

# Financial Summary

Second Quarter of Fiscal Year ending March 31, 2026



November 10, 2025

**NIPPON THOMPSON CO., LTD.**

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**Note 1:** The forecast of operations results in this summary is prepared based on the earnings preannouncement released on November 10, 2025.  
Therefore the reader should be aware that actual results may be different from any future results expressed herein due to various factors.

**Note 2:** Amounts in these graphs and tables are rounded down to the million of Yen.

**Note 3:** Percentages in these graphs and tables are rounded off the fractions to two decimal places.

# Consolidated Financial Data



(Millions of yen)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026(E)
<b>Net Sales</b>	44,130	55,228	57,570	47,457	44,342	62,284	68,260	55,048	54,384	60,500
<b>Operating Profit</b>	1,145	2,649	4,883	1,341	(559)	5,898	9,459	3,164	1,173	3,100
<b>Ordinary Profit</b>	905	2,397	5,325	1,268	225	7,488	10,479	4,525	1,422	3,200
<b>Profit attributable to owners of parent</b>	(291)	1,678	3,718	(185)	215	4,134	7,469	2,674	559	2,900
<b>Total Assets</b>	99,627	98,493	101,468	98,118	100,946	107,078	114,347	119,187	121,106	-
<b>Net Assets</b>	58,605	59,666	60,195	57,439	59,425	63,974	71,662	76,164	76,072	-
<b>Equity Ratio</b>	58.4%	60.1%	59.1%	58.4%	58.7%	59.6%	62.6%	63.8%	62.7%	-
<b>EPS</b>	(¥4.04)	¥23.35	¥51.95	(¥2.59)	¥3.02	¥58.27	¥104.92	¥37.82	¥8.11	¥41.85
<b>Net Assets per share</b>	¥810.11	¥828.26	¥837.24	¥796.63	¥836.43	¥898.58	¥1,003.28	¥1,104.33	¥1,099.01	-
<b>PER</b>	-	36.40x	9.80x	-	219.21x	9.28x	5.54x	16.98x	59.93x	-
<b>Cash Dividends per share</b>	¥13.0	¥13.0	¥15.0	¥12.5	¥8.0	¥13.0	¥19.0	¥19.0	¥19.0	¥28.0
<b>ROE</b>	(0.5%)	2.9%	6.2%	(0.3%)	0.4%	6.7%	11.0%	3.6%	0.7%	-

Note: 1. Treasury stock, which is used to determine net income per share and net assets per share includes the shares held by ESOP trust of Employee Shareholders Association.

2. Balance Sheets at the end of FY2018 is partly adjusted due to the application of the "Partial Amendments to Accounting Standard for Tax Effect Accounting".

3. The consolidated financial statements for FY2025 have been retroactively revised due to a change in the method for elimination of unrealized profits and losses.

# Trend in Consolidated Business Results



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025			FY2026				
					1st. Half	2nd. Half	Year	1Q	2Q	1st. Half	2nd. Half (E)	Year (E)
Net Sales	44,342	62,284	68,260	55,048	26,705	27,679	54,384	14,938	15,316	30,254	30,245	60,500
Monthly average	3,695	5,190	5,688	4,587	4,450	4,613	4,532	4,979	5,105	5,042	5,040	5,041
Cost of Sales	32,696	42,947	43,782	37,045	18,375	19,305	37,680	10,259	10,570	20,830	20,669	41,500
Gross profit	26.3%	31.0%	35.9%	32.7%	31.2%	30.3%	30.7%	31.3%	31.0%	31.1%	31.7%	31.4%
	11,645	19,337	24,477	18,002	8,329	8,373	16,703	4,678	4,745	9,424	9,575	19,000
Selling, General and Administrative expenses	12,204	13,438	15,017	14,838	7,562	7,967	15,529	3,947	3,933	7,880	8,019	15,900
Operating Profit	(1.3%) (559)	9.5% 5,898	13.9% 9,459	5.7% 3,164	2.9% 766	1.5% 406	2.2% 1,173	4.9% 731	5.3% 812	5.1% 1,543	5.1% 1,556	5.1% 3,100
Non-Operating Income and Expenses	785	1,590	1,019	1,361	(102)	350	248	36	195	232	(132)	100
Ordinary Profit	0.5% 225	12.0% 7,488	15.4% 10,479	8.2% 4,525	2.5% 664	2.7% 757	2.6% 1,422	5.1% 768	6.6% 1,007	5.9% 1,776	4.7% 1,423	5.3% 3,200
Extraordinary Income and Losses	(100)	(1,500)	10	507	(67)	583	516	10	5	16	283	300
Profit before income taxes	0.3% 125	9.6% 5,987	15.4% 10,489	9.1% 5,032	2.2% 597	4.8% 1,341	3.6% 1,938	5.2% 779	6.6% 1,013	5.9% 1,792	5.6% 1,707	5.8% 3,500
Income Taxes	(90)	1,852	3,020	2,358	1,109	269	1,379	68	16	85	514	600
Profit	0.5% 215	6.6% 4,134	10.9% 7,469	4.9% 2,674	(1.9%) (511)	3.9% 1,071	1.0% 559	4.8% 710	6.5% 996	5.6% 1,706	3.9% 1,193	4.8% 2,900
Profit attributable to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Profit attributable to owners of parent	0.5% 215	6.6% 4,134	10.9% 7,469	4.9% 2,674	(1.9%) (511)	3.9% 1,071	1.0% 559	4.8% 710	6.5% 996	5.6% 1,706	3.9% 1,193	4.8% 2,900

※Change

	YOY	YOY	YOY	YOY	HOH	HOH	YOY	QOQ	QOQ	HOH	HOH	YOY
Net Sales	(6.6)	40.5	9.6	(19.4)	0.5	3.6	(1.2)	6.0	2.5	9.3	(0.0)	11.2
Operating Profit	-	-	60.4	(66.6)	(31.7)	(47.0)	(62.9)	51.3	11.0	279.6	0.8	164.2
Ordinary Profit	(82.2)	-	39.9	(56.8)	(56.2)	13.9	(68.6)	681.6	31.1	134.5	(19.8)	125.0
Profit attributable to owners of parent	-	-	80.7	(64.2)	-	-	(79.1)	(7.9)	40.4	59.3	(30.1)	418.0

USD	106.06	112.38	135.47	144.62	152.63	152.52	152.58	144.59	147.48	146.04	145.00	145.52
EURO	123.70	130.56	140.97	156.80	165.95	161.55	163.75	163.80	172.32	168.06	165.00	166.53
RMB	15.67	17.51	19.75	20.14	21.15	21.05	21.10	19.99	20.60	20.30	20.00	20.15

Note: The consolidated financial statements for FY2025 have been retroactively revised due to a change in the method for elimination of unrealized profits and losses.

# Trend in Consolidated Balance Sheets



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025 (A)	FY2026 1st. Half(B)	Change	
							B-A	(%)
Cash and deposits	15,489	18,001	18,848	19,773	24,434	25,422	987	4.0
Notes and accounts receivable-trade	13,533	17,159	17,272	13,435	13,997	15,843	1,845	13.2
Inventories	31,485	33,575	38,183	41,804	39,234	36,808	(2,426)	(6.2)
Others	1,405	1,675	2,318	2,473	1,935	1,470	(465)	(24.0)
<b>Total current assets</b>	<b>61,914</b>	<b>70,412</b>	<b>76,624</b>	<b>77,486</b>	<b>79,602</b>	<b>79,544</b>	<b>(57)</b>	<b>(0.1)</b>
Buildings and structures	7,477	6,843	6,743	7,081	6,958	6,840	(118)	(1.7)
Machinery and vehicles	11,608	10,338	9,849	10,804	10,716	10,785	69	0.6
Others	5,440	5,383	5,860	6,040	6,002	5,642	(360)	(6.0)
<b>Tangible fixed assets</b>	<b>24,526</b>	<b>22,565</b>	<b>22,453</b>	<b>23,926</b>	<b>23,677</b>	<b>23,268</b>	<b>(409)</b>	<b>(1.7)</b>
Intangible fixed assets	1,702	1,093	1,056	1,650	1,949	1,994	45	2.3
<b>Total investments and other assets</b>	<b>12,803</b>	<b>13,006</b>	<b>14,212</b>	<b>16,122</b>	<b>15,876</b>	<b>17,786</b>	<b>1,910</b>	<b>12.0</b>
<b>TOTAL ASSETS</b>	<b>100,946</b>	<b>107,078</b>	<b>114,347</b>	<b>119,187</b>	<b>121,106</b>	<b>122,594</b>	<b>1,488</b>	<b>1.2</b>
Notes and accounts payable-trade	7,773	11,845	11,595	4,590	3,977	4,312	335	8.4
Short-term bank loans and Bonds, etc.	16,247	5,655	3,786	15,054	7,415	11,980	4,564	61.5
Others	4,384	7,301	8,955	5,739	5,652	5,880	227	4.0
<b>Total current liabilities</b>	<b>28,405</b>	<b>24,802</b>	<b>24,337</b>	<b>25,383</b>	<b>17,046</b>	<b>22,173</b>	<b>5,126</b>	<b>30.1</b>
Bonds, etc.	5,000	10,000	10,000	5,000	10,000	5,000	(5,000)	(50.0)
Long-term bank loans	6,803	6,928	6,718	11,166	16,190	14,950	(1,240)	(7.7)
Others	1,312	1,373	1,629	1,473	1,797	1,683	(114)	(6.4)
<b>Total long-term liabilities</b>	<b>13,115</b>	<b>18,301</b>	<b>18,348</b>	<b>17,639</b>	<b>27,987</b>	<b>21,633</b>	<b>(6,354)</b>	<b>(22.7)</b>
<b>TOTAL LIABILITIES</b>	<b>41,521</b>	<b>43,104</b>	<b>42,685</b>	<b>43,022</b>	<b>45,034</b>	<b>43,806</b>	<b>(1,227)</b>	<b>(2.7)</b>
Shareholders' equity	55,803	59,276	65,693	65,440	65,626	66,910	1,283	2.0
Total accumulated other comprehensive income	3,473	4,552	5,847	10,609	10,346	11,804	1,458	14.1
Subscription rights to shares	148	144	121	114	99	73	(26)	(26.3)
Non-controlling interests	-	-	-	-	-	-	-	-
<b>TOTAL NET ASSETS</b>	<b>59,425</b>	<b>63,974</b>	<b>71,662</b>	<b>76,164</b>	<b>76,072</b>	<b>78,788</b>	<b>2,715</b>	<b>3.6</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>100,946</b>	<b>107,078</b>	<b>114,347</b>	<b>119,187</b>	<b>121,106</b>	<b>122,594</b>	<b>1,488</b>	<b>1.2</b>
<b>Equity ratio</b>	<b>58.7%</b>	<b>59.6%</b>	<b>62.6%</b>	<b>63.8%</b>	<b>62.7%</b>	<b>64.2%</b>		

Note: The consolidated financial statements for FY2025 have been retroactively revised due to a change in the method for elimination of unrealized profits and losses.

# Trend in Consolidated Cash Flows



(Millions of yen)

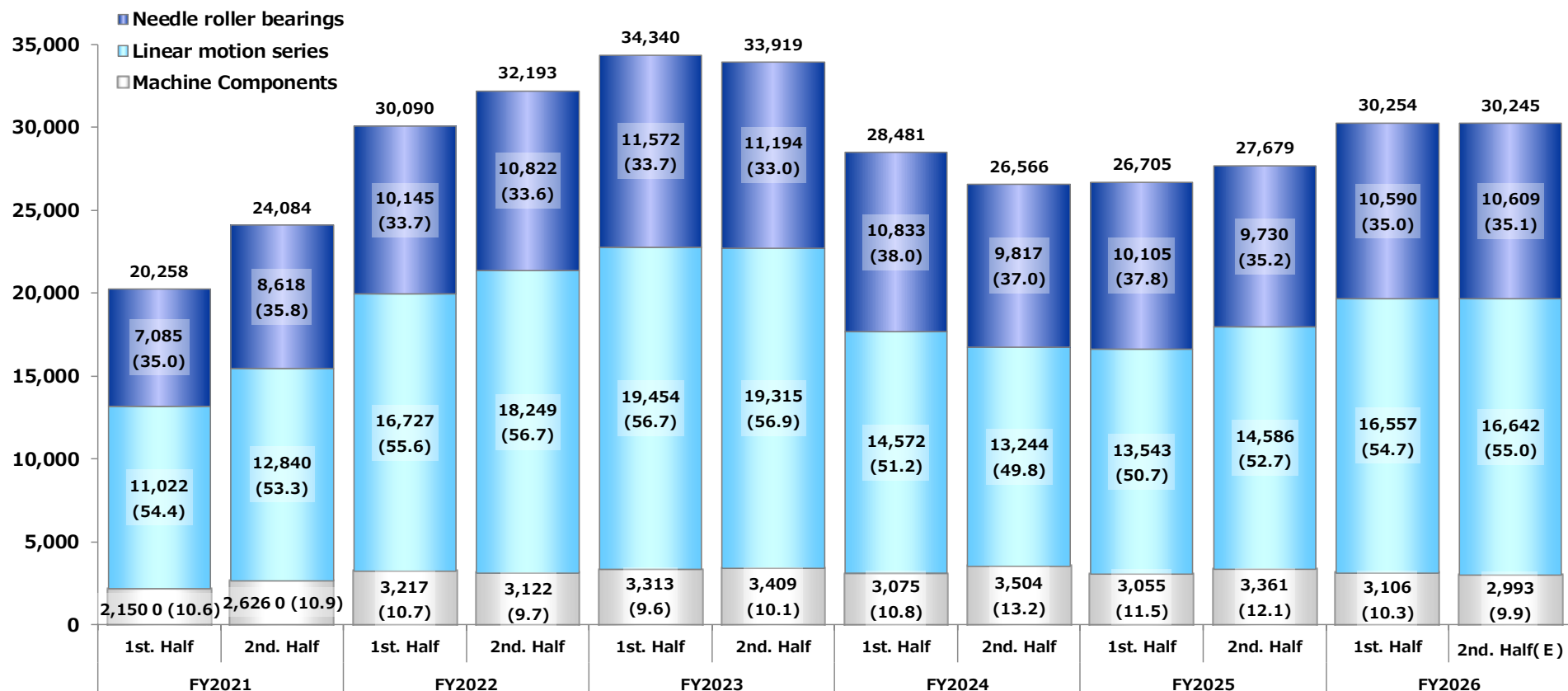
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 1st. Half
Profit (loss) before income taxes	125	5,987	10,489	5,032	1,938	1,792
Depreciation	3,833	3,885	3,423	3,325	3,240	1,554
Decrease (increase) in notes and accounts receivable – trade	(1,605)	(3,105)	78	4,255	(568)	(1,774)
Decrease (increase) in inventories	2,637	(1,021)	(3,596)	(1,728)	3,142	2,698
Others	667	4,519	(3,996)	(13,374)	(1,303)	506
Operating activities	5,658	10,265	6,398	(2,488)	6,449	4,777
Payments for purchase of property, plant and equipment	(2,950)	(1,797)	(2,187)	(4,305)	(3,180)	(1,525)
Others	(57)	(303)	(514)	(999)	(255)	30
Investing activities	(3,007)	(2,100)	(2,702)	(5,304)	(3,435)	(1,495)
Net increase (decrease) in bank loans	843	(466)	(2,079)	10,715	2,385	(1,675)
Proceeds from corporate bonds	-	5,000	-	-	5,000	-
Repayment of convertible bond	-	(10,000)	-	-	(5,000)	-
Cash dividends paid and others	(1,256)	(975)	(1,271)	(3,149)	(1,473)	(510)
Financing activities	(412)	(6,442)	(3,351)	7,566	912	(2,186)
Foreign currency translation adjustments on cash and cash equivalents	261	777	401	613	(229)	45
Net increase (decrease) in cash and cash equivalents	2,498	2,500	746	387	3,697	1,141
Cash and cash equivalents at beginning of year	12,847	15,346	17,847	18,593	18,980	22,678
Cash and cash equivalents at end of year	15,346	17,847	18,593	18,980	22,678	23,819

Note: The consolidated financial statements for FY2025 have been retroactively revised due to a change in the method for elimination of unrealized profits and losses.

# Trend in Consolidated Net Sales «By Product Segment»



(Millions of yen)



Change (Half-yearly)

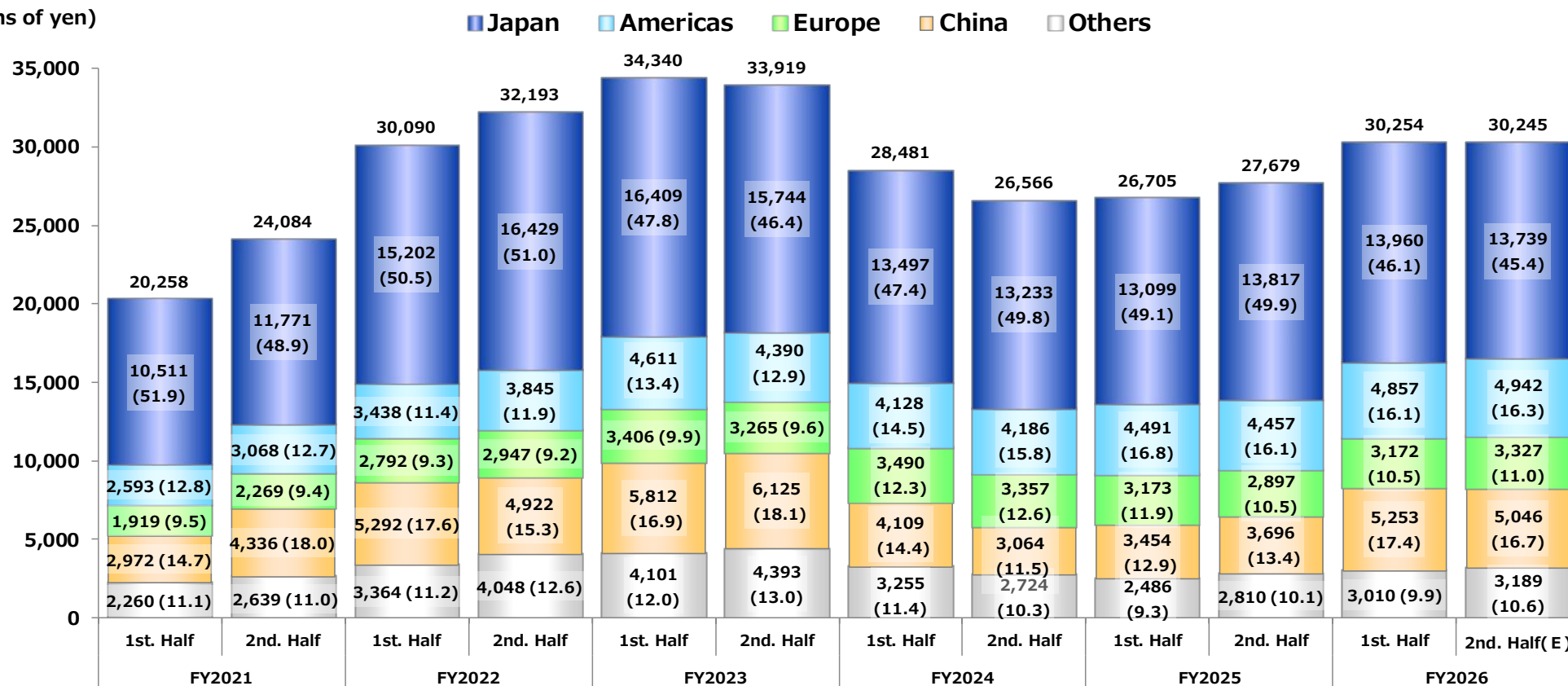
(%)

	FY2021		FY2022		FY2023		FY2024		FY2025		FY2026	
	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half (E)
Needle roller bearings	(13.6)	21.6	17.7	6.7	6.9	(3.3)	(3.2)	(9.4)	2.9	(3.7)	8.8	0.2
Linear motion series	(3.2)	16.5	30.3	9.1	6.6	(0.7)	(24.6)	(9.1)	2.3	7.7	13.5	0.5
Machine Components	(11.4)	22.1	22.5	(3.0)	6.1	2.9	(9.8)	14.0	(12.8)	10.0	(7.6)	(3.7)
Total	(8.0)	18.9	24.9	7.0	6.7	(1.2)	(16.0)	(6.7)	0.5	3.6	9.3	(0.0)

# Trend in Consolidated Net Sales «By Geographical Area»



(Millions of yen)



Change (Half-yearly)

(%)

	FY2021		FY2022		FY2023		FY2024		FY2025		FY2026	
	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half (E)
Japan	(12.0)	12.0	29.1	8.1	(0.1)	(4.1)	(14.3)	(2.0)	(1.0)	5.5	1.0	(1.6)
Americas	(16.4)	18.3	12.1	11.8	19.9	(4.8)	(6.0)	1.4	7.3	(0.8)	9.0	1.8
Europe	(8.7)	18.2	23.1	5.5	15.6	(4.1)	6.9	(3.8)	(5.5)	(8.7)	9.5	4.9
China	40.7	45.9	22.1	(7.0)	18.1	5.4	(32.9)	(25.4)	12.7	7.0	42.1	(3.9)
Others	(17.7)	16.8	27.5	20.3	1.3	7.1	(25.9)	(16.3)	(8.8)	13.1	7.1	5.9
Total	(8.0)	18.9	24.9	7.0	6.7	(1.2)	(16.0)	(6.7)	0.5	3.6	9.3	(0.0)

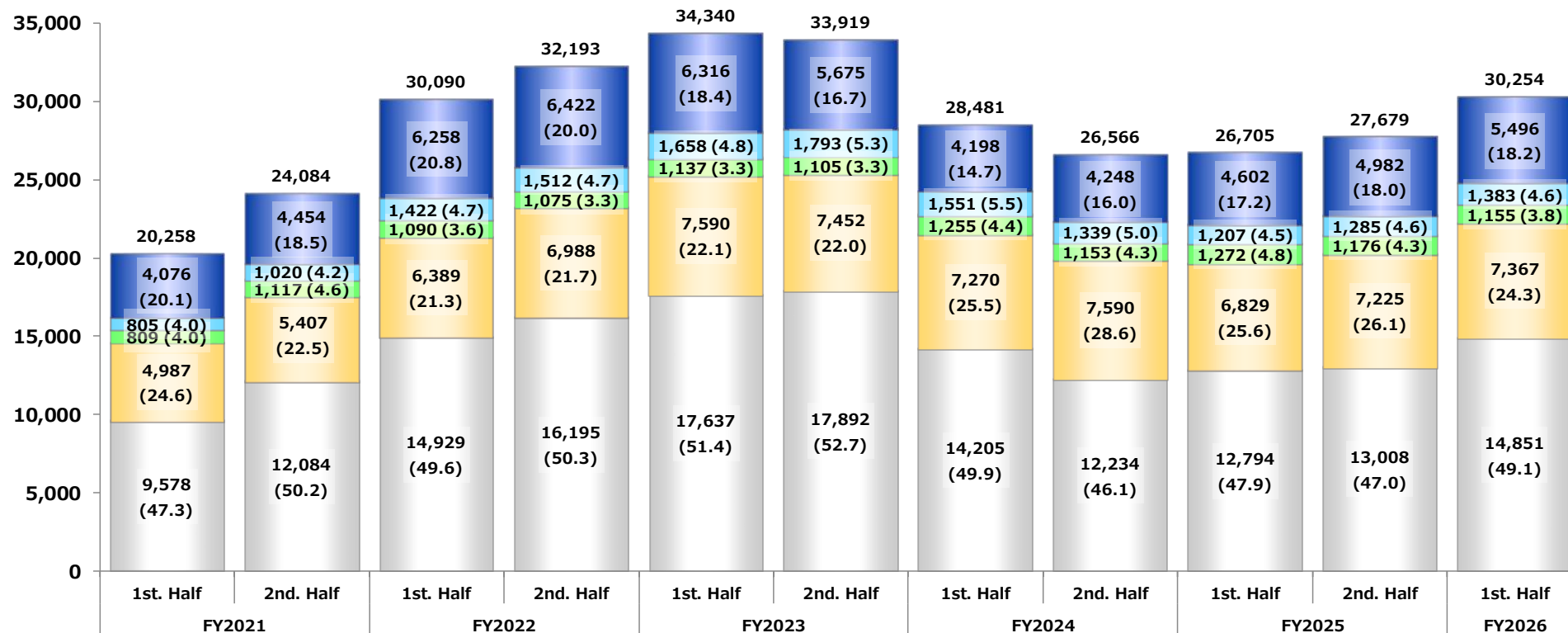


# Trend in Consolidated Net Sales «By Industry Category»



(Millions of yen)

■ Electronics ■ Machine Tools ■ Transportation ■ Other Machinery ■ Distributors



## Change (Half-yearly)

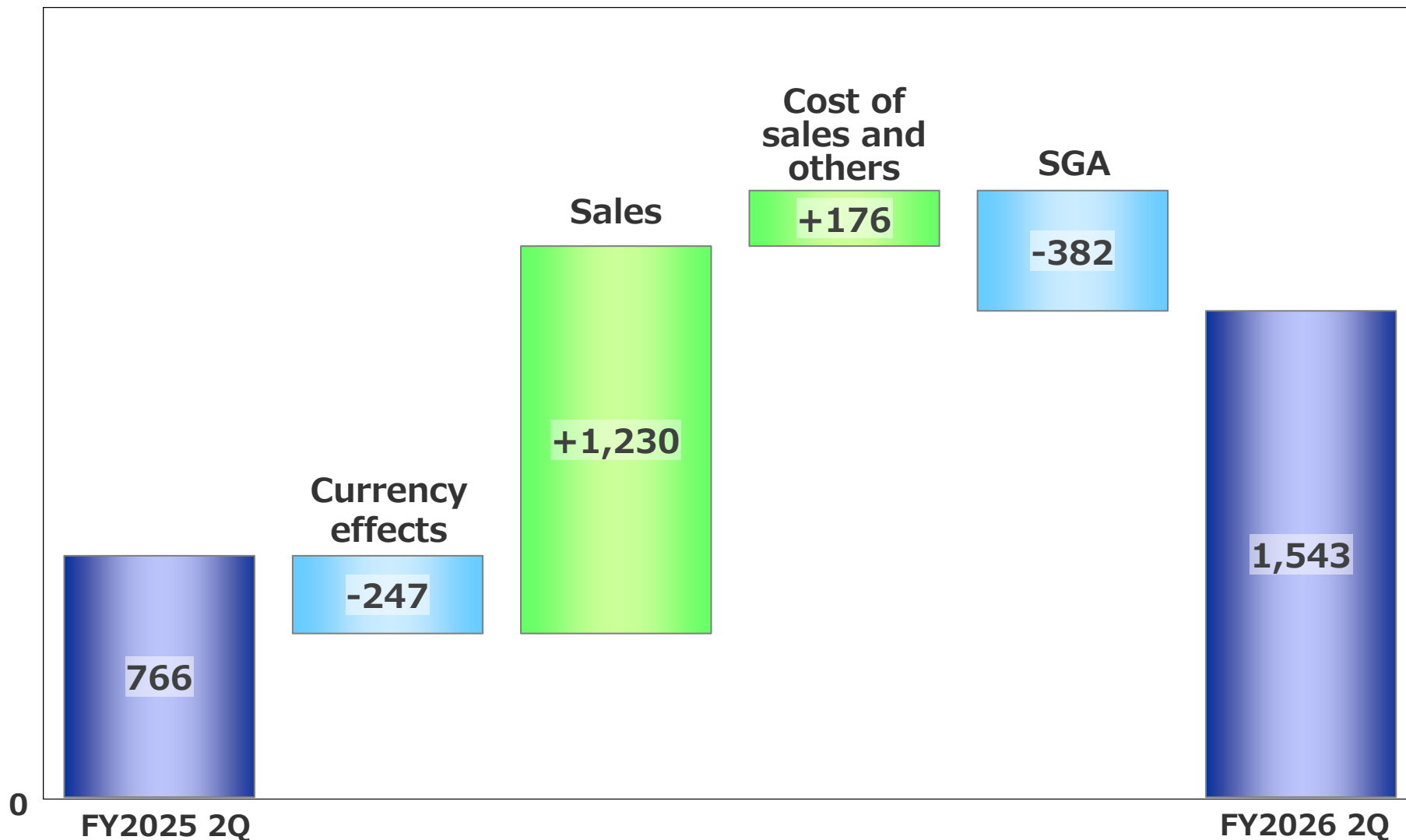
(%)

		FY2021		FY2022		FY2023		FY2024		FY2025		FY2026
		1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half	2nd. Half	1st. Half
D	Electronics	7.7	9.3	40.5	2.6	(1.7)	(10.1)	(26.0)	1.2	8.3	8.3	10.3
	Machine Tools	(33.9)	26.6	39.5	6.3	9.7	8.1	(13.5)	(13.7)	(9.8)	6.4	7.7
	Transportation	(27.1)	38.0	(2.4)	(1.4)	5.8	(2.8)	13.6	(8.1)	10.3	(7.5)	(1.8)
	Other Machinery	(10.6)	8.4	18.2	9.4	8.6	(1.8)	(2.4)	4.4	(10.0)	5.8	2.0
Distributors		(7.2)	26.2	23.5	8.5	8.9	1.4	(20.6)	(13.9)	4.6	1.7	14.2
Total		(8.0)	18.9	24.9	7.0	6.7	(1.2)	(16.0)	(6.7)	0.5	3.6	9.3

# Analysis of Consolidated Operating Profit



(Millions of yen)



Note: The consolidated financial statements for FY2025 have been retroactively revised due to a change in the method for elimination of unrealized profits and losses.

# Trend in Consolidated Orders Received and Net production



(Millions of yen)

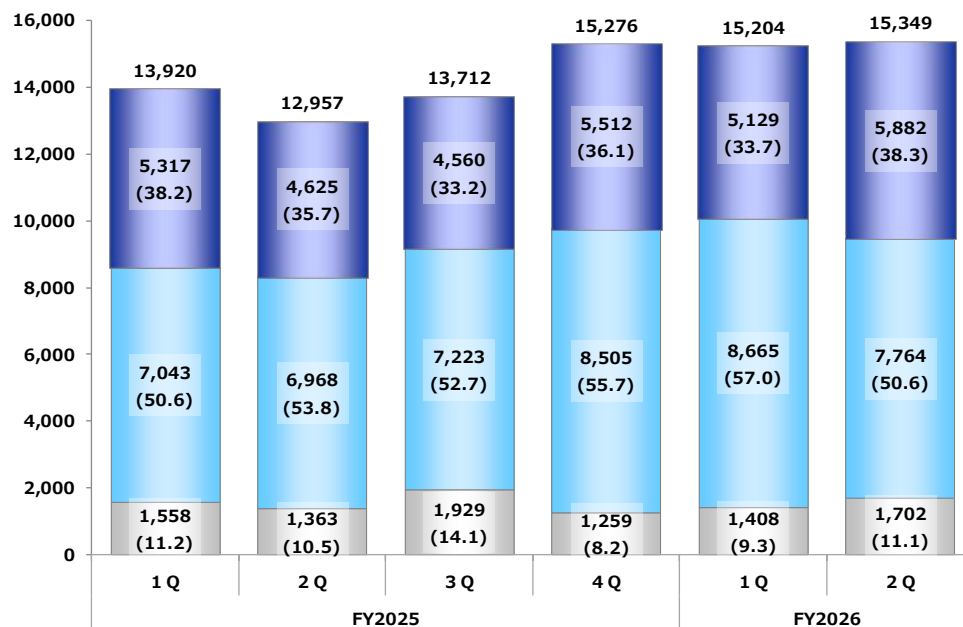
	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026	
					1Q	2Q	3Q	4Q	Year	1Q	2Q
Orders Received	51,348	78,548	61,939	44,908	13,920	12,957	13,712	15,276	55,867	15,204	15,349
Net sales	44,342	62,284	68,260	55,048	13,006	13,698	13,583	14,095	54,384	14,938	15,316
BB Ratio	1.16	1.26	0.91	0.82	1.07	0.95	1.01	1.08	1.03	1.02	1.00
Net production	37,722	57,166	65,915	50,231	11,444	11,255	12,373	11,062	46,136	11,900	12,722

※Change

	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	QOQ	QOQ
Orders Received	25.9	53.0	(21.1)	(27.5)	15.5	(6.9)	5.8	11.4	24.4	(0.5)	1.0
Net sales	(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	3.8	(1.2)	6.0	2.5
Net production	(15.6)	51.5	15.3	(23.8)	1.5	(1.6)	9.9	(10.6)	(8.2)	7.6	6.9

## Orders Received 《By Product Segment》

(Millions of yen) Needle roller bearings Linear motion series Machine Components



## Orders Received 《By Geographical Area》

(Millions of yen) Japan Americas Europe China Others

