

Financial Summary

Third Quarter of Fiscal Year ending March 31, 2026



February 9, 2026

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: The Company changed its accounting policy (the method for elimination of unrealized profits and losses) beginning with the first quarter of the fiscal year ending March 31, 2026. The figures for the fiscal year ended March 31, 2025 are stated after adjustment is applied retroactively for the change.

Note 3: Amounts in these graphs and tables are rounded down to the million of Yen.

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

Trend in Consolidated Business Results



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025						FY2026				
					1Q	2Q	3Q	1Q-3Q	4Q	Year	1Q	2Q	3Q	1Q-3Q	Year (E)
Net Sales	44,342	62,284	68,260	55,048	13,006	13,698	13,583	40,289	14,095	54,384	14,938	15,316	15,391	45,646	60,500
Monthly average	3,695	5,190	5,688	4,587	4,335	4,566	4,527	4,476	4,698	4,532	4,979	5,105	5,130	5,071	5,041
Cost of Sales	32,696	42,947	43,782	37,045	8,986	9,389	9,625	28,001	9,679	37,680	10,259	10,570	10,457	31,287	41,500
Gross profit	26.3%	31.0%	35.9%	32.7%	30.9%	31.5%	29.1%	30.5%	31.3%	30.7%	31.3%	31.0%	32.1%	31.5%	31.4%
	11,645	19,337	24,477	18,002	4,019	4,309	3,957	12,287	4,416	16,703	4,678	4,745	4,934	14,358	19,000
Selling, General and Administrative expenses	12,204	13,438	15,017	14,838	3,807	3,755	4,034	11,597	3,932	15,529	3,947	3,933	4,116	11,997	15,900
Operating Profit	(1.3%) (559)	9.5% 5,898	13.9% 9,459	5.7% 3,164	1.6% 212	4.0% 554	(0.6%) (76)	1.7% 690	3.4% 483	2.2% 1,173	4.9% 731	5.3% 812	5.3% 817	5.2% 2,361	5.1% 3,100
Non-Operating Income and Expenses	785	1,590	1,019	1,361	740	(842)	736	634	(385)	248	36	195	549	781	100
Ordinary Profit	0.5% 225	12.0% 7,488	15.4% 10,479	8.2% 4,525	7.3% 952	(2.1%) (287)	4.9% 659	3.3% 1,324	0.7% 98	2.6% 1,422	5.1% 768	6.6% 1,007	8.9% 1,366	6.9% 3,142	5.3% 3,200
Extraordinary Income and Losses	(100)	(1,500)	10	507	-	(67)	(108)	(175)	691	516	10	5	234	250	300
Profit before income taxes	0.3% 125	9.6% 5,987	15.4% 10,489	9.1% 5,032	7.3% 952	(2.6%) (355)	4.1% 551	2.9% 1,148	5.6% 790	3.6% 1,938	5.2% 779	6.6% 1,013	10.4% 1,601	7.4% 3,393	5.8% 3,500
Income Taxes	(90)	1,852	3,020	2,358	1,129	(20)	250	1,359	19	1,379	68	16	337	422	600
Profit	0.5% 215	6.6% 4,134	10.9% 7,469	4.9% 2,674	(1.4%) (176)	(2.4%) (334)	2.2% 300	(0.5%) (211)	5.5% 771	1.0% 559	4.8% 710	6.5% 996	8.2% 1,264	6.5% 2,971	4.8% 2,900
Profit attributable to owners of parent	0.5% 215	6.6% 4,134	10.9% 7,469	4.9% 2,674	(1.4%) (176)	(2.4%) (334)	2.2% 300	(0.5%) (211)	5.5% 771	1.0% 559	4.8% 710	6.5% 996	8.2% 1,264	6.5% 2,971	4.8% 2,900
※Change															
	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	YOY	QOQ	YOY	QOQ	QOQ	QOQ	YOY	YOY
Net Sales	(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	(4.4)	3.8	(1.2)	6.0	2.5	0.5	13.3	11.2
Operating Profit	-	-	60.4	(66.6)	65.4	160.6	-	(77.3)	-	(62.9)	51.3	11.0	0.7	242.2	164.2
Ordinary Profit	(82.2)	-	39.9	(56.8)	49.5	-	-	(65.9)	(85.1)	(68.6)	681.6	31.1	35.7	137.3	125.0
Profit attributable to owners of parent	-	-	80.7	(64.2)	-	-	-	-	156.5	(79.1)	(7.9)	40.4	26.9	-	418.0
USD	106.06	112.38	135.47	144.62	155.88	149.38	152.44	152.57	152.60	152.58	144.59	147.48	154.15	148.74	147.81
EURO	123.70	130.56	140.97	156.80	167.88	164.01	162.59	164.83	160.50	163.75	163.80	172.32	179.39	171.83	170.13
RMB	15.67	17.51	19.75	20.14	21.48	20.82	21.16	21.15	20.95	21.10	19.99	20.60	21.73	20.78	20.58

Trend in Consolidated Balance Sheets



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025 (A)	FY2026 3Q(B)	Change	
							B-A	(%)
Cash and deposits	15,489	18,001	18,848	19,773	24,434	23,314	(1,119)	(4.6)
Notes and accounts receivable-trade	13,533	17,159	17,272	13,435	13,997	16,042	2,044	14.6
Inventories	31,485	33,575	38,183	41,804	39,234	36,727	(2,507)	(6.4)
Others	1,405	1,675	2,318	2,473	1,935	1,649	(286)	(14.8)
Total current assets	61,914	70,412	76,624	77,486	79,602	77,732	(1,869)	(2.3)
Buildings and structures	7,477	6,843	6,743	7,081	6,958	6,790	(168)	(2.4)
Machinery and vehicles	11,608	10,338	9,849	10,804	10,716	10,988	271	2.5
Others	5,440	5,383	5,860	6,040	6,002	5,937	(64)	(1.1)
Tangible fixed assets	24,526	22,565	22,453	23,926	23,677	23,716	38	0.2
Intangible fixed assets	1,702	1,093	1,056	1,650	1,949	2,019	70	3.6
Total investments and other assets	12,803	13,006	14,212	16,122	15,876	18,291	2,414	15.2
TOTAL ASSETS	100,946	107,078	114,347	119,187	121,106	121,760	653	0.5
Notes and accounts payable-trade	7,773	11,845	11,595	4,590	3,977	4,620	643	16.2
Short-term bank loans and Bonds, etc.	16,247	5,655	3,786	15,054	7,415	11,663	4,247	57.3
Others	4,384	7,301	8,955	5,739	5,652	5,620	(32)	(0.6)
Total current liabilities	28,405	24,802	24,337	25,383	17,046	21,904	4,857	28.5
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	12,324	(3,865)	(23.9)
Others	1,312	1,373	1,629	1,473	1,797	1,812	14	0.8
Total long-term liabilities	13,115	18,301	18,348	17,639	27,987	19,136	(8,851)	(31.6)
TOTAL LIABILITIES	41,521	43,104	42,685	43,022	45,034	41,041	(3,993)	(8.9)
Shareholders' equity	55,803	59,276	65,693	65,440	65,626	67,208	1,582	2.4
Total accumulated other comprehensive income	3,473	4,552	5,847	10,609	10,346	13,436	3,090	29.9
Subscription rights to shares	148	144	121	114	99	73	(26)	(26.3)
TOTAL NET ASSETS	59,425	63,974	71,662	76,164	76,072	80,718	4,646	6.1
TOTAL LIABILITIES AND NET ASSETS	100,946	107,078	114,347	119,187	121,106	121,760	653	0.5
Equity ratio	58.7%	59.6%	62.6%	63.8%	62.7%	66.2%		

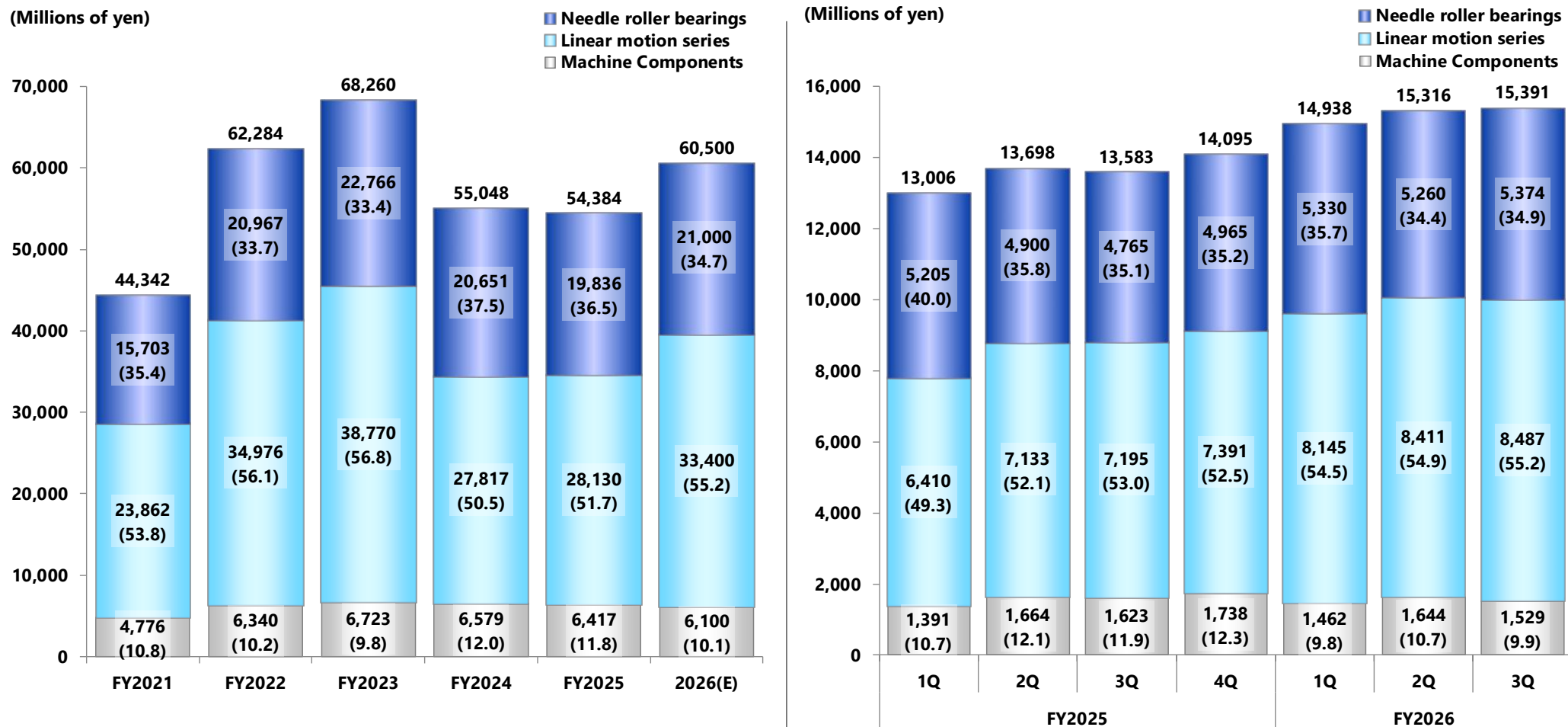
Trend in Consolidated Cash Flows



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 1Q-3Q
Profit (loss) before income taxes	125	5,987	10,489	5,032	1,938	3,393
Depreciation	3,833	3,885	3,423	3,325	3,240	2,378
Decrease (increase) in notes and accounts receivable – trade	(1,605)	(3,105)	78	4,255	(568)	(1,700)
Decrease (increase) in inventories	2,637	(1,021)	(3,596)	(1,728)	3,142	3,546
Others	667	4,519	(3,996)	(13,374)	(1,303)	(994)
Operating activities	5,658	10,265	6,398	(2,488)	6,449	6,623
Payments for purchase of property, plant and equipment	(2,950)	(1,797)	(2,187)	(4,305)	(3,180)	(2,497)
Others	(57)	(303)	(514)	(999)	(255)	832
Investing activities	(3,007)	(2,100)	(2,702)	(5,304)	(3,435)	(1,664)
Net increase (decrease) in bank loans	843	(466)	(2,079)	10,715	2,385	(4,617)
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)	(1,422)
Financing activities	(412)	(6,442)	(3,351)	7,566	912	(6,040)
Foreign currency translation adjustments on cash and cash equivalents	261	777	401	613	(229)	666
Net increase (decrease) in cash and cash equivalents	2,498	2,500	746	387	3,697	(414)
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	22,263

Trend in Consolidated Net Sales «By Product Segment»



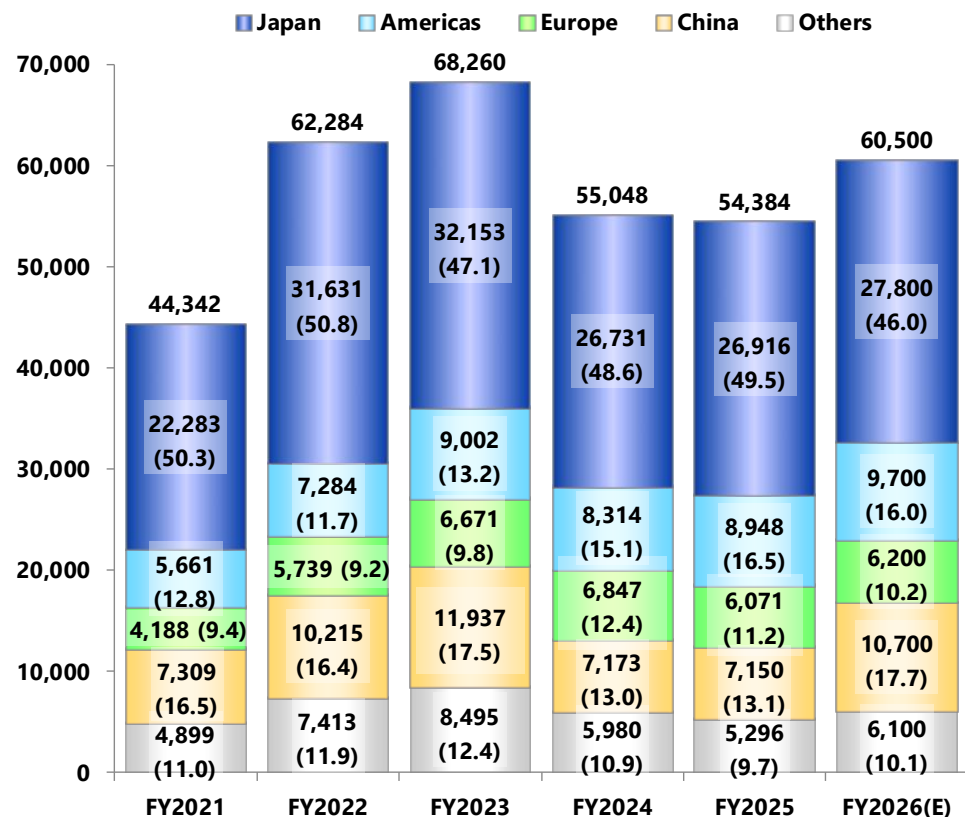
Change

	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026			
					1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	Year(E)
	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	QOQ	QOQ	QOQ	YOY
Needle roller bearings	(10.2)	33.5	8.6	(9.3)	8.2	(5.8)	(2.8)	4.2	(3.9)	7.4	(1.3)	2.2	5.9
Linear motion series	(3.6)	46.6	10.8	(28.3)	(3.4)	11.3	0.9	2.7	1.1	10.2	3.3	0.9	18.7
Machine Components	(8.6)	32.7	6.1	(2.2)	(4.8)	19.7	(2.5)	7.1	(2.5)	(15.9)	12.4	(7.0)	(5.0)
Total	(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	3.8	(1.2)	6.0	2.5	0.5	11.2

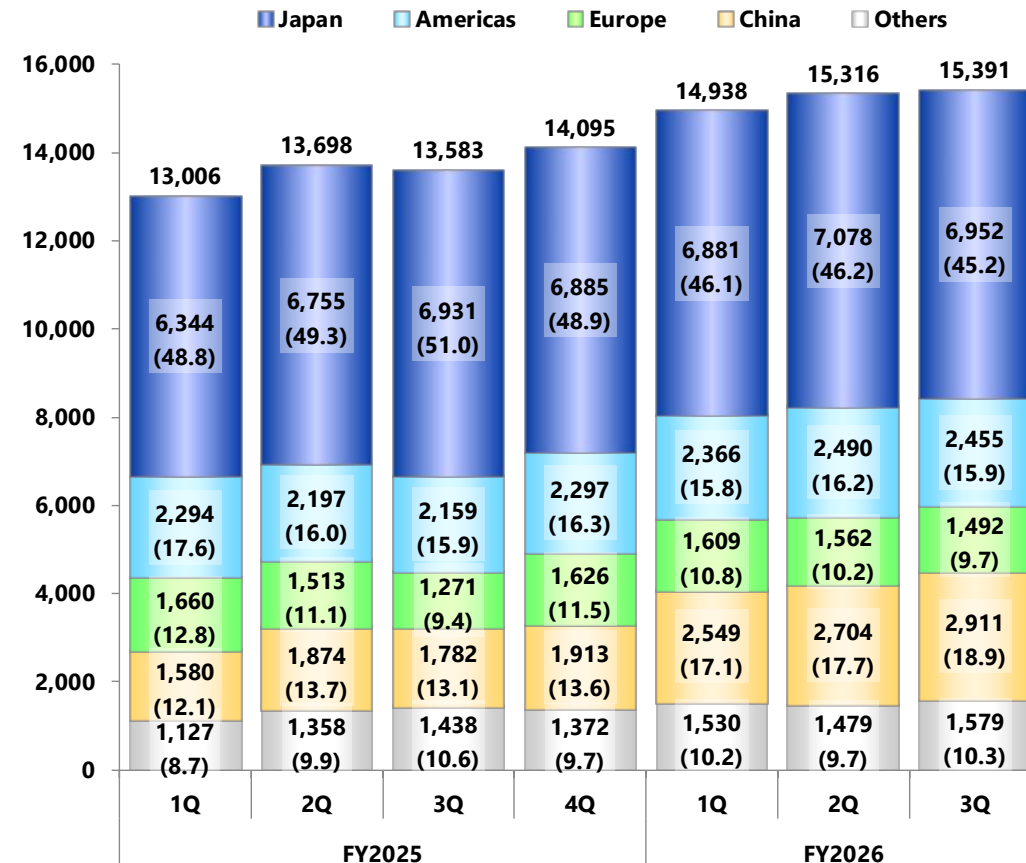
Trend in Consolidated Net Sales «By Geographical Area»



(Millions of yen)



(Millions of yen)

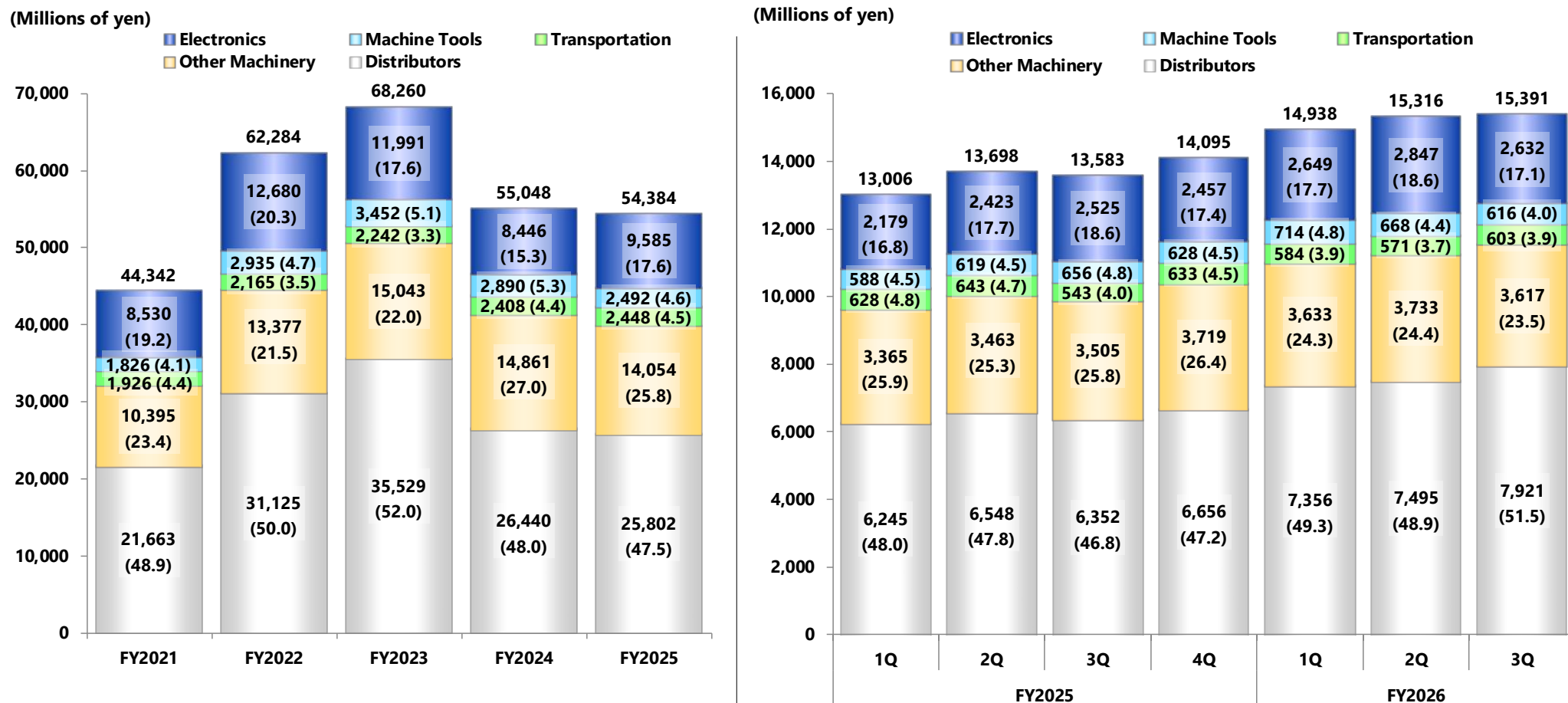


Change

(%)

	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026			
					1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	Year(E)
	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	QOQ	QOQ	QOQ	YOY
Japan	(13.3)	42.0	1.6	(16.9)	2.1	6.5	2.6	(0.7)	0.7	(0.1)	2.9	(1.8)	3.3
Americas	(12.6)	28.7	23.6	(7.6)	8.1	(4.2)	(1.7)	6.4	7.6	3.0	5.2	(1.4)	8.4
Europe	(8.7)	37.0	16.2	2.6	(9.1)	(8.9)	(16.0)	27.9	(11.3)	(1.0)	(2.9)	(4.5)	2.1
China	46.2	39.8	16.9	(39.9)	10.3	18.6	(4.9)	7.4	(0.3)	33.2	6.1	7.7	49.6
Others	(13.8)	51.3	14.6	(29.6)	(14.3)	20.5	5.9	(4.6)	(11.4)	11.6	(3.3)	6.8	15.2
Total	(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	3.8	(1.2)	6.0	2.5	0.5	11.2

Trend in Consolidated Net Sales «By Industry Category»



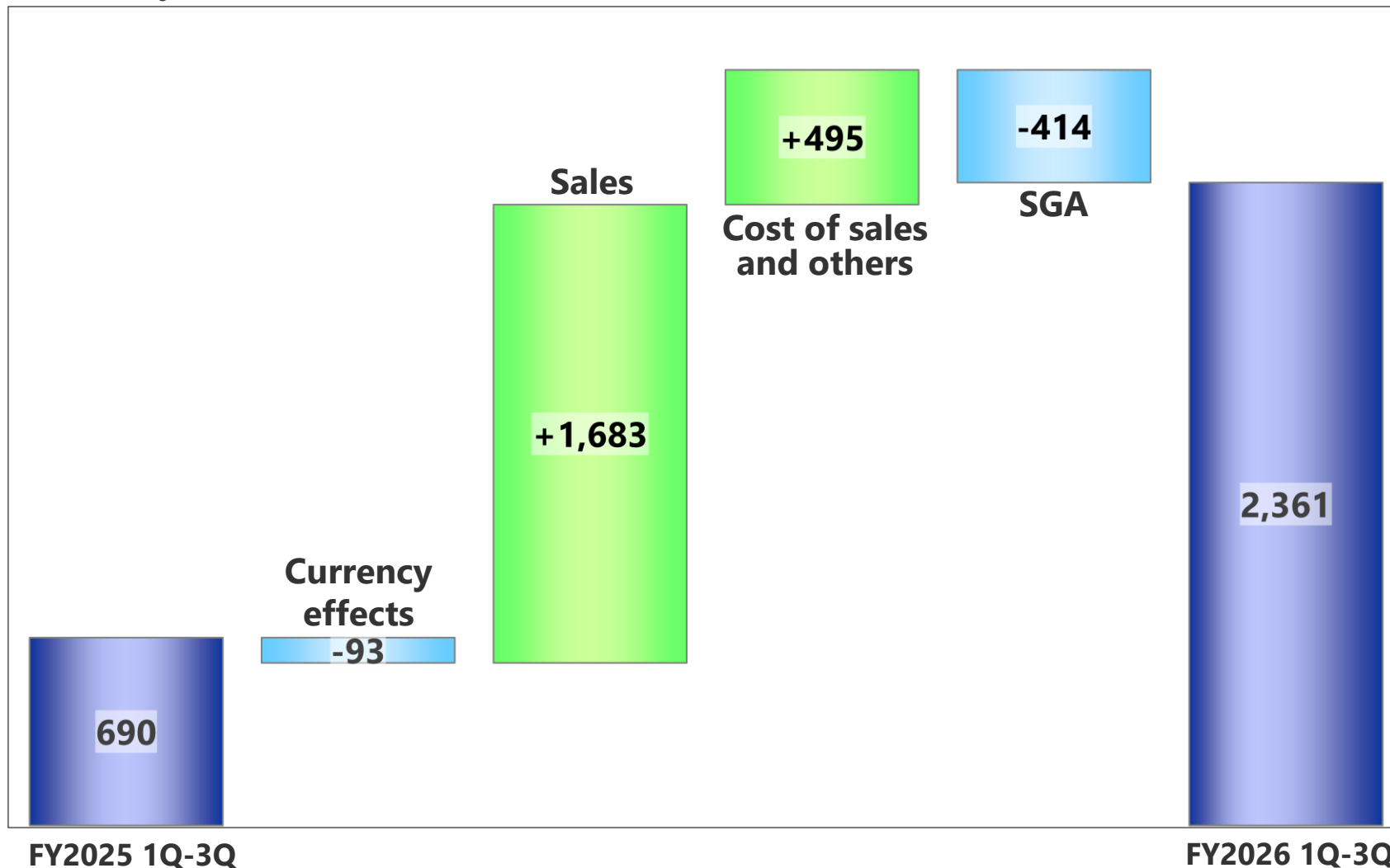
Change

		FY2021				FY2025					FY2026		
		YOY				1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q
		YOY				QOQ	QOQ	QOQ	QOQ	YOY	QOQ	QOQ	QOQ
D	Electronics	10.7	48.6	(5.4)	(29.6)	6.4	11.2	4.2	(2.7)	13.5	7.8	7.5	(7.6)
	Machine Tools	(39.2)	60.7	17.6	(16.3)	(12.8)	5.3	6.0	(4.3)	(13.7)	13.8	(6.5)	(7.8)
	Transportation	(16.1)	12.4	3.6	7.4	16.8	2.5	(15.6)	16.6	1.7	(7.8)	(2.3)	5.7
	Other Machinery	(10.8)	28.7	12.5	(1.2)	(6.9)	2.9	1.2	6.1	(5.4)	(2.3)	2.7	(3.1)
Distributors		(4.9)	43.7	14.1	(25.6)	3.5	4.8	(3.0)	4.8	(2.4)	10.5	1.9	5.7
Total		(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	3.8	(1.2)	6.0	2.5	0.5

Analysis of Consolidated Operating Profit



(Millions of yen)



Trend in Consolidated Orders Received and Net production



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026		
					1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q
Orders Received	51,348	78,548	61,939	44,908	13,920	12,957	13,712	15,276	55,867	15,204	15,349	17,605
Net sales	44,342	62,284	68,260	55,048	13,006	13,698	13,583	14,095	54,384	14,938	15,316	15,391
BB Ratio	1.16	1.26	0.91	0.82	1.07	0.95	1.01	1.08	1.03	1.02	1.00	1.14
Net production	37,722	57,166	65,915	50,231	11,444	11,255	12,373	11,062	46,136	11,900	12,722	13,168

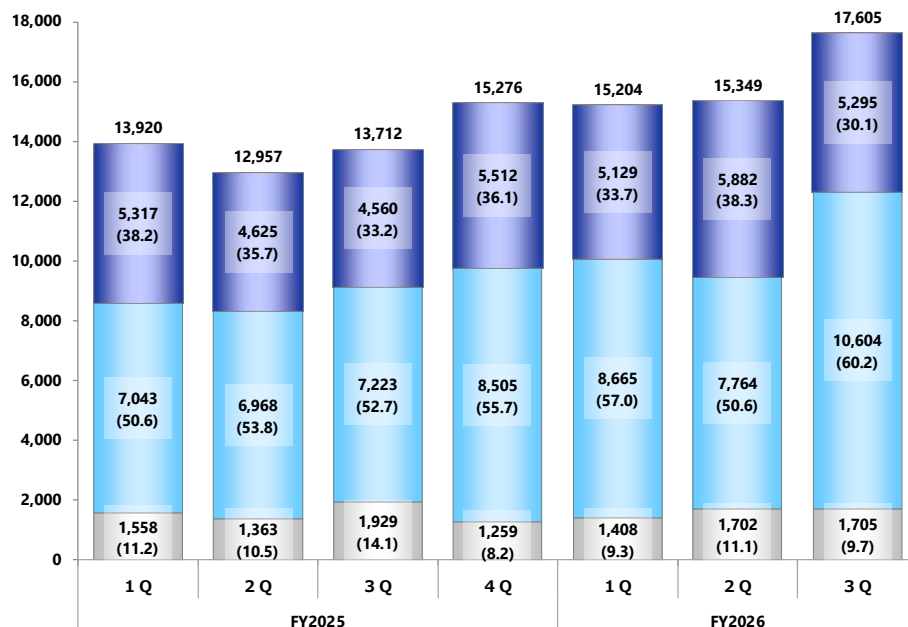
※Change

	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	QOQ	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	14.7
Net sales	(6.6)	40.5	9.6	(19.4)	0.8	5.3	(0.8)	3.8	(1.2)	6.0	2.5	0.5
Net production	(15.6)	51.5	15.3	(23.8)	1.5	(1.6)	9.9	(10.6)	(8.2)	7.6	6.9	3.5

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

