



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 ₂ emissions reduced by 28% (compared to 2019)
• Waste volume (per unit) reduced by 41% (compared to 2019)
• Contribution to users’ CO ₂ reduction 98,000t-CO ₂ |
| 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



NITTOSEIKO Group
Mid-Term Management Plan 2026-2028

Mission G-final

Feb 10th, 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

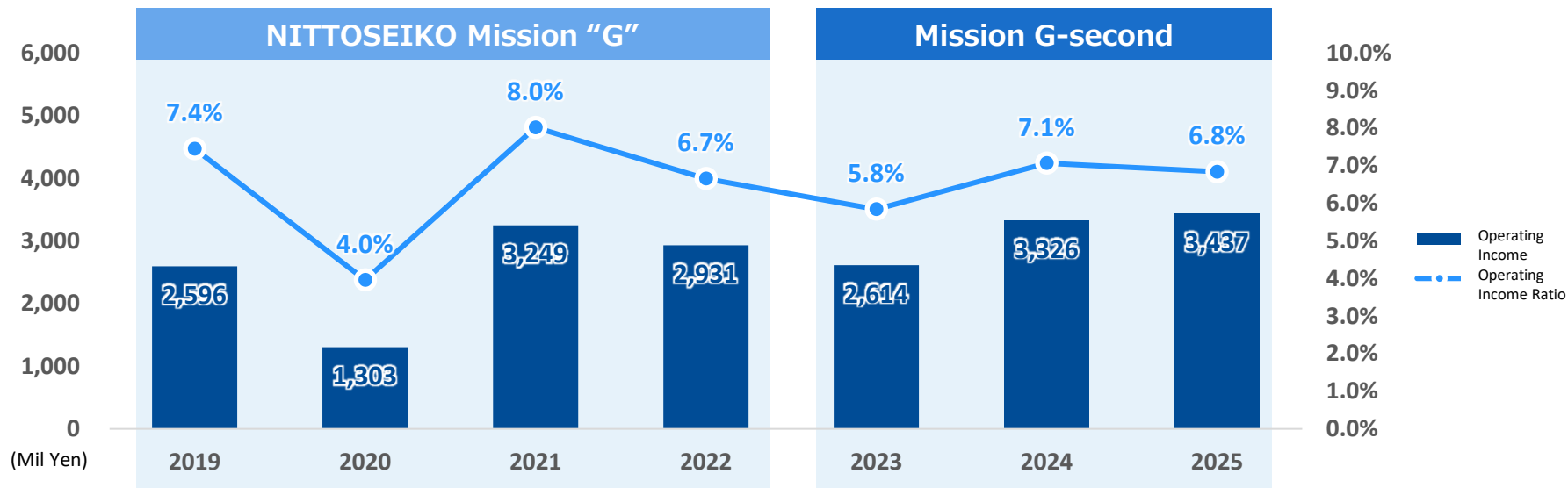
- (1) Basic Management Policy
- (2) Growth Strategy
- (3) Strategy of each segment

Evaluation of the Mid-Term Management Plan

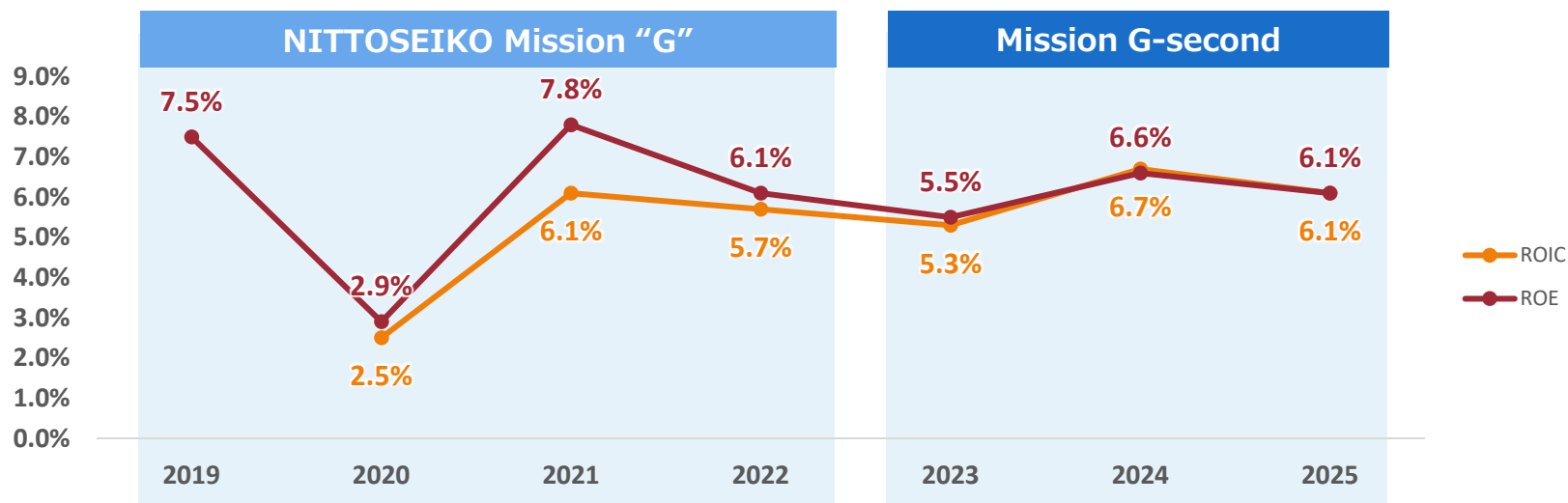
		Target FY2025	Result FY2025	Evaluation
Growth#1	Net Sales	600 B yen	502 B yen	
	Operating Income	51.6 B yen	34.3 B yen	
Growth#2	CO ₂ emissions (Compared to 2019)	▲ 12%	▲ 20.5%	
	Waste [Basic unit]* (Compared to 2019)	▲ 5%	▲ 28.8%	
Growth#3	Labor productivity (Compared to 2022)	24% UP	11.8% UP	
	Engagement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

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

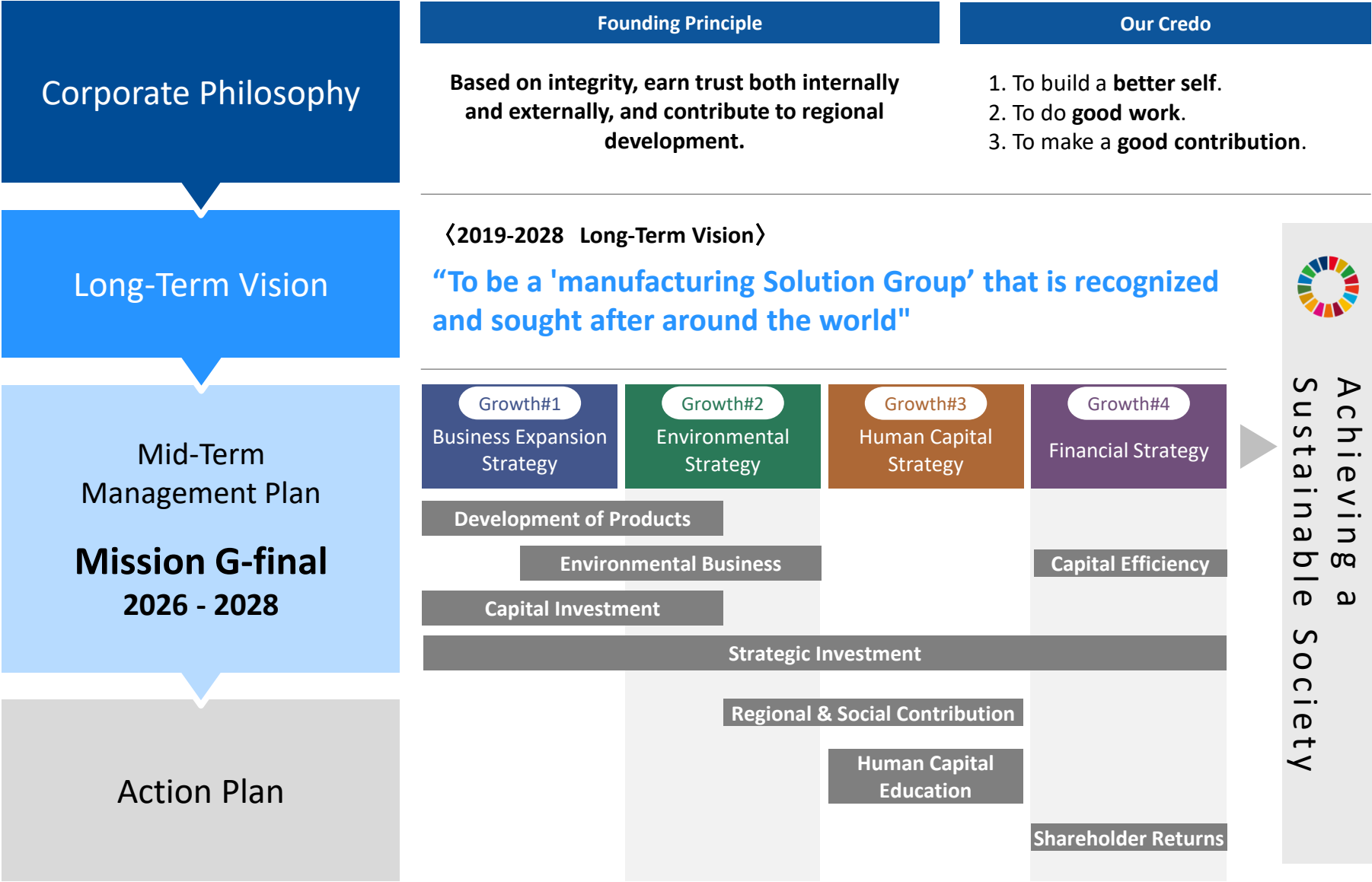
Trend in Operating Income



Trend in ROIC and ROE



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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.

INPUT

Refine capital for value creation

Business
Activities
OUTPUT

Create excellent products and services

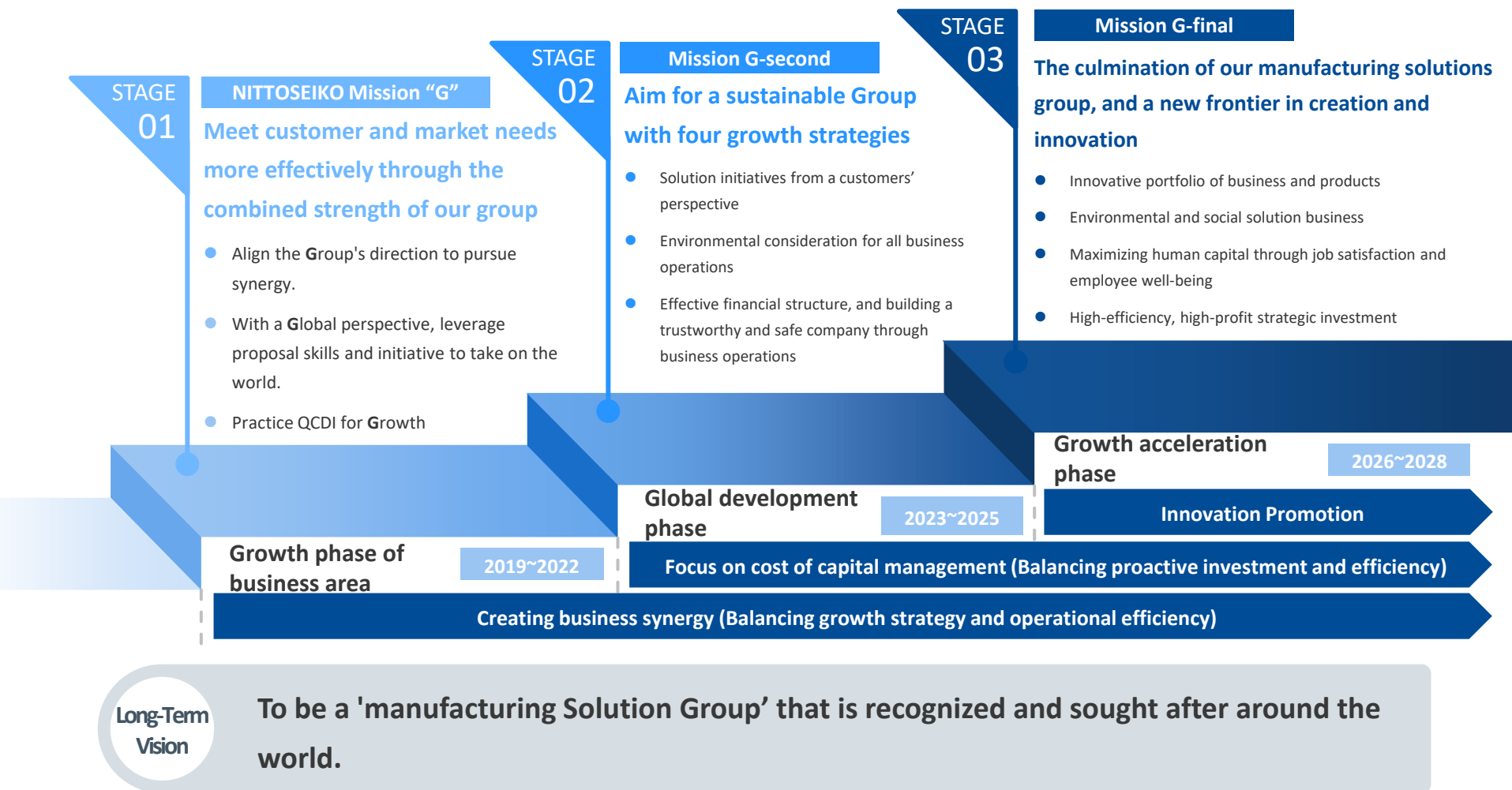
OUTCOME

Give positive impact on the environment and society

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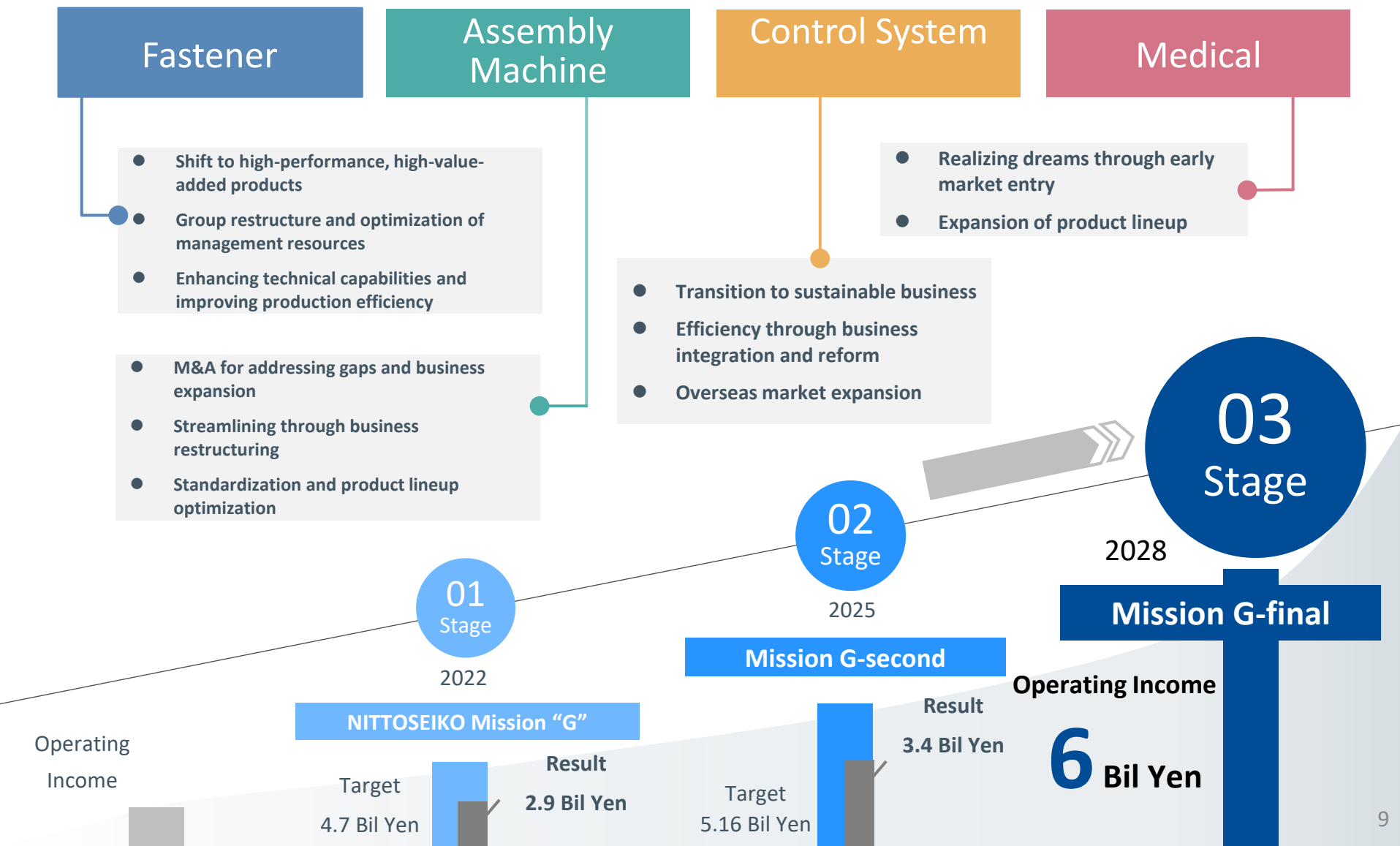
Roadmap for Growth Strategy

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



Innovation of Business Structure

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



Vision for 2028

NITTOSEIKO

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

CO₂ Emission (vs. 2019) **28% less**
FY2050 Carbon Neutral

(Scope1, 2)

Waste Volume [Basic Unit] (vs. 2019) **41% less**

User Contribution
to CO₂ 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

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

1. Reflection of the previous Mid-Term Management Plan
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Growth #1

Business Expansion Strategy

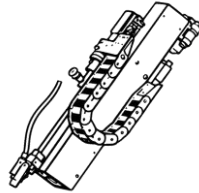
<Focus Initiatives>

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#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

- Offering low-cost products
- Providing products compliant with international standards
- User-friendly facilities
- Establishment of service systems

- Providing flow meters that meet today's needs
- Immediate quotation for system products
- Offering system products at low cost
- Realizing customer benefits of environmentally friendly products

- Early market launch of magnesium implants
- Prompt response to medical needs, etc.

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

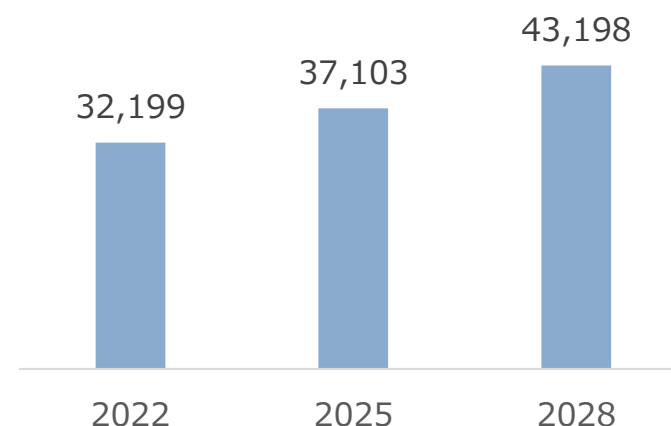
- Improvement of production efficiency through business restructuring.
- Review of manufacturing bases and supply chains.
- Asset-light strategy, determining end-of-life (EOL).

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

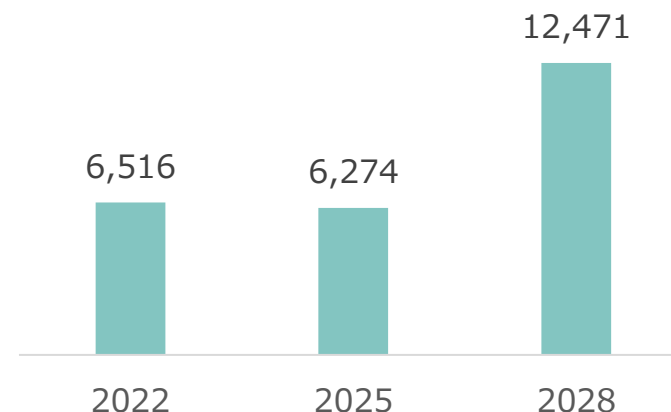
- Improving the profit margin of large-scale project quotations.
- Review of manufacturing bases and supply chains.

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

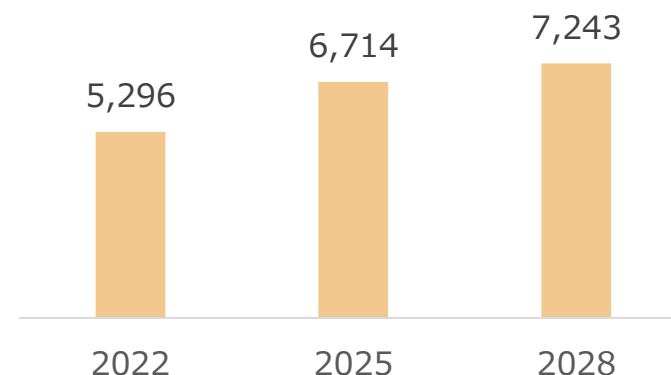
- Enhancing the competitive edge of system products through resource optimization.
- Identifying model changes and end-of-life (EOL).

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

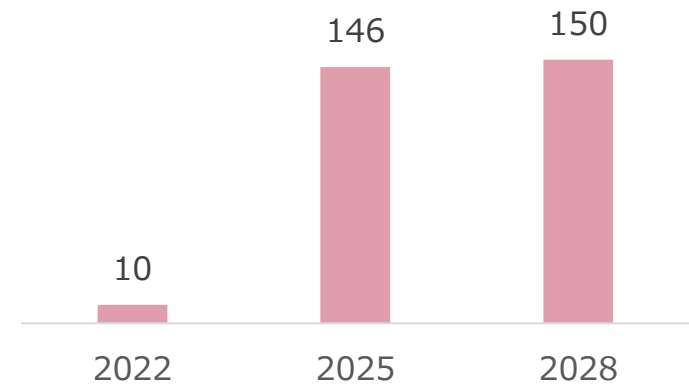
- Early commercialization of high-purity magnesium implants.
- Establishing manufacturing processes through continued ISO 13485 certification.

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”

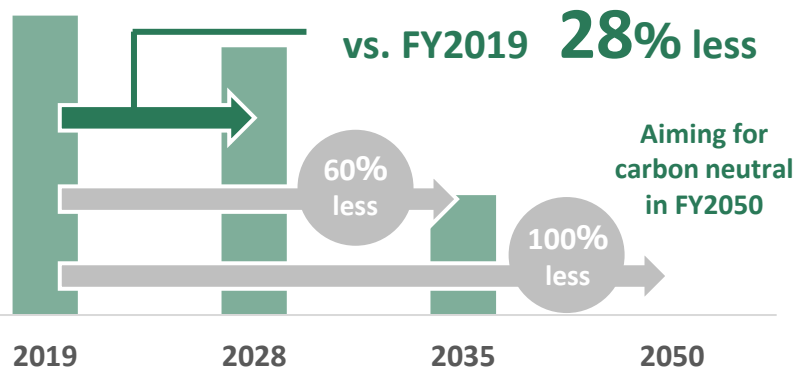
- High-purity magnesium exceeding 99.95% purity achieved through proprietary refining technology.
- Slow dissolution speed.
- Strength and flexibility close to that of bone.



<Focus Initiatives>

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

CO₂ 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 CO₂ Reduction

FY2028 **98,000t-CO₂**

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



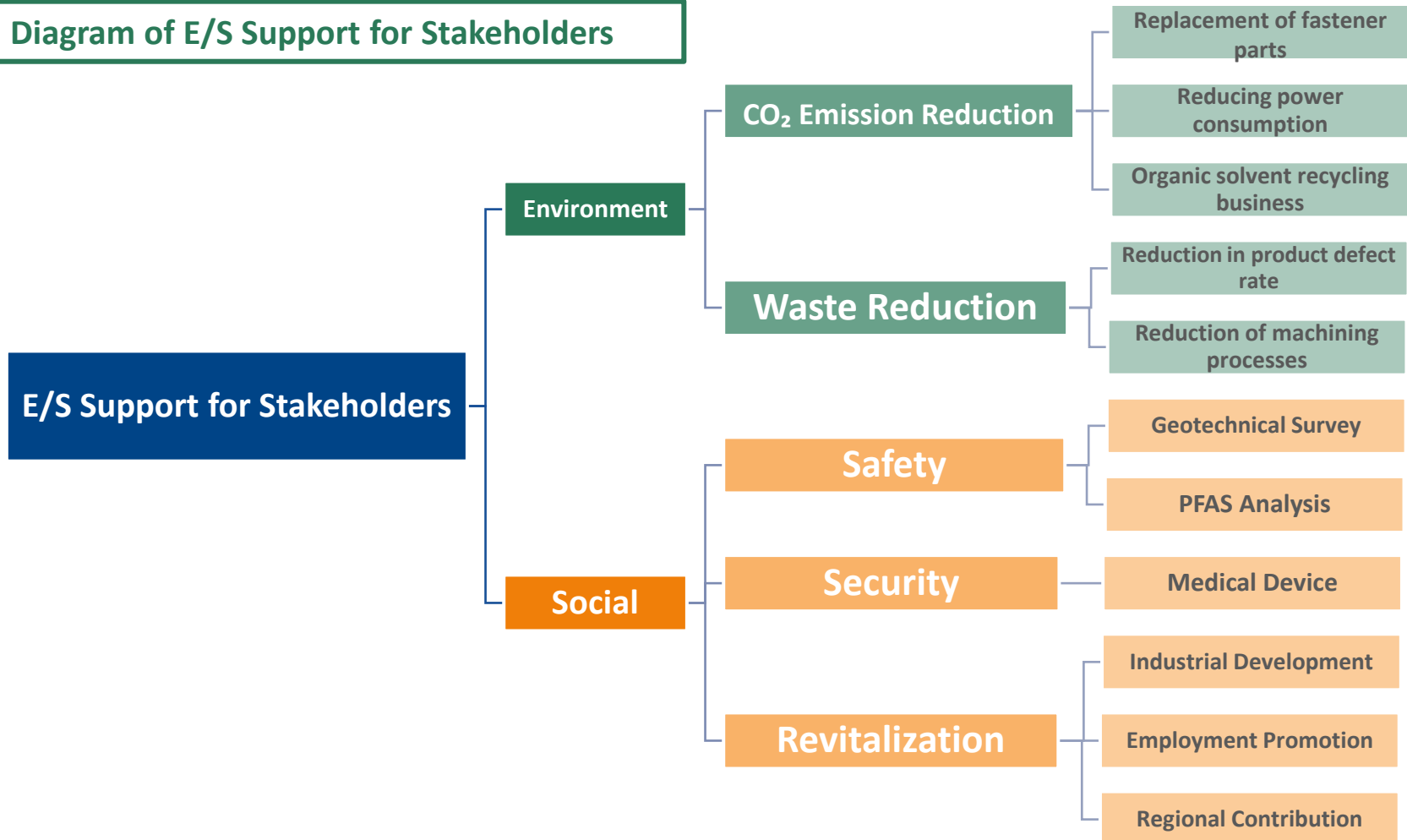
E/S Support for Stakeholders

- 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>

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

“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

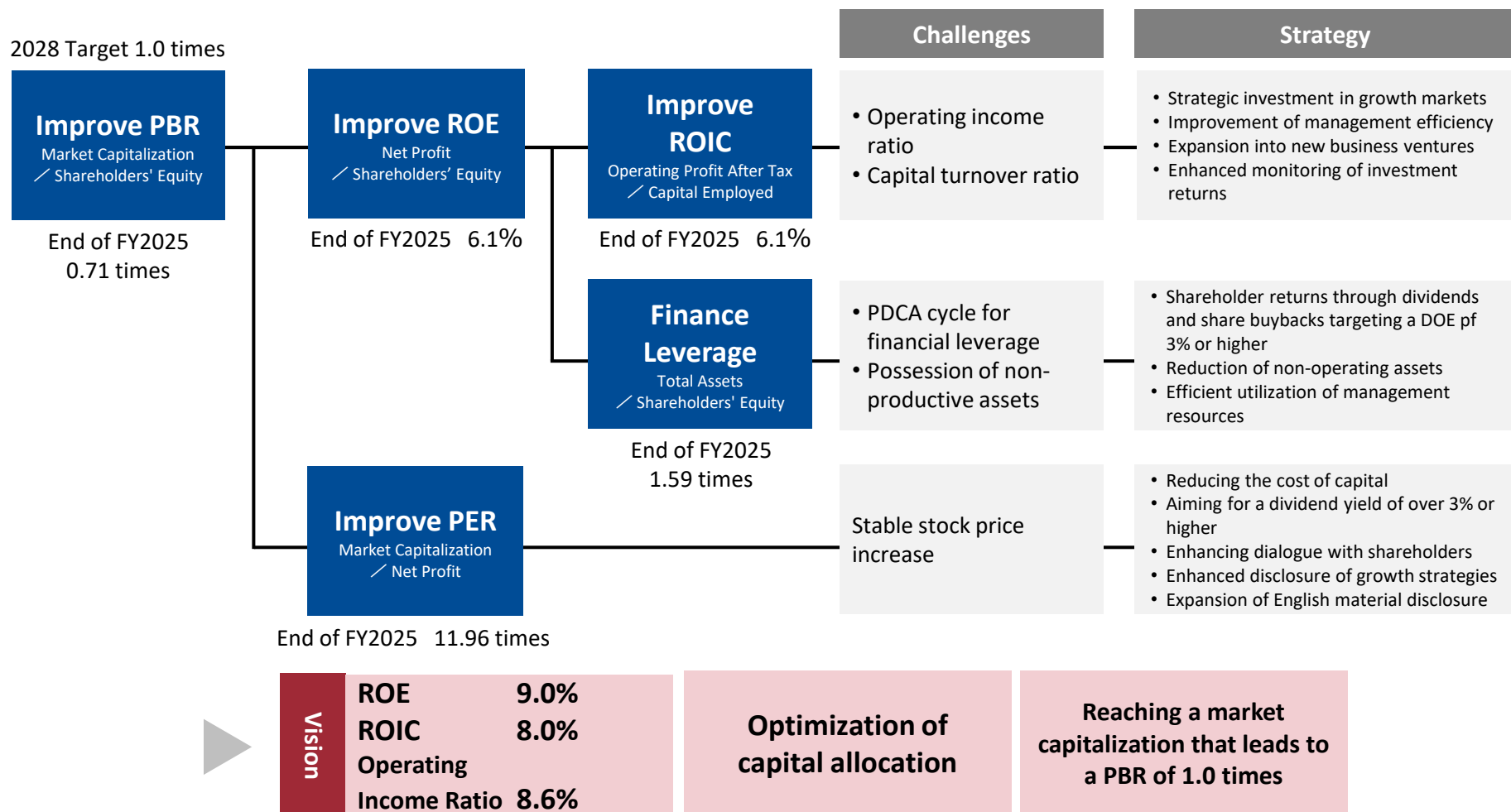
Fostering a Professional Team for Problem Solving Through Career Visualization and Enriched Learning

<Focus Initiatives>

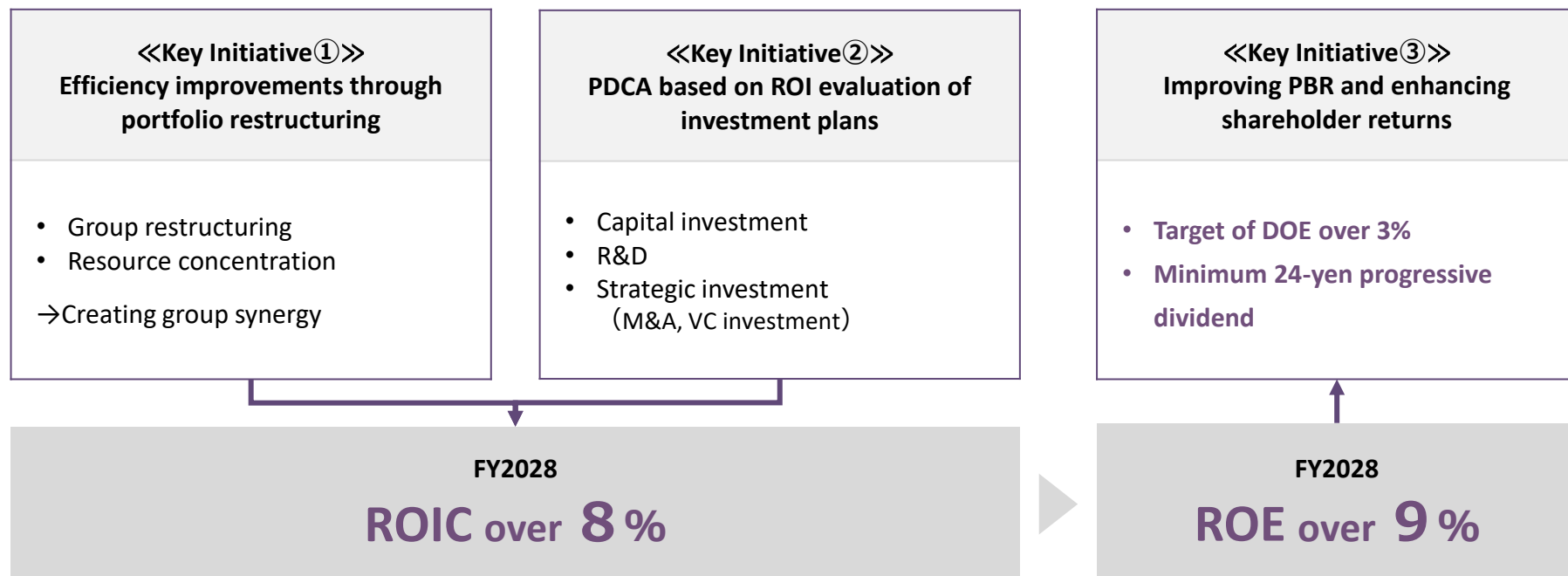
1. Developing an investment plan. Estimate and evaluate its effect.
2. Efficiency of management resources through group restructuring.
3. Improving PBR and enhancing shareholder returns.

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 %



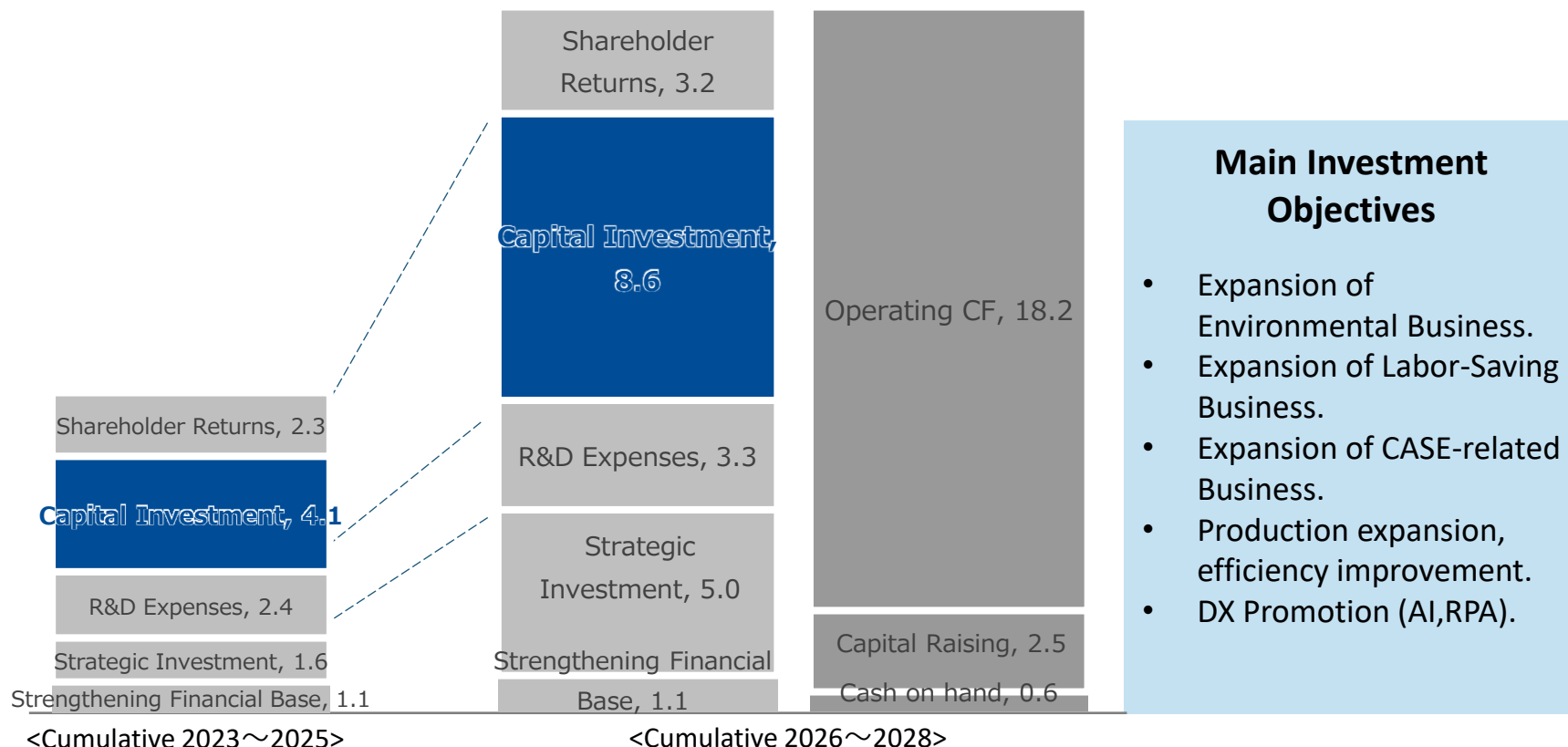
*Reference WACC 6.6% (Calculated 2025)

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.

(Bil Yen)

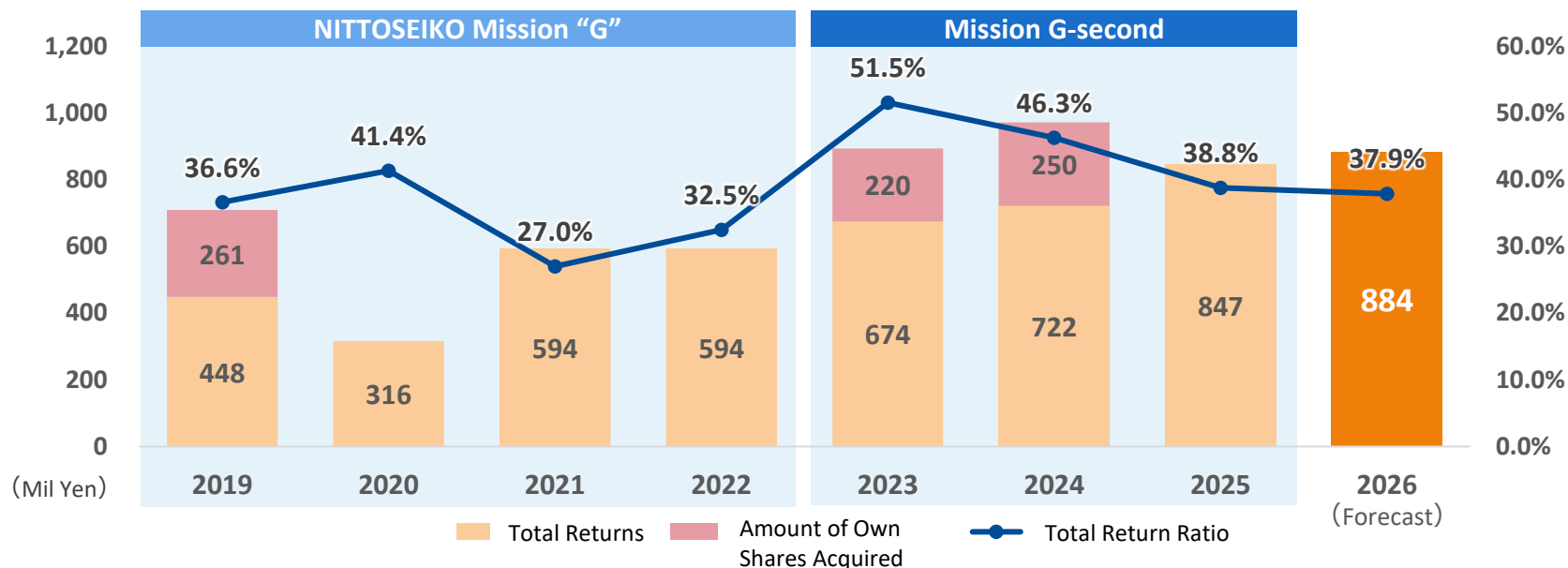


Achieve an optimal balance between ensuring financial soundness and growth investments.

Shareholder Returns

Total Shareholder Returns and Total Return Ratio

Implementing a progressive dividend policy starting in 2023 and shareholder benefits starting in 2025



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%.

