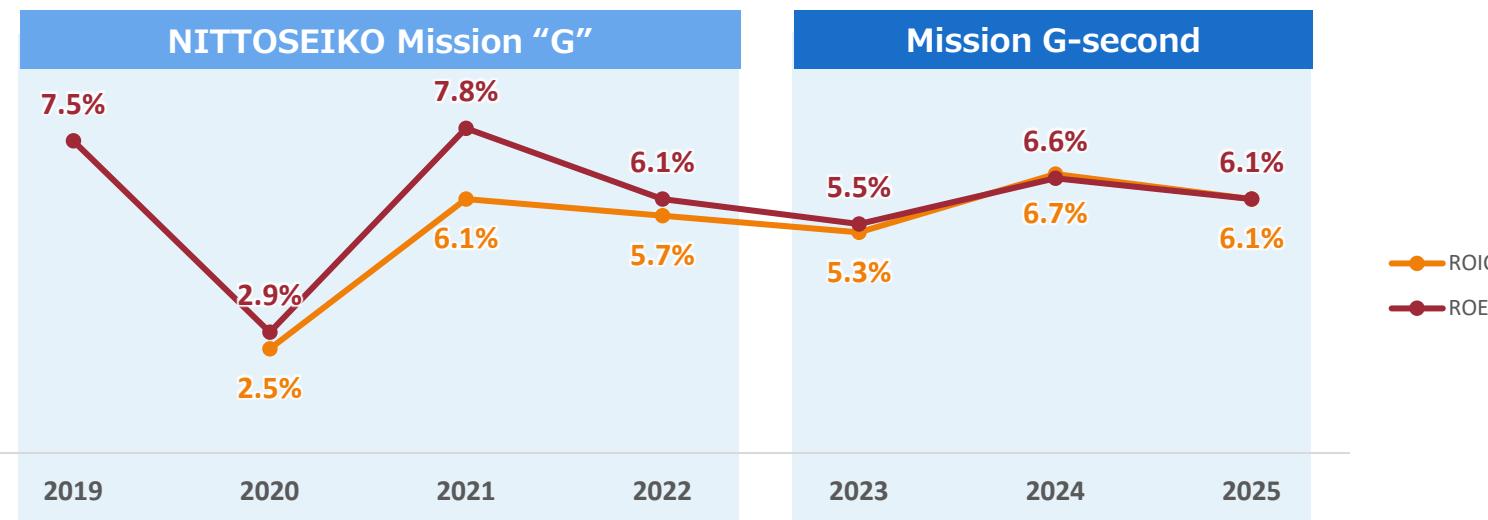
# Financial Position

NITTOSEIKO

## Trend in Operating Income



## Trend in ROIC and ROE



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## Corporate Philosophy

### 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**.

## Long-Term Vision

〈2019-2028 Long-Term Vision〉

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

## Mid-Term Management Plan

### Mission G-final 2026 - 2028

## Action Plan



Development of Products

Environmental Business

Capital Investment

Strategic Investment

Capital Efficiency

Regional & Social Contribution

Human Capital Education

Shareholder Returns

Achieving a Sustainable Society



## To build a better self

Promote health, cultivate integrity, seek knowledge, hone skills, and build a sound personality.

## To do good work

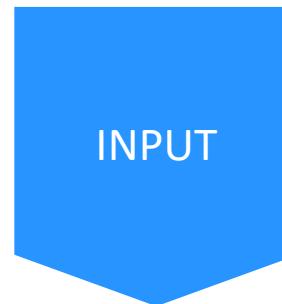
With sincerity as a guiding principle, we will strive for continuous improvement.

Work in harmony and cooperate to create excellent products. Create a vibrant workplace.

## To make a good contribution

Thanks to the blessings of society, we are able to devote ourselves to our daily work.

By channeling this gratitude into our work, we will contribute to society.



Refine capital for value creation

Create excellent products and services

Give positive impact on the environment and society

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# Roadmap for Growth Strategy

**NITTOSEIKO**

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



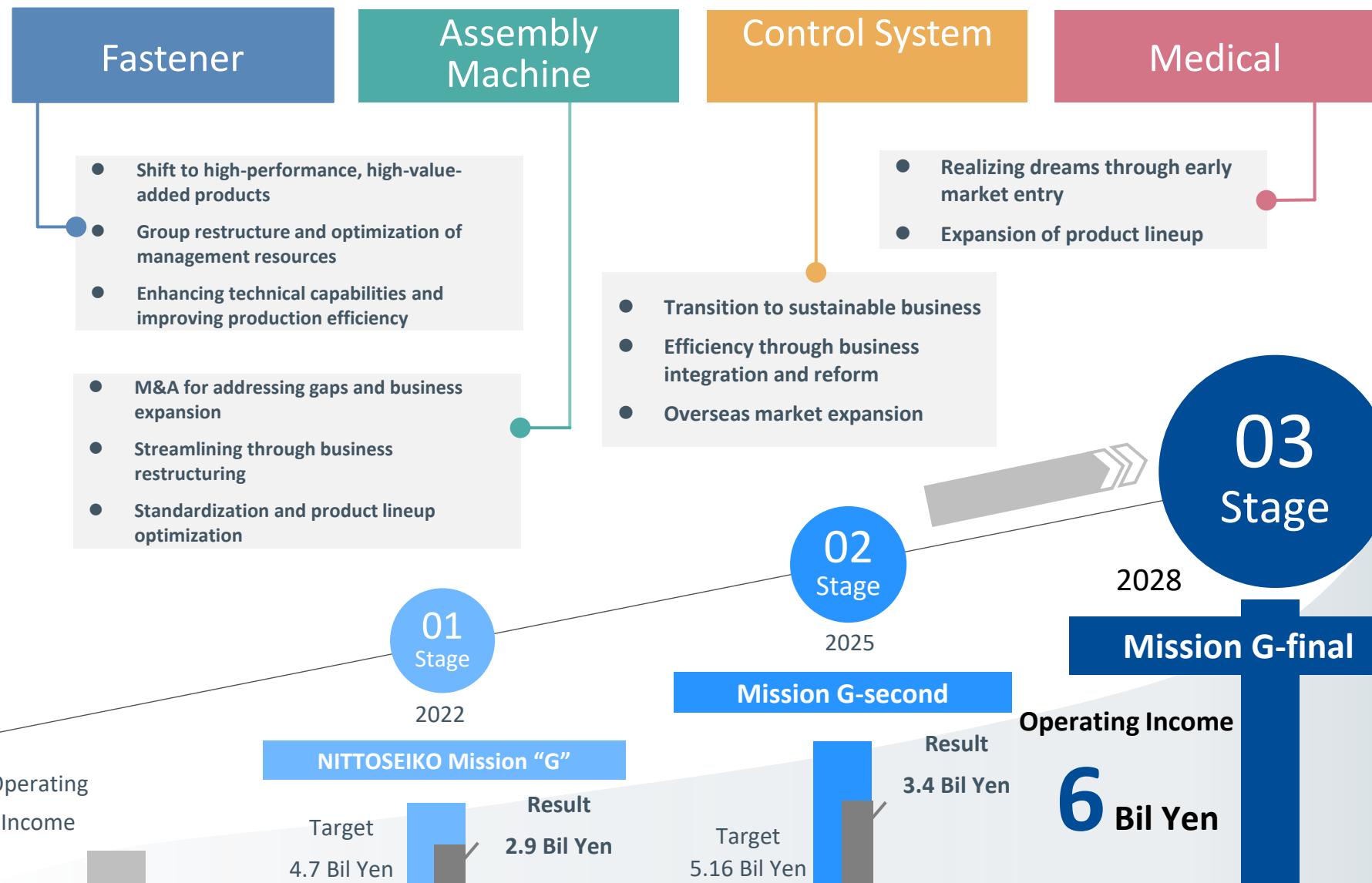
Long-Term  
Vision

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

# Innovation of Business Structure

**NITTOSEIKO**

Improve **profitability** to pursue a vision of differentiated value creation and sustainable growth.



## 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

FY2050 Carbon Neutral

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

(Scope1, 2)

28% less

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

# Four Growth Strategies

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

## 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

## 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

## 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

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**Growth #1**

**Business Expansion  
Strategy**

## **<Focus Initiatives>**

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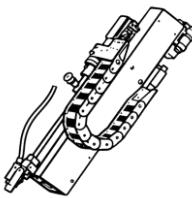
1. Growth strategy by segment leveraging the core competence.
2. Creating solutions that prioritize customer value above all else.
3. Group-wide optimization and future-oriented investment strategy.

# Growth#1 Organizing Needs and Challenges

**NITTOSEIKO**



## Fastener



## Assembly Machine



## Control System



## Medical

Needs

- Weight reduction, electrification, and high-performance products
- Local support for European transactions
- Establishment of overseas production facilities (for specific products)
- Improving the technical and quality capabilities of overseas subsidiaries
- Stable supply of products to growth sectors



Challenges

- Meeting the needs of a diverse customer base
- Review of the product portfolio
- Cost structure optimization
- Ensuring long-term operational capability of equipment
- Optimization of equipment maintenance costs



- Dispersed customer portfolio
- Improvement of quotation of special equipment
- Skill transfer and quality stability
- Raising sales standards
- Promotion of new product development



- Organizing and optimizing low-profit products
- Thorough cost management
- Creation and expansion of high-margin products
- Strengthening intergroup collaboration
- Optimal allocation of resources



- Clinical trial cost optimization
- Streamlining the approval process and strengthening progress management



Clarifying **the target**, and creating competitive advantage to **prevail** over rivals across broad domains.

## Fastener Segment Growth Strategy



### High-growth Area

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



### High Profit Area

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



### Ongoing Focus Area

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



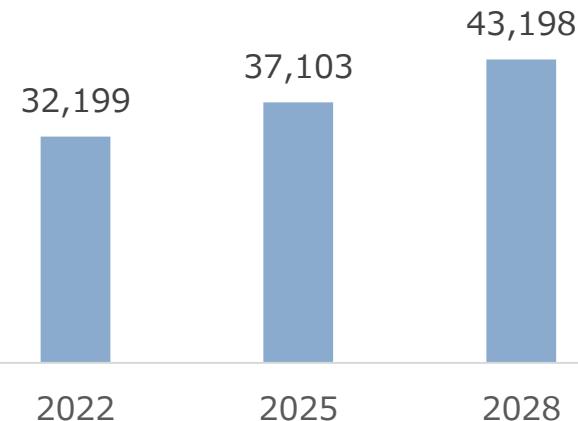
### Profit Improvement and Transformation

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

FY2025→FY2028  
**CAGR\* 3.9%**

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

### 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%)

## Assembly Machine Segment Growth Strategy



### High-growth Area

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



### High Profit Area

- 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

- 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

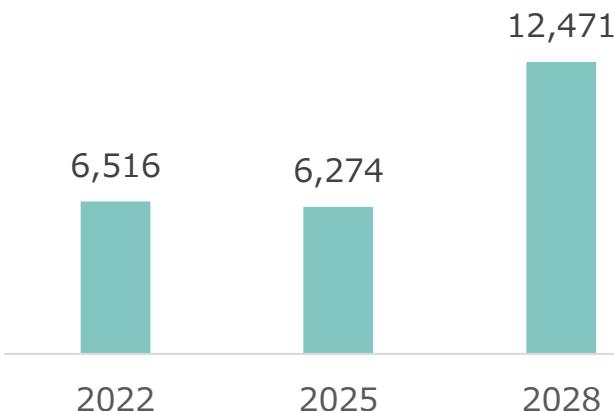
- Improving the profit margin of large-scale project quotations.
- Review of manufacturing bases and supply chains.

FY2025→FY2028

**CAGR\* 18.7%**

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

**Net Sales (Mil Yen)**



**<<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%)

## Control System Segment Growth Strategy



### High-growth Area

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



### High Profit Area

- 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

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



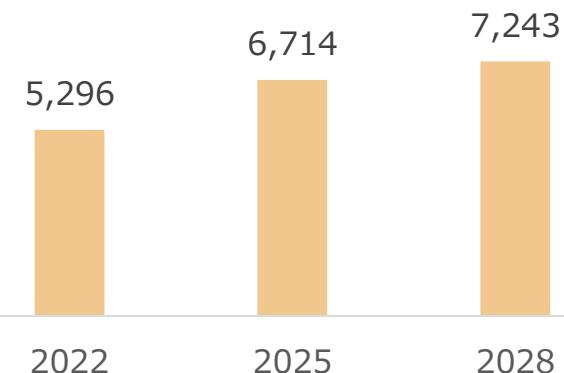
### Profit Improvement and Transformation

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

FY2025→FY2028  
**CAGR\* 1.9%**

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

### 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%)

## Medical Segment Growth Strategy



### 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

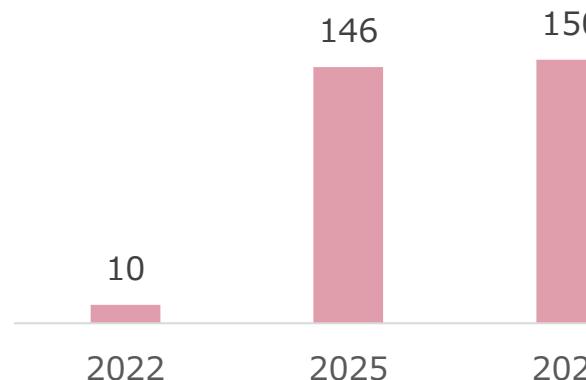
- Early commercialization of high-purity magnesium implants.
- Establishing manufacturing processes through continued ISO 13485 certification.

FY2025→FY2028

**CAGR\* 0.7%**

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

### Net Sales (Mil Yen)



### 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**

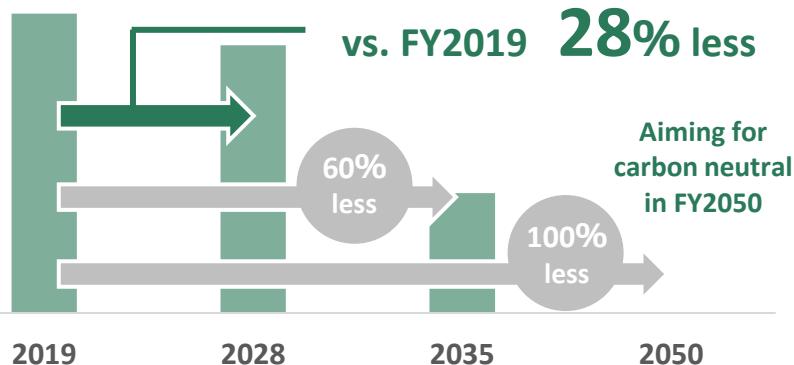
## **<Focus Initiatives>**

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

# Growth#2 Environmental Strategy

## 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)

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

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

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

### 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



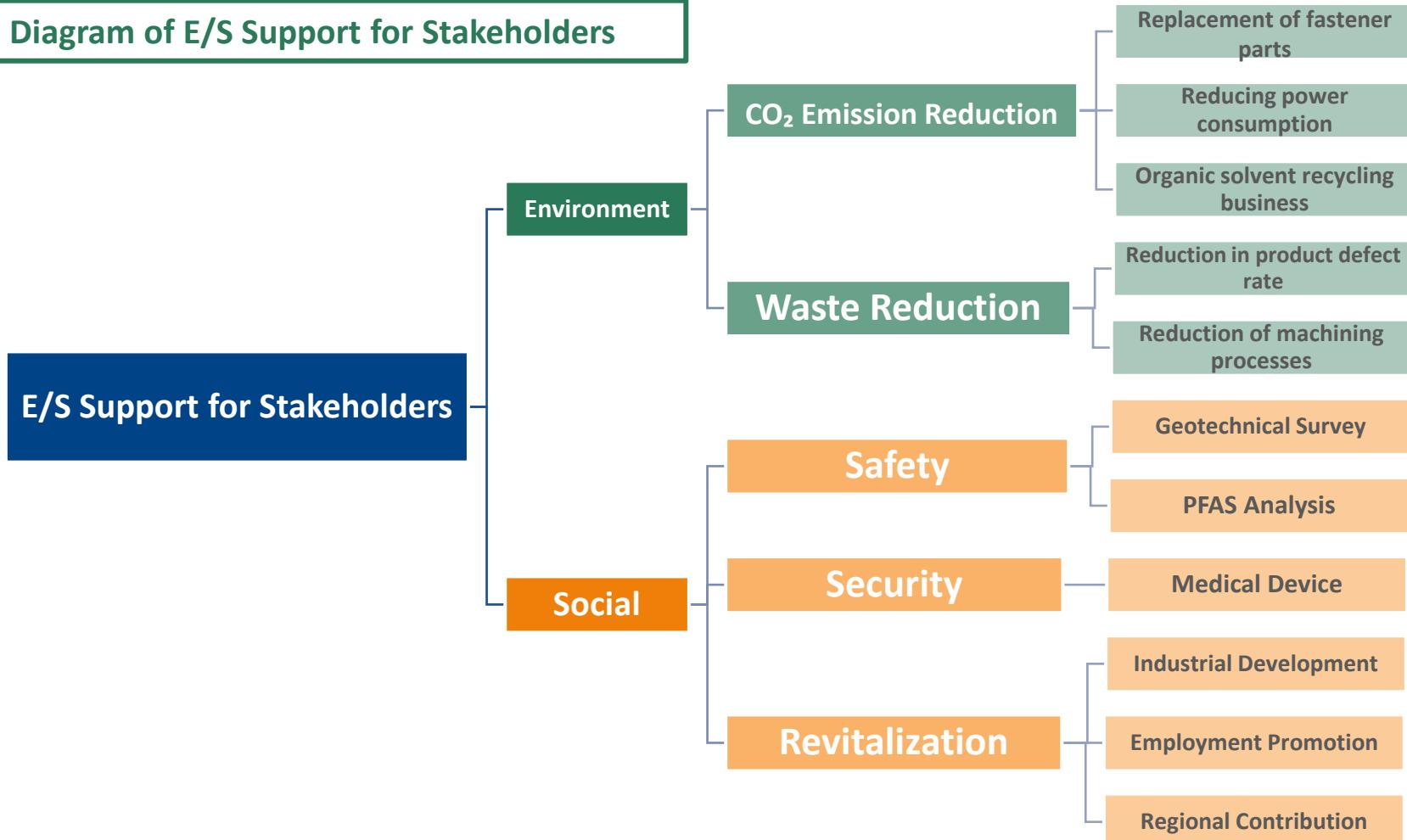
## E/S Support for Stakeholders

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

# Growth#2 E/S Support for Stakeholders

The Company will drive stakeholder support through CO2 emission reduction of customers, waste reduction, and provide safety and security through product development that addresses social issues. We will create added value with NITTOSEIKO's original technologies and expertise. Moreover, revitalization of the regional community is our responsibility, backed by our founding principle, and a path towards sustainable growth. We are dedicated to rebuilding our industry, empowering the local workforce, and giving back to the region.

**Diagram of E/S Support for Stakeholders**



**Growth #3**

**Human Capital  
Strategy**

## **<Focus Initiatives>**

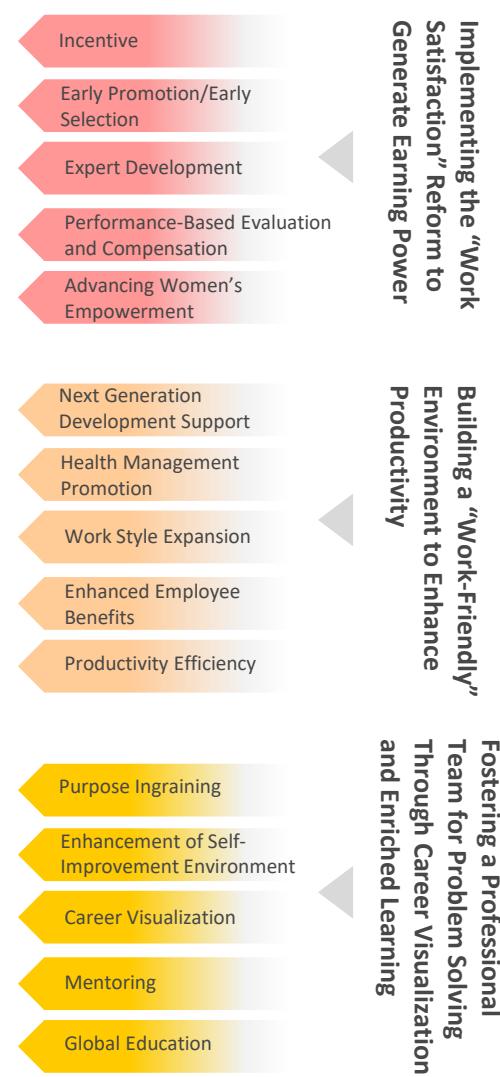
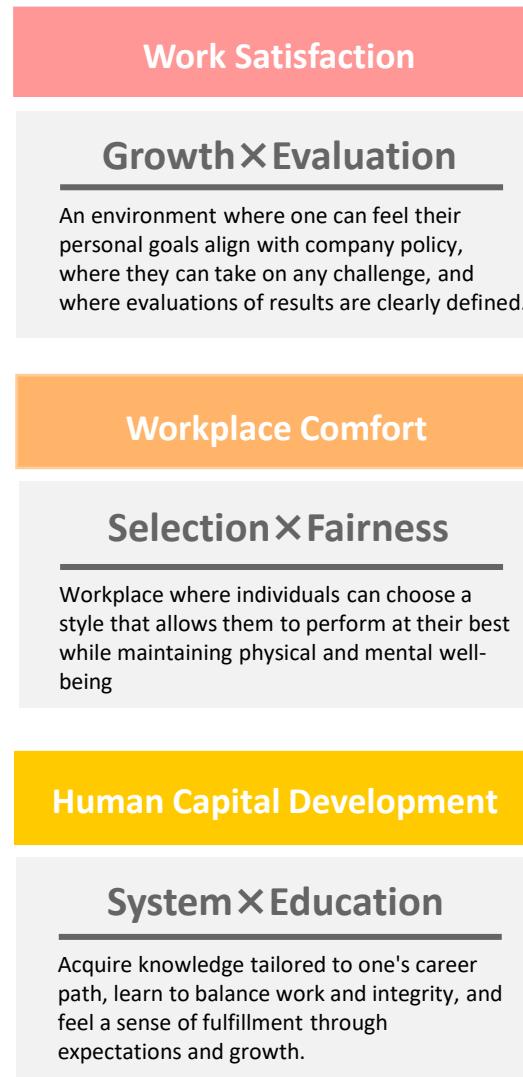
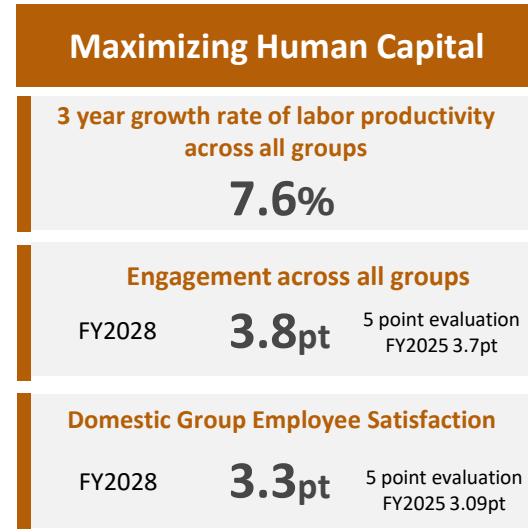
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1. Implementing the “Work Satisfaction” reform to generate earning power.
2. Building a comfortable working environment that enhances productivity.
3. Developing a professional team capable of solving challenges through career visualization and enriched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

# Growth#3 Human Capital Strategy

**NITTOSEIKO**

“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.



Growth #4

Financial Strategy

## <Focus Initiatives>

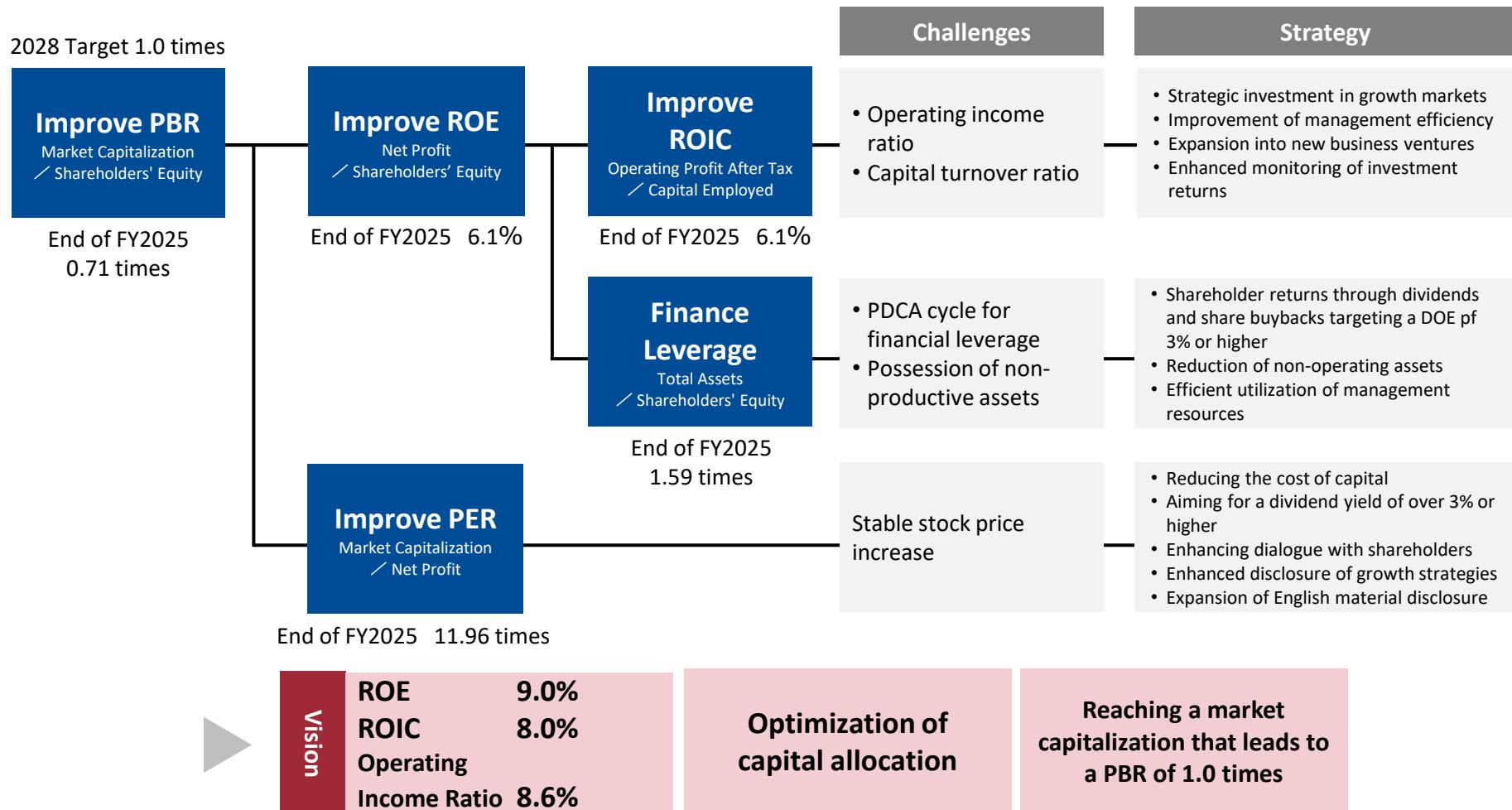
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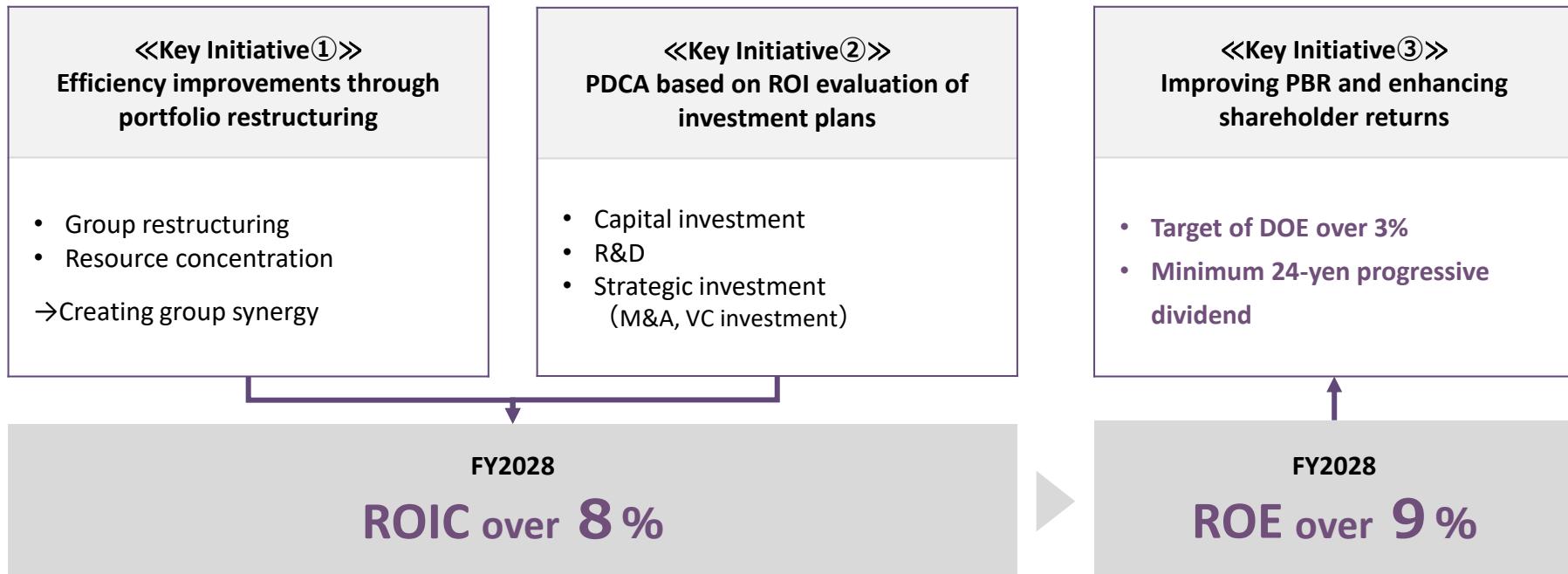
# Reanalysis of the Current Situation for Enhancing Corporate Value



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 %

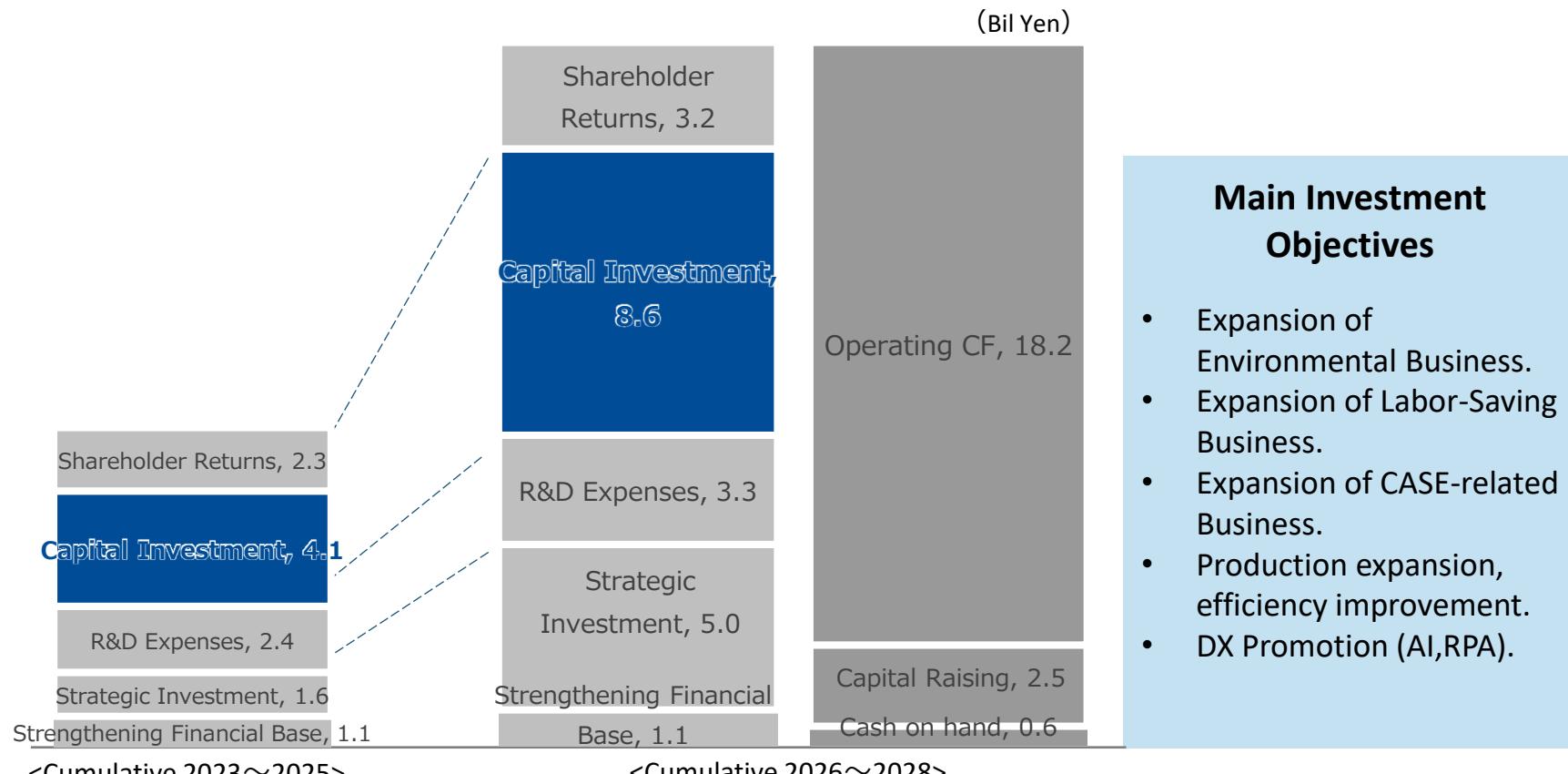


\*Reference WACC 6.6% (Calculated 2025)

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

# Cash Allocation Policy

- ✓ **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.

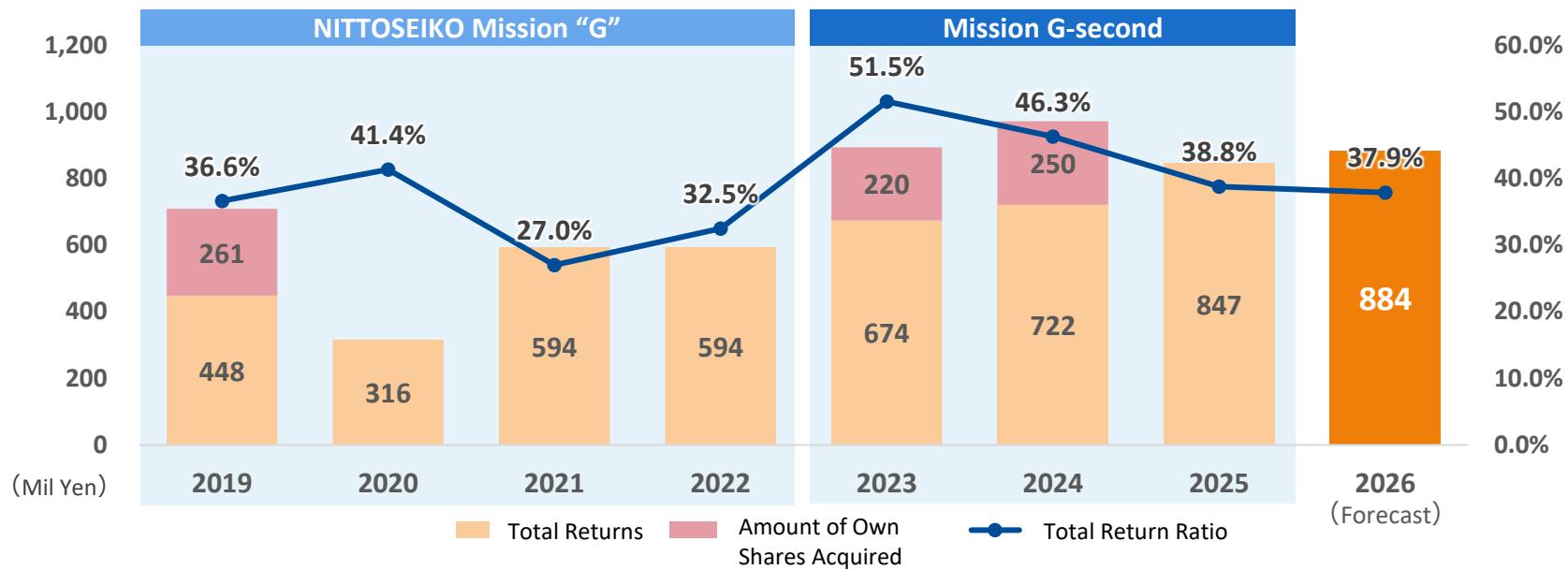


Achieve an optimal balance between ensuring financial soundness and growth investments.

# Shareholder Returns

**NITTOSEIKO**

## Total Shareholder Returns and Total Return Ratio



## Annual Dividend Per Share

During the Mid-Term Plan period, we set a target of a progressive dividend with a minimum of 24 yen and DOE over 3%.

