

Financial Results Summary FY2025

From 1st April, 2025 to 31st March, 2026

All forecasts and plan that are not historical facts in this document are future business result related forecast. These are showed by based on information and data currently available to the company. Various uncertain factors could cause actual results to differ.

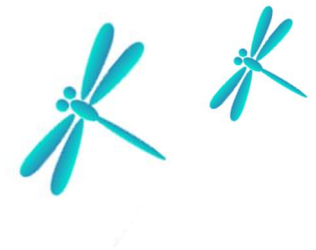
13th May, 2026

 **NICHIAS Corporation**

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Summary of business results for FY2025

(From 1st April, 2025 to 31st March, 2026)






Financial highlights FY2025 Results



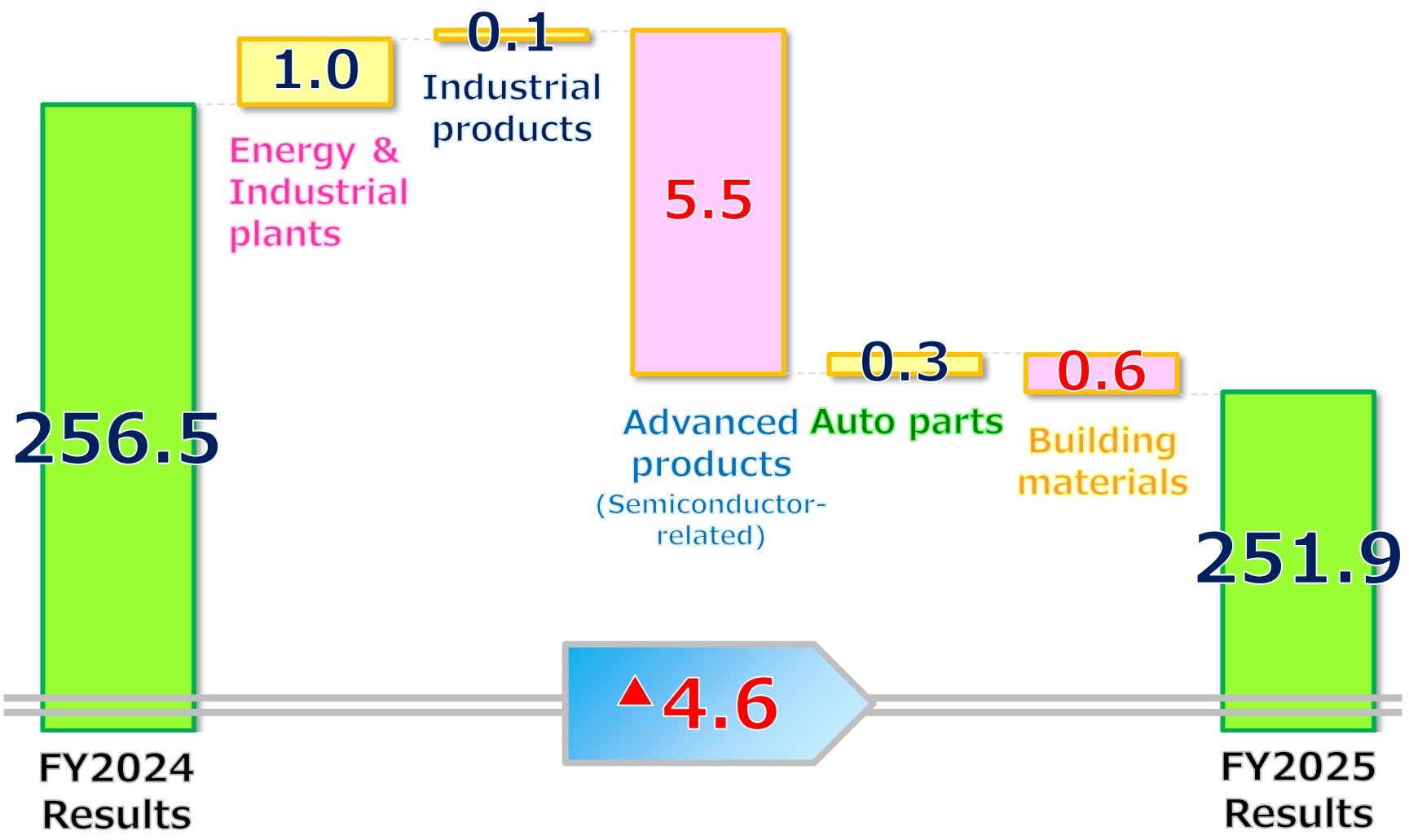
(Unit : billion JPY)

	FY2024 Results	FY2025		Change	
		Forecast 9th February	Results	YoY	Forecast
Net Sales	256.5	254.0	251.9	▲ 1.8%	▲ 0.8%
Operating income	39.7 15.5%	36.5 14.4%	37.0 14.7%	▲ 6.8%	1.4%
Ordinary income	41.7 16.3%	36.5 14.4%	39.4 15.6%	▲ 5.6%	7.9%
Extra Ordinary	Profit	5.2	0.3	▲ 94.1%	—
	Loss	1.5	1.0	▲ 37.0%	—
Profit Attributable to owners of parent	32.1 12.5%	25.8 10.2%	31.6 12.6%	▲ 1.4%	22.6%



Amid growing opacity and uncertainty,
earnings improved in
Auto parts and Building materials
Largely solid landing

Unit : billion JPY

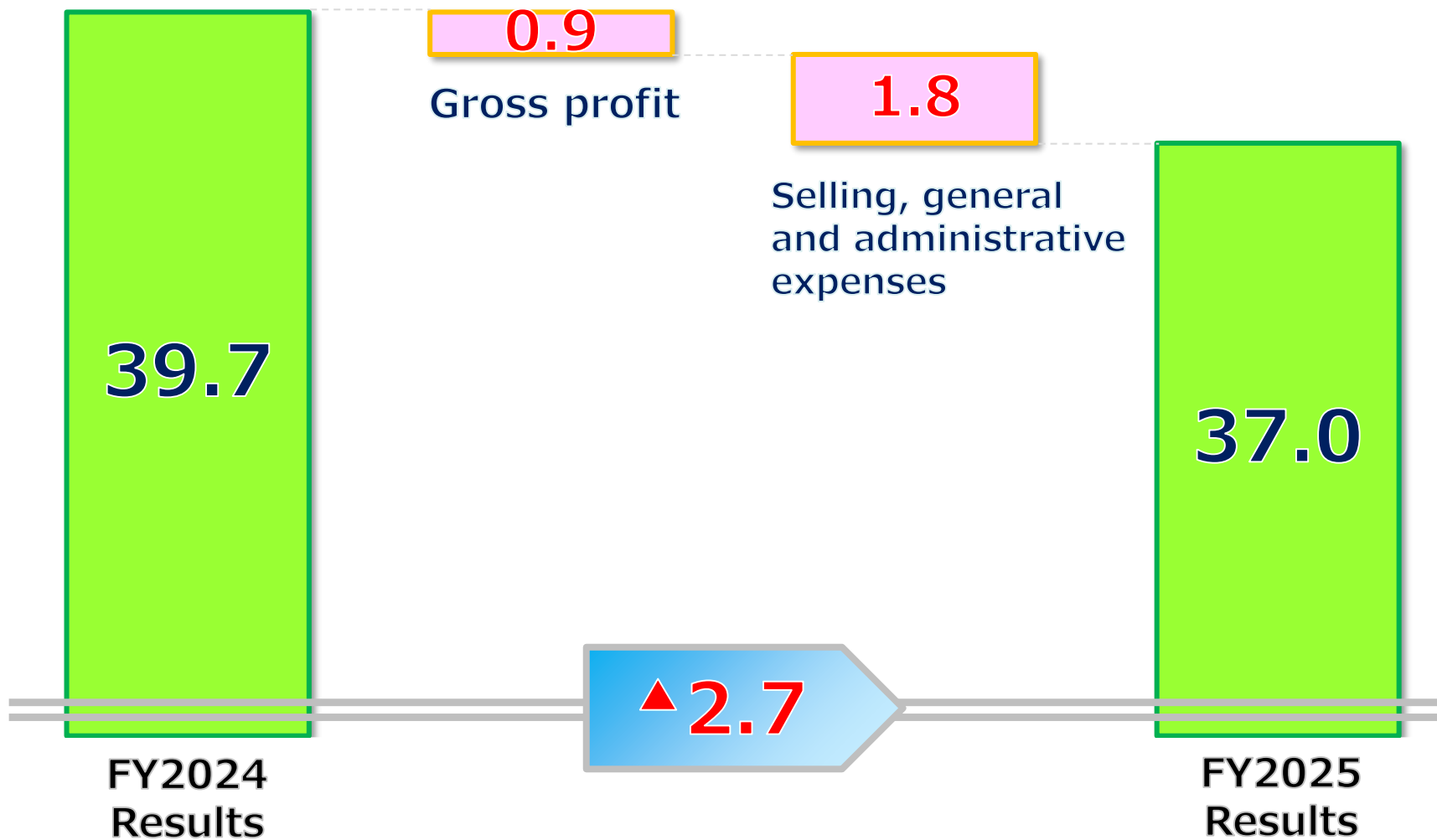




Change analysis FY2025 operating income



Unit : billion JPY



Alongside foreign-exchange gains, the increase in net profit was largely driven by a reduction in corporate and other taxes.

Although the effective corporate tax rate would normally be around 30.6%, the tax burden in FY2025 was reduced by the following subsidiary-related items.

Domestic	Reduction in corporate tax due to the confirmed waiver of receivables from Kimitsu RW	(Q3)	<i>¥2.7 billion</i>
Overseas	NRI / Indonesia: recognition of deferred tax assets	(Q4)	<i>¥0.8 billion</i>
<i>【Reduction in income tax】</i>			<i>Total: ¥3.5 billion</i>

➤ *The effective tax rate for FY2025 came to 18.0%*



Business results FY2025 Group segment


NICHIAS

(Unit : billion JPY)

Segment		FY2024 Results	FY2025		Change	
			Forecast	Results	YoY	Forecast
Energy & Industrial plants	Net sales	78.5	79.0	79.5	1.3%	0.6%
	Operating income	12.5 15.9%	11.5 14.6%	12.0 15.1%	▲4.2%	4.2%
Industrial products	Net sales	53.2	55.0	53.3	0.3%	▲3.1%
	Operating income	11.1 20.8%	11.0 20.0%	10.1 19.0%	▲8.5%	▲8.0%
Advanced products	Net sales	44.6	39.5	39.1	▲12.3%	▲1.0%
	Operating income	10.2 22.9%	7.5 19.0%	6.9 17.7%	▲32.5%	▲7.9%
Auto parts	Net sales	51.2	51.0	51.5	0.6%	1.0%
	Operating income	4.5 8.9%	4.5 8.8%	5.3 10.3%	17.0%	18.1%
Building materials	Net sales	29.1	29.5	28.5	▲2.1%	▲3.4%
	Operating income	1.4 4.8%	2.0 6.8%	2.7 9.5%	91.8%	34.7%
Total	Net sales	256.5	254.0	251.9	▲1.8%	▲0.8%
	Operating income	39.7 15.5%	36.5 14.4%	37.0 14.7%	▲6.8%	1.4%



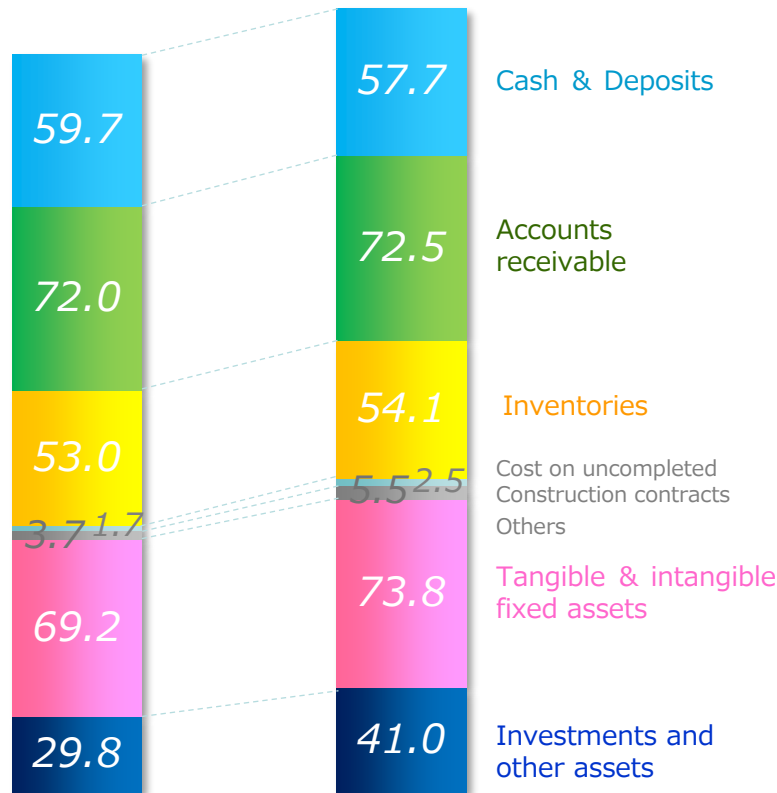
Balance sheet highlights FY2025



(Unit : billion JPY)

Assets

289.0 +18.1 307.1

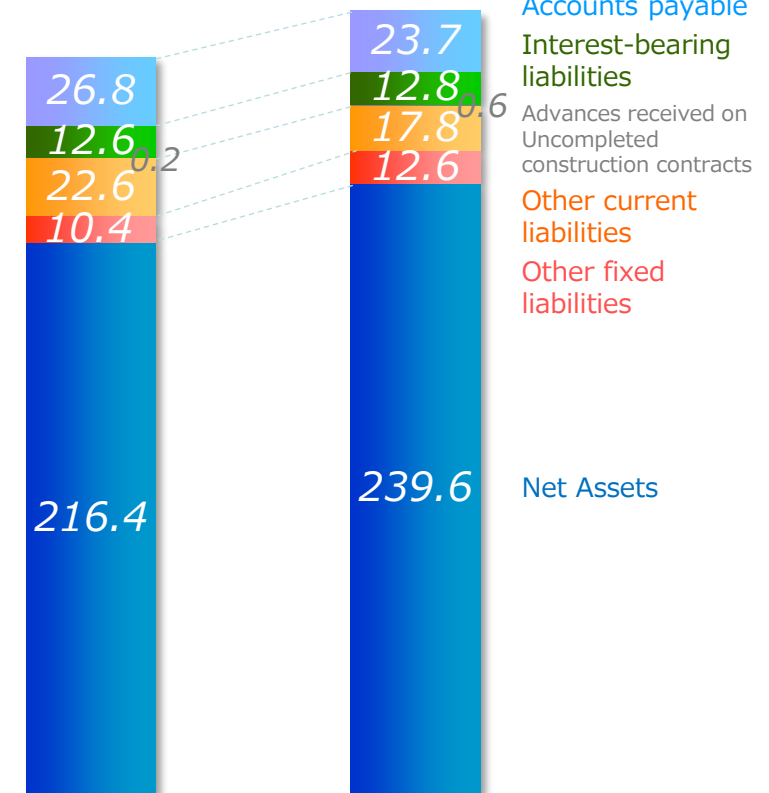


FY2024

FY2025

Liabilities & Net assets

289.0 +18.1 307.1



FY2024

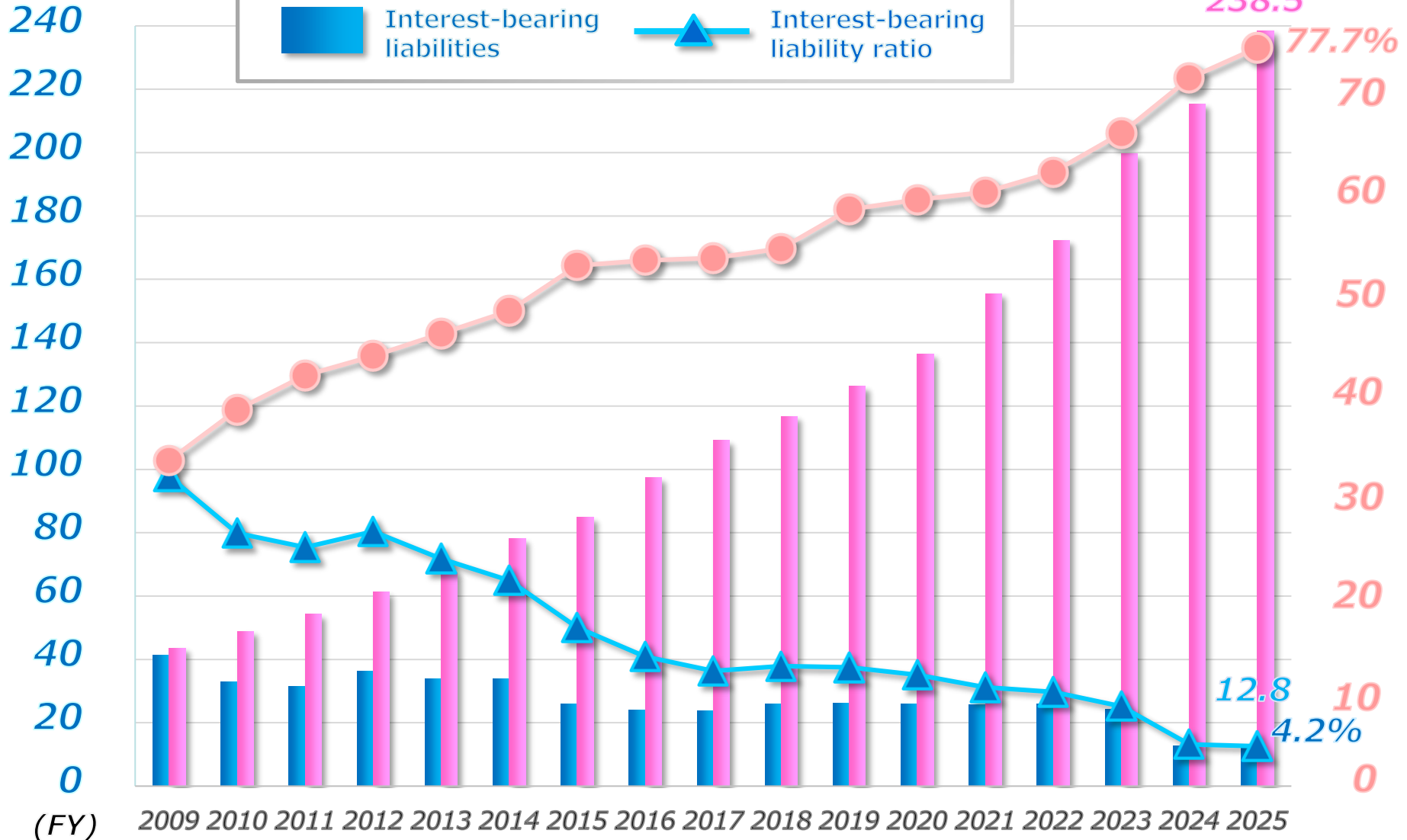
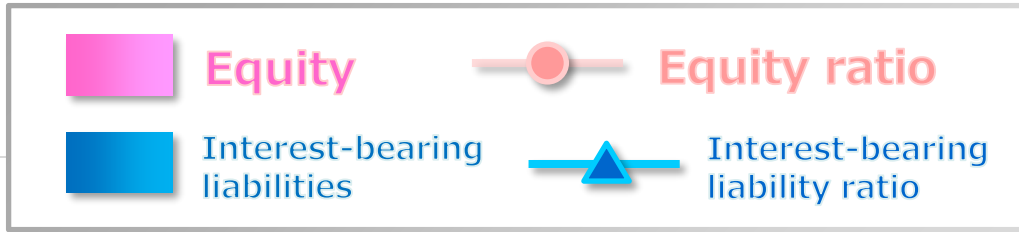
FY2025

Equity ratio

74.5% ➤ 77.7%

Interest-bearing liabilities & Equity Trends

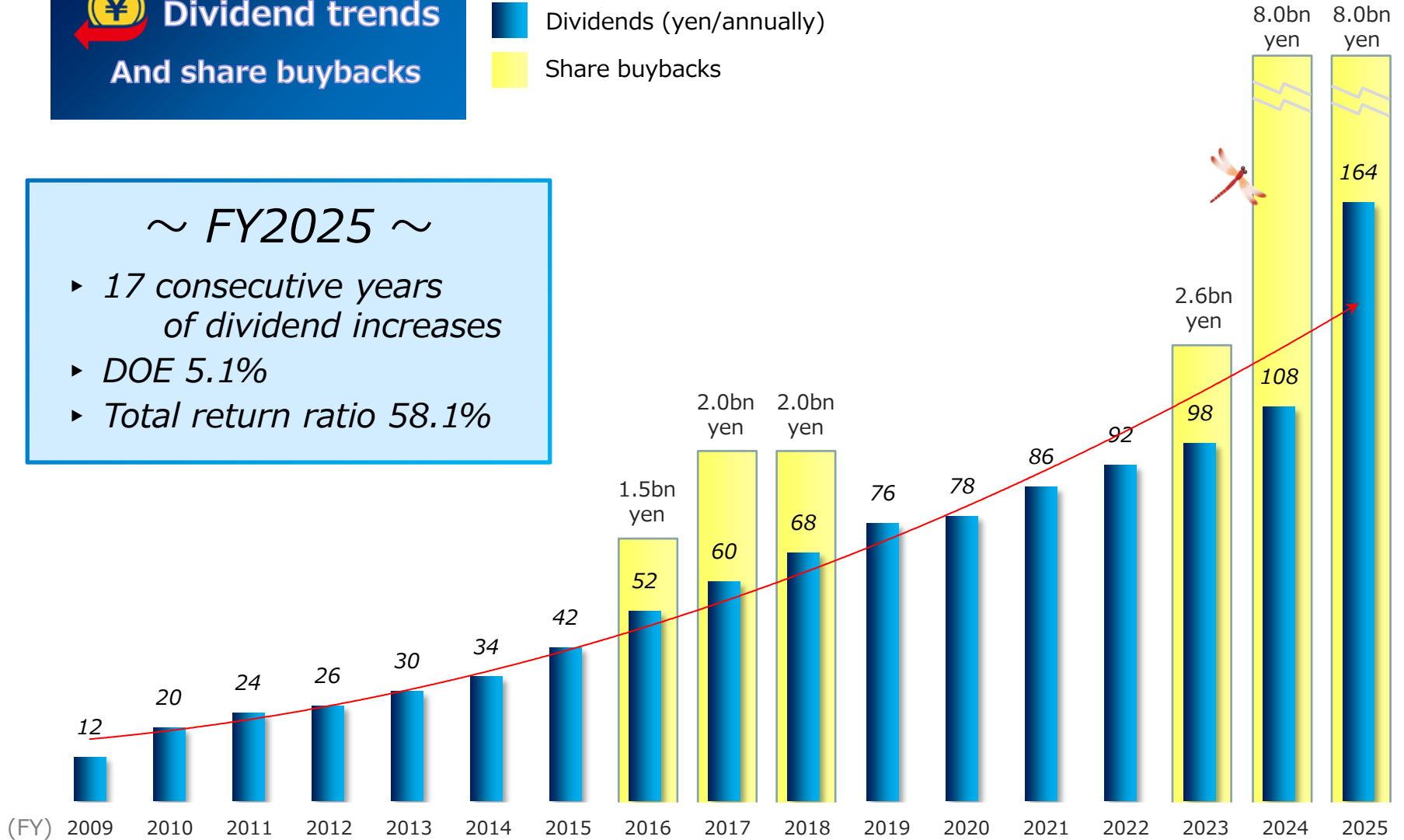
(Unit : billion JPY)



Dividend trends
And share buybacks

Dividends (yen/annually)
 Share buybacks

~ FY2025 ~
 ▶ 17 consecutive years of dividend increases
 ▶ DOE 5.1%
 ▶ Total return ratio 58.1%



Stock split

Three-for-one split of common shares

Effective date: April 1, 2026

... The year-end dividend for FY2025 will be paid on the basis of the pre-split number of shares.

Retirement of treasury shares

Retiring treasury shares so that 1% of the total issued shares remains.

(Pre-split) Number of shares to be retired:

4,150 thousand shares

AA

(Most recent) March 2026

A+

A+

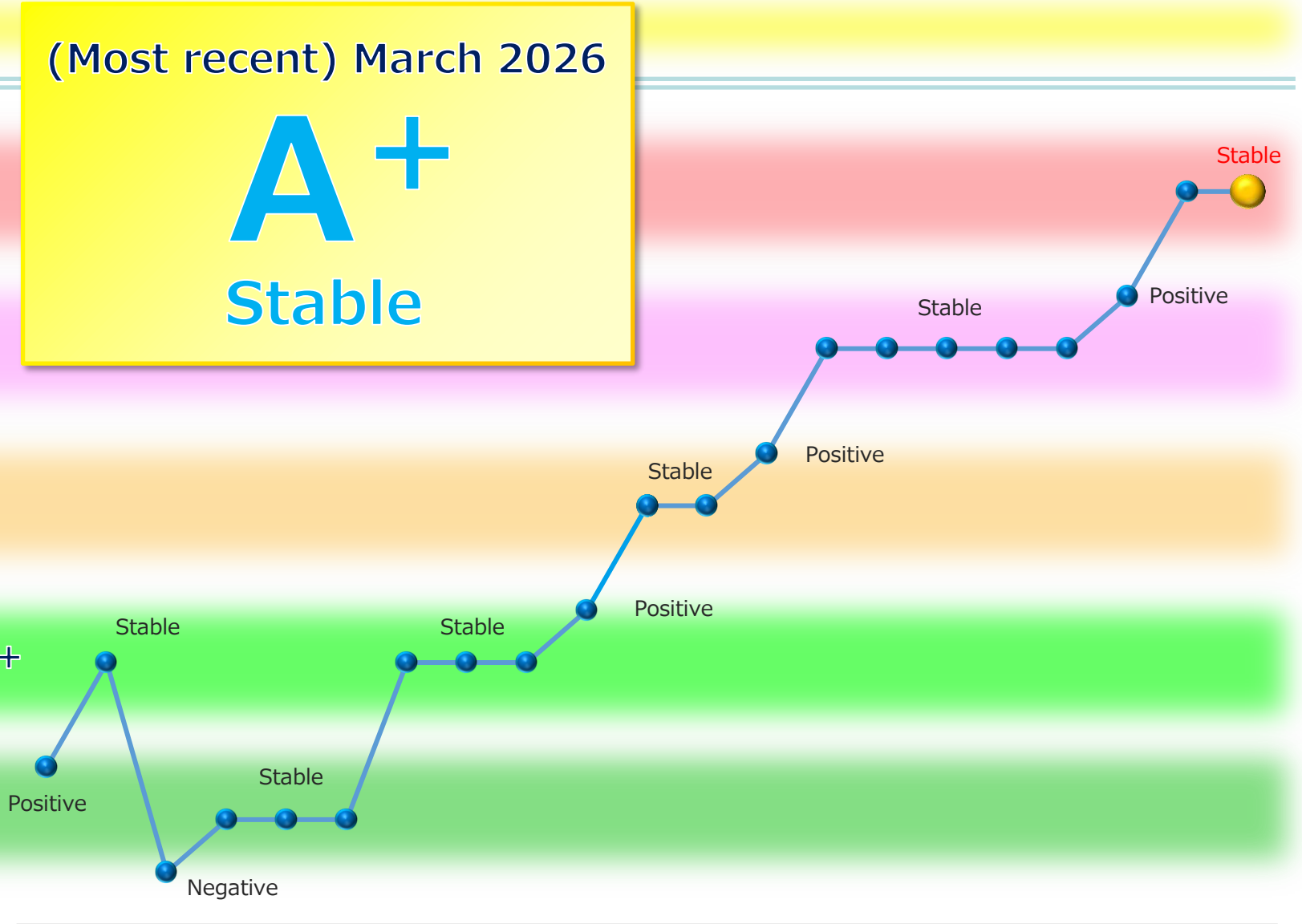
Stable

A

A-

BBB+

BBB



2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026

※ Rating by JCR (Japan Credit Rating Agency, Ltd.)

AAA

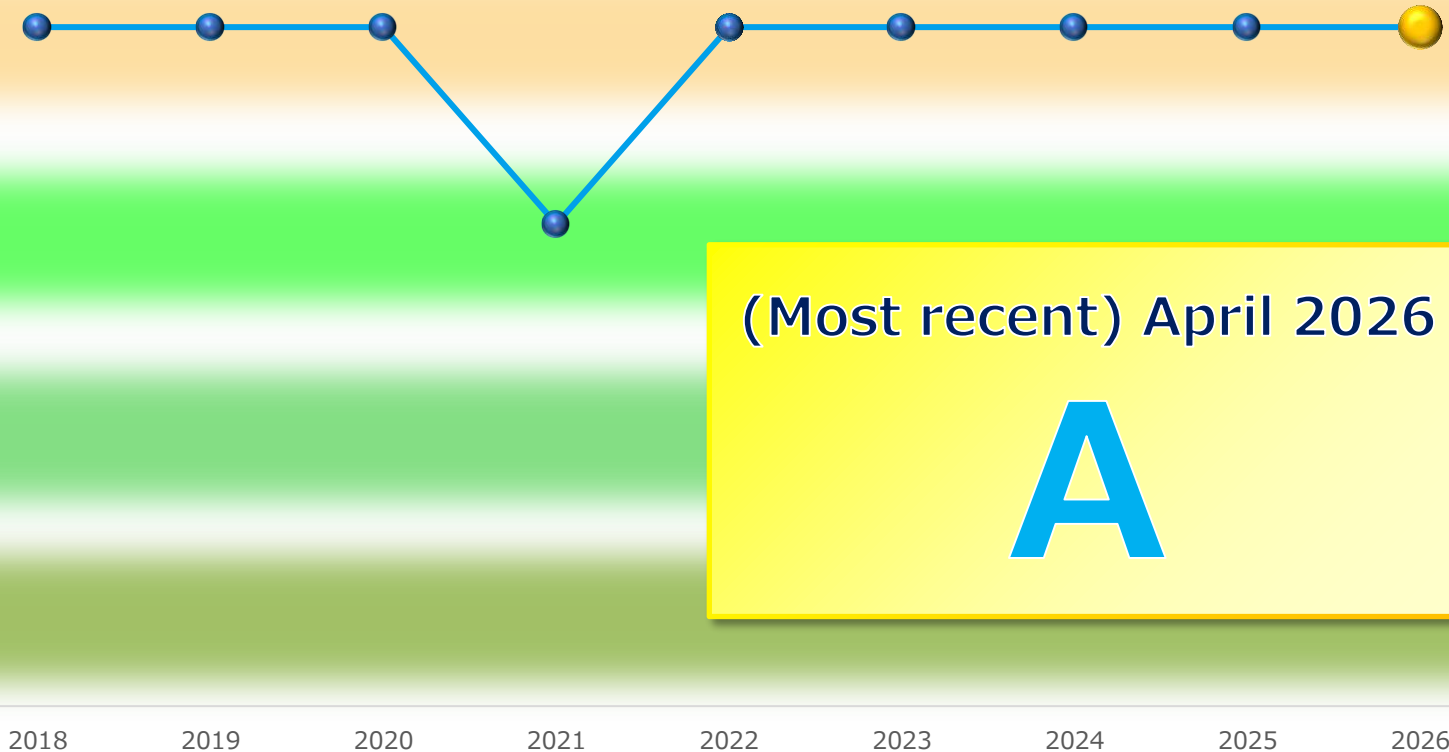
AA

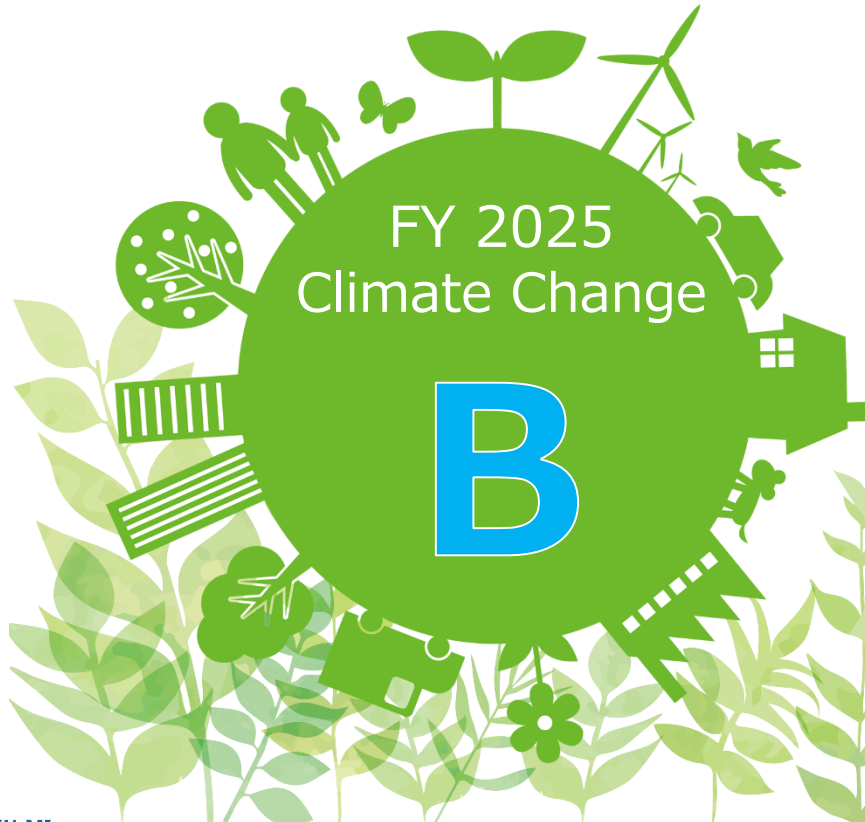
A

BBB

BB

B





*MSCI
Japan
Empowering
Women Select
Index
(WIN Select)*

*MSCI
Japan
Empowering
Women Index
(WIN)*

*MSCI
Japan ESG
Select Leaders
Index*

*Morningstar
Japan ex-REIT
Gender
Diversity
Tilt Index*

*Yomiuri
333*

*TOPIX
500*

*JPX
Nikkei
400*

*Nikkei
Consecutive
Dividend
Growth
Stock Index*

*FTSE
All World*

*SOMPO
Sustainability
Indexes*

*Russell
Nomura
Prime*

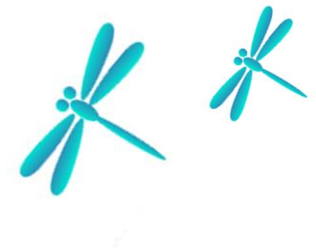
*S&P/JPX
Carbon
efficient*











*iSTOXX
MUTB
Japan
Active Investment
200 Index*

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Summary of business forecast for FY2026

(From 1st April, 2026 to 31st March, 2027)




Segment	FY2025 【Results】	FY2026 【Forecast】
Energy & Industrial plants		
Industrial products		
Advanced products		
Auto parts		
Building materials		



Financial highlights for FY2026 Forecast



(Unit : billion JPY)

	FY2024 Results	FY2025 Results	FY2026			Change
			H1 Forecast	H2 Forecast	Full year Forecast	YoY
Net Sales	256.5	251.9	130.0	140.0	270.0	7.2%
Operating income	39.7 15.5%	37.0 14.7%	20.5 15.8%	24.5 17.5%	45.0 16.7%	21.6%
Ordinary income	41.7 16.3%	39.4 15.6%	20.5 15.8%	24.5 17.5%	45.0 16.7%	14.3%
Profit attributable to owners of parent	32.1 12.5%	31.6 12.6%	14.5 11.2%	17.5 12.5%	32.0 11.9%	1.2%

Despite the prevailing opacity and uncertainty,
supported by the recovery
in the semiconductor market,
we forecast record-high results.

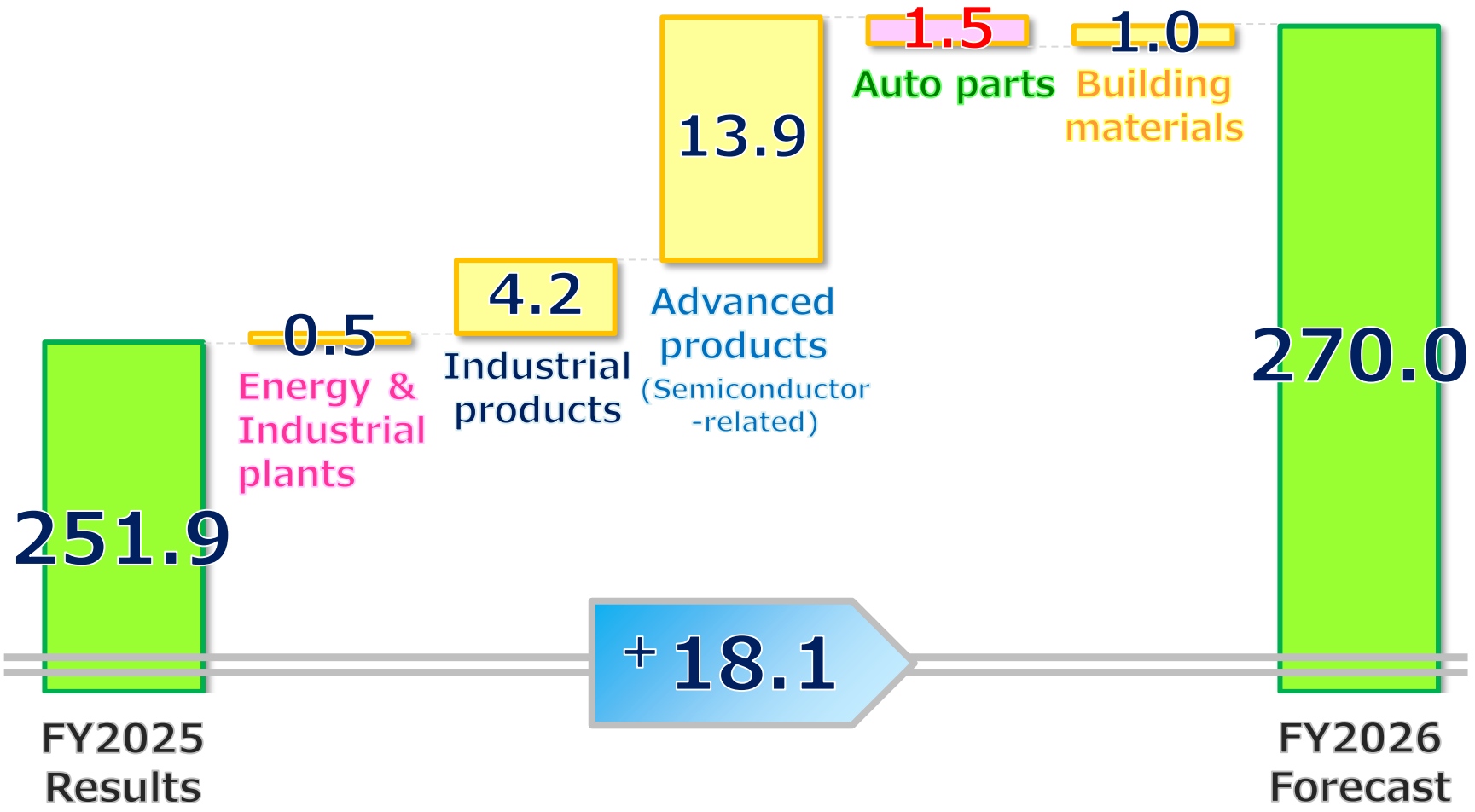
*(Profit plan including ¥2.5 billion for new core
system development costs)*

Financial highlights for FY2026 Forecast

(Unit : billion JPY)

Segment		FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Forecast	Change YoY
Energy & Industrial plants	Net sales	65.2	73.5	78.5	79.5	80.0	0.6%
	Operating income	8.4 12.9%	10.6 14.4%	12.5 15.9%	12.0 15.1%	12.0 15.0%	0.1%
Industrial products	Net sales	51.6	51.2	53.2	53.3	57.5	7.8%
	Operating income	9.0 17.4%	10.5 20.5%	11.1 20.8%	10.1 19.0%	12.0 20.9%	18.6%
Advanced products	Net sales	45.2	42.8	44.6	39.1	53.0	35.6%
	Operating income	11.0 24.3%	9.6 22.5%	10.2 22.9%	6.9 17.7%	13.0 24.5%	88.2%
Auto parts	Net sales	46.8	50.1	51.2	51.5	50.0	▲2.9%
	Operating income	2.5 5.3%	3.8 7.5%	4.5 8.9%	5.3 10.3%	5.0 10.0%	▲5.9%
Building materials	Net sales	29.4	31.7	29.1	28.5	29.5	3.6%
	Operating income	▲0.9 ▲3.0%	0.7 2.3%	1.4 4.8%	2.7 9.5%	3.0 10.2%	11.4%
Total	Net sales	238.1	249.4	256.5	251.9	270.0	7.2%
	Operating income	30.0 12.6%	35.2 14.1%	39.7 15.5%	37.0 14.7%	45.0 16.7%	21.6%

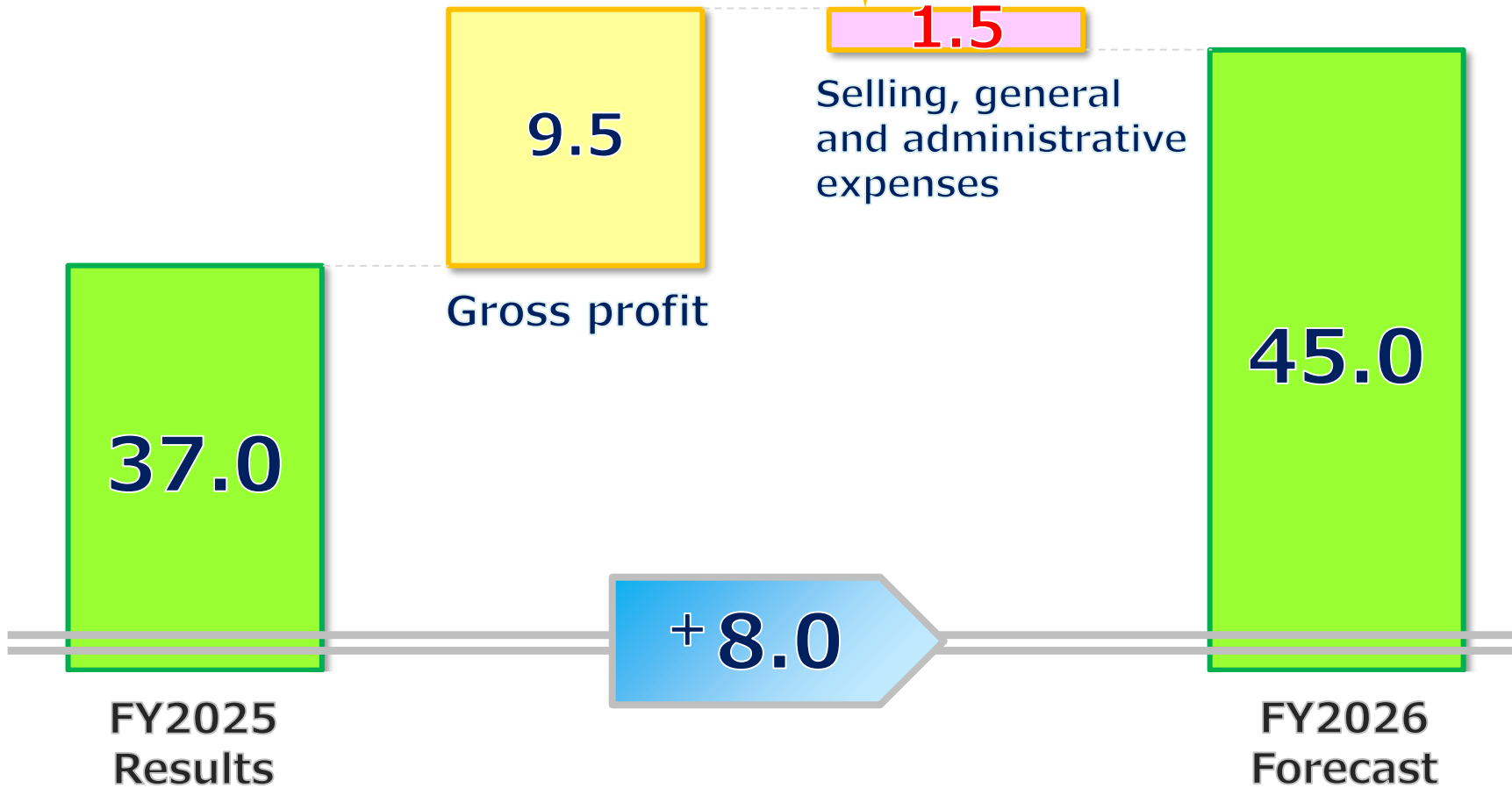
Unit : billion JPY





Unit : billion JPY

- ▶ Labor cost increase *Approx. 1.5 billion yen*
- ▶ New core system related *±0 billion yen*



FY2026



(The annual dividend for FY2025 works out to ¥54.7 per share ... figure adjusted for the stock split)

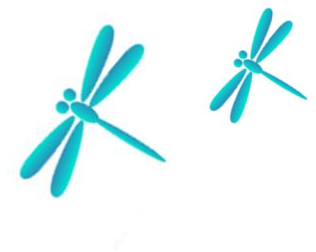
** In addition to the above, we will also conduct a share buyback (with an upper limit of ¥5.0 billion)*

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Medium-term business plan

(FY2022 - FY2026)



Thanks to your support,
NICHIAS has reached its
130th anniversary.



We extend our heartfelt thanks to
everyone who has supported and
assisted us over these many years.

A bright company where it is pleasant to work



Only when we can realize a work environment in which employees can play an active role, can we hope for improved business performance and a sustainable future.

Corporate Philosophy [NICHIAS Philosophy]





NICHIAS contributes to the Earth's bright future through our "Insulation and Protection" technologies.

Slogan

Make the Future Brighter
with "Insulation and Protection" Technologies

New

Our Promise [Thinking/Action]

-  We will work with our colleagues to provide beneficial value to society.
-  We will act responsibly, aware of our position as a member of society.
-  We will build a circle of trust filled with "thank you" and "happy faces."
-  We will enhance our skills and knowledge to ensure that employees and the company grow together.

New

Sustainability Policy

The NICHIAS Group aims to achieve sustainable growth of the Group and a sustainable society through the implementation of our corporate philosophy.

A bright company where it is pleasant to work

Nichias happiness value index (NGI)
 [FY2024] 75.9 point
 ➤ [FY2026] Target 80-point or more

【Tree-ring management】
Sustainable growth

Improve profitability
(raise ability to generate earnings)

Select business and focus resources
 ▼
 Business strategy focused on portfolio

Efficient management

Environmental response

Strengthening foundation

Deepen business model
 Focus on agility and profits

Efficient distribution of resources
 Optimization of investments
 Expand disclosure of ROIC by segment

Improved work efficiency and productivity

Use and promotion of digital technology
 Reduction in human resources

Promote carbon neutrality
 Reduce environmental load

Internal: Reduce own emissions
 External: Create and expand business opportunities, Eco-friendly product development

Safety as top priority
 Improved quality

Safety, security, stability
 Expand system based on 3Ss
 Bottom-up

Operating profit margin of 18%
 Profit margin excluding expenses for the new core system

In addition to conventional capital investments,
 Strategic investment allocation
 2-year total: ¥29 billion

Total working time
 Rate of compliance with target: 100%
 Reduction in meeting times and visualization of digital impact

In addition to conventional GHG emission reductions,
 Acquisition of CDP "A" Rating
 Strengthen initiatives for natural capital

Serious claims: Zero
 Rate of work accidents:
 Manufacturing in Japan: 2.0
 Overseas manufacturing: 1.5
 Core construction: 0.5
 Building materials construction: 2.0

(NPI)

(NPI)

(NPI)

(NPI)

(NPI)

※NGI : NICHIAS [KGI]

※NPI : NICHIAS [KPI]



働きやすい明るい会社

NKK, now in its 11th year, moves to the next stage

N K K

In addition to the traditional *K* of Kaizen (improvement), new themes of *K* for Kaihatsu (development) and Kaitaku (exploration) are added

(Planning to establish new categories)



NX Project

Working toward operational launch in the second half of FY2026

(Standardization of operations, consolidation, risk management)



Next-Generation Showroom

Project in progress toward opening in April FY2026

(Plan to renovate the 5th floor of the head office)



Planning concept ... Showcasing technology

Central Research Laboratory Concept

Beginning consideration with an eye toward the next medium-term management plan

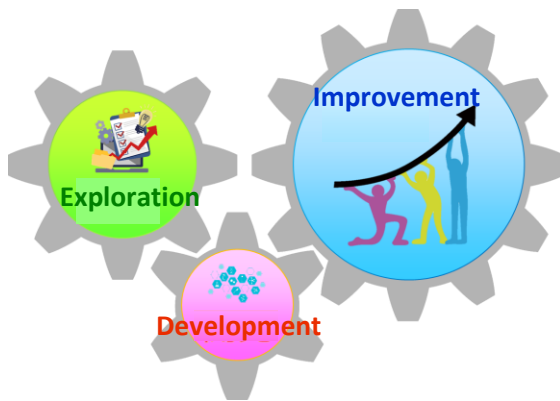
(Aim to improve the quality and speed of R&D)



FY2025 (11th) NKK Global Conference



(December 12, 2025)



Expanding the scope to include "Kaitaku (Exploration)" and "Kaihatsu (Development)" categories for the next decade

Exploring the future from diverse perspectives with a forward-looking mindset

New core system construction

launch postponed

【Original Plan】 October, FY2026 ➤ 【Revised】 May, FY2027

To ensure stable operations following the system go-live, it was determined that enhanced business scenario testing and validation are required.

… In addition, sufficient time needs to be secured for end-user training.

** As a result of the schedule extension, system development costs for the current fiscal year are expected to remain at approximately ¥2.5 billion, in line with FY2025.*

NICHIAS DISCOVERY GATE



Concept

*Showcasing Nichias Technologies → Discovering New Insights
(Seeds for Business Opportunities)*

Site Selection in Progress

The future R&D framework is currently under evaluation. The concept will be developed and realized in collaboration with architectural consultants.

As a core R&D center for Nichias technologies, “resource and talent consolidation” will be advanced to foster the creation of new products and technologies.

- ▶ *Improvement in quality and speed, alongside efforts to secure highly skilled personnel*

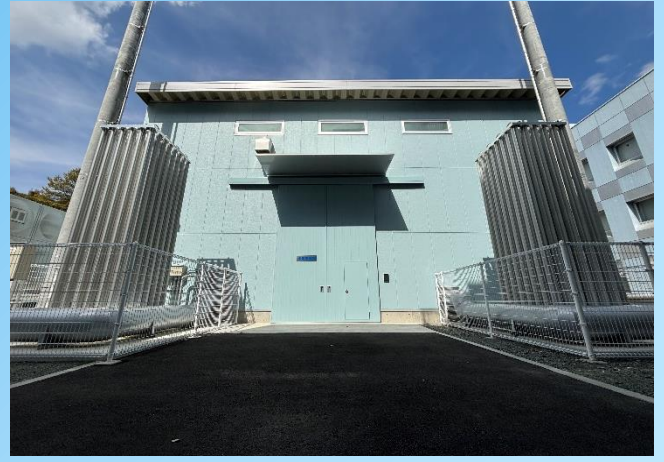
< Tsurumi Factory (Welfare & Warehouse Building) >

Completed in March 2026



< Hamamatsu Research Laboratory (Hydrogen Testing Facility) >

Completed in March 2026



Fusion energy (nuclear fusion)

Participation in the “Helix Program” of Helical Fusion Co., Ltd., which is developing a helical-type nuclear fusion power plant.

(Japanese press release dated April 28, 2026)




One of the 17 priority investment fields designated by the Japanese government




We will contribute to the social implementation of nuclear fusion through our “Insulation and Protection” technologies.


Quantitative Targets

	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Forecast
Term	1st Stage (First 3 Years)			2nd Stage (Final 2 Years)	
Net Sales (¥ billion)	238.1	249.4	256.5	251.9	270.0
Overseas Sales (¥ billion)	45.1	46.8	53.0	51.8	57.0
Operating Profit (%)	12.6%	14.1%	15.5%	14.7%	16.7%
Capital Expenditure (¥ billion)	10.1	11.1	6.8	11.0	13.0

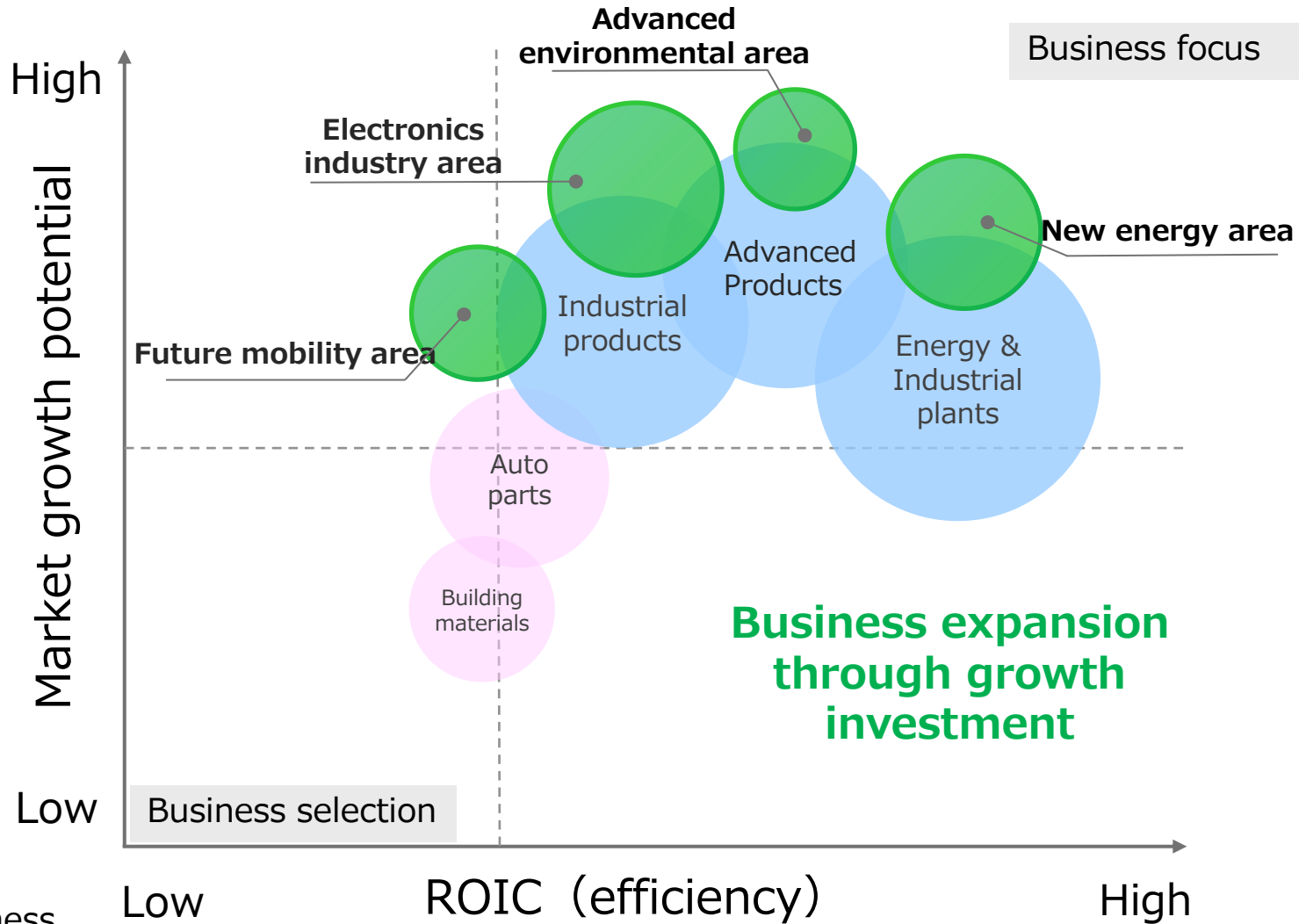
Quantitative Targets

	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Forecast
Term	1st Stage (First 3 Years)			2nd Stage (Final 2 Years)	
ROE Return on Equity (%)	13.1%	14.5%	15.5%	13.9%	15.0% or higher
ROIC Return on Invested Capital (%)	11.3%	11.6%	12.2%	10.7%	14.0%
EBITDA Earnings Before Interest, Taxes, Depreciation, and Amortization (¥ billion)	37.4	42.8	47.4	44.3	55.0

Quantitative Targets

	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Forecast
Term	1st Stage (First 3 Years)			2nd Stage (Final 2 Years)	
Liquidity on hand (Months)	3.0	2.7	2.7	2.7	1.5 ~ 2.0
Equity Ratio (%)	64.6%	68.7%	74.5%	77.7%	[2 nd Stage] maintain at current level or below
Policy stock Net Assets Ratio (%)	10.1%	11.1%	6.4%	7.5%	[2 nd Stage] to be reduced as appropriate

* Circle size indicates sales revenue scale.



◇ Improvement in profitability (Auto parts and Building materials segments)



FY	2022	2023	2024	2025
Net Sales (¥ billion)	46.8	50.1	51.2	51.5
Operating income (%)	2.5 5.3%	3.8 7.5%	4.5 8.9%	5.3 10.3%

Progress in business optimization initiatives

- ▶ Consolidating and streamlining production and sales bases; allocating resources with clear emphasis toward growing markets and customers.

**【FY2025 Operating margin】
Improved into the
10% range**












FY	2022	2023	2024	2025
Net Sales (¥ billion)	29.4	31.7	29.1	28.5
Operating Profit (%)	▲0.9 ▲3.0%	0.7 2.3%	1.4 4.8%	2.7 9.5%

Progress in structural reform of the business

- ▶ Withdrawing from, scaling back, and consolidating unprofitable products; results from improvements in inventory and logistics are also beginning to show.

**【FY2026 Operating margin】
The 10% range is now
within reach**

◇ ROIC by segment

Segment	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Image	Key Actions
Energy & Industrial plants	25.1%	27.0%	26.4%	27%	 Reduction of receivables turnover period
Industrial products	15.7%	14.7%	12.8%	18%	 Reduction of receivables turnover period  Reduction of inventory
Advanced products	24.6%	22.7%	13.7%	25%	 Further improvement in operating profit  Shortening inventory turnover period
Auto parts	8.6%	10.2%	11.6%	12%	 Cost reduction  Optimization of inventory
Building materials	3.0%	5.8%	11.7%	12%	 Reduction of SG&A and logistics costs  Shortening inventory turnover period

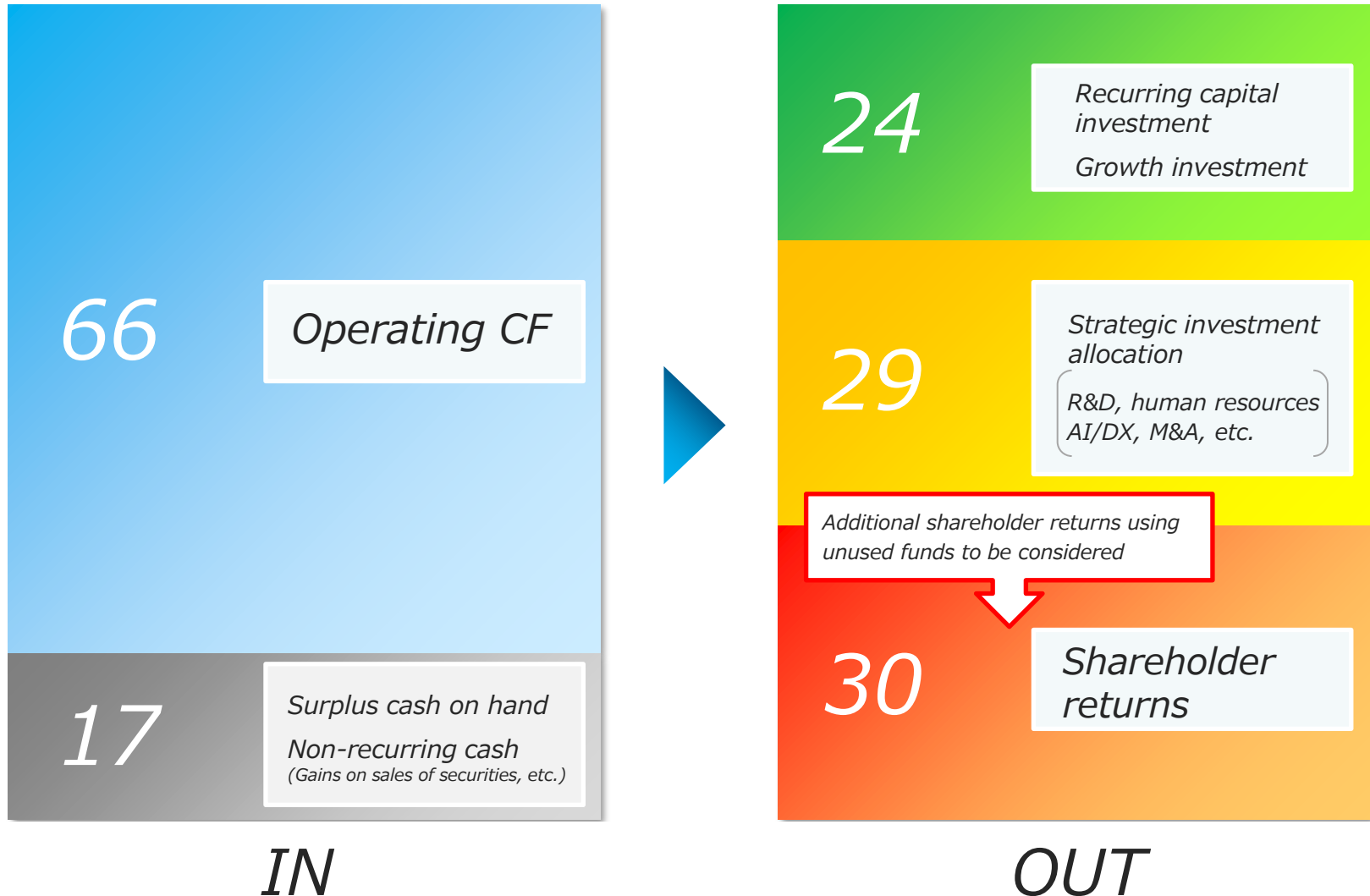
FY2025 Result

Total ROIC for the five segments: 15.0%
 (15.9% excluding new core system-related costs)

* The ROIC above is calculated on an operational basis.

(2nd Stage cumulative: 2-year period from FY2025 to FY2026)

(Unit: billion JPY)



IN
[Sources of funds]

OUT

(2nd Stage cumulative: 2-year period from FY2025 to FY2026)

(Unit: billion JPY)



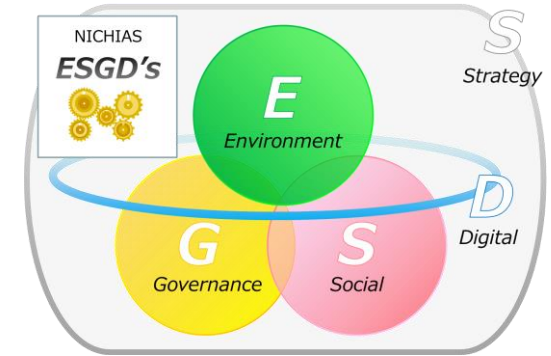
2-year plan



Progress up to FY2025

■ Sustainability Policy

The NICHIAS Group aims to achieve sustainable growth of the Group and a sustainable society through the implementation of our corporate philosophy.



Sustainability Promotion Committee



Identifying various issues facing the Group and advancing measures to address them

Initiatives of the NICHIAS Group as an environmentally friendly company



< FY2025 GHG emissions >

- ▶ **169,000 tons** [t-CO₂eq]
- FY2024** 180,000 tons

< FY2025 renewable energy adoption rate >

- ▶ **18%**
- FY2024** 13% **2030 Target** 25%

“NICHIAS Fukushima Dragonfly Sanctuary” has been certified as a “Sustainably Managed Natural Site” by the Ministry of the Environment

Let's make it together
for a bright company
where it is pleasant to work


SHI KU MI



"TECHU TAMAKOTSU"
technologies
for a brighter future

Our Promise

- We will work with our colleagues to provide beneficial value to society.
- We will act responsibly, aware of our position as a member of society.
- We will build a circle of trust filled with "thank yous" and "happy faces."
- We will enhance our skills and knowledge to ensure that employees and the company grow together.

 The inverted triangle represents the concept of how management supports everyone in the workplace.

"TECHU TAMAKOTSU"
technologies
for a brighter future

The NICHIAS Philosophy

We contribute to the Earth's bright future through our "Insulation and Protection" technologies.



"TECHU TAMAKOTSU"
technologies
for a brighter future

Sustainable Policy

The NICHIAS Group is committed to achieving continuous growth and fostering a sustainable society through the practice of its corporate philosophy.

