

# Financial Results Briefing

Fiscal Year Ending March 31, 2026



May 15, 2026

**NIPPON THOMPSON CO., LTD.**

1. Financial Summary for Fiscal Year Ending March 31, 2026
2. Financial Forecast for Fiscal Year Ending March 31, 2027
3. Initiatives in the IKO Medium-Term Business Plan 2026

## 【Supplementary Information】 Financial Data

Note 1: The forecast of operations results in this summary is prepared based on the earnings preannouncement released on May 11, 2026.

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 FY2022 through FY2025 are stated after adjustment is applied retroactively for the change.

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

Note 4: Percentages in these graphs and tables are rounded off the fractions to two decimal places.

# **Financial Summary**

for Fiscal Year Ending March 31, 2026

---

- Net sales increased 15.9% year on year, driven by a recovery in capital investment demand in Japan and overseas, particularly for electronics-related equipment.
- Operating profit increased by 249.6% year on year, mainly due to growth in net sales, an increase in production volume.
- Profit attributable to owners of parent increased 626.8% year on year (approximately sevenfold), and the year-end dividend was revised upward to 15.50 yen per share, an increase of 1.50 yen from the previously announced forecast.
- Net orders received quickly recovered and increased by 29.8% YoY in the second half of the year. Despite a 13.5% YoY increase in net production, inventories decreased by 3,985 million yen from the previous fiscal year-end, due to proactive inventory utilization for sales.

# Consolidated Financial Summary



(Millions of yen)

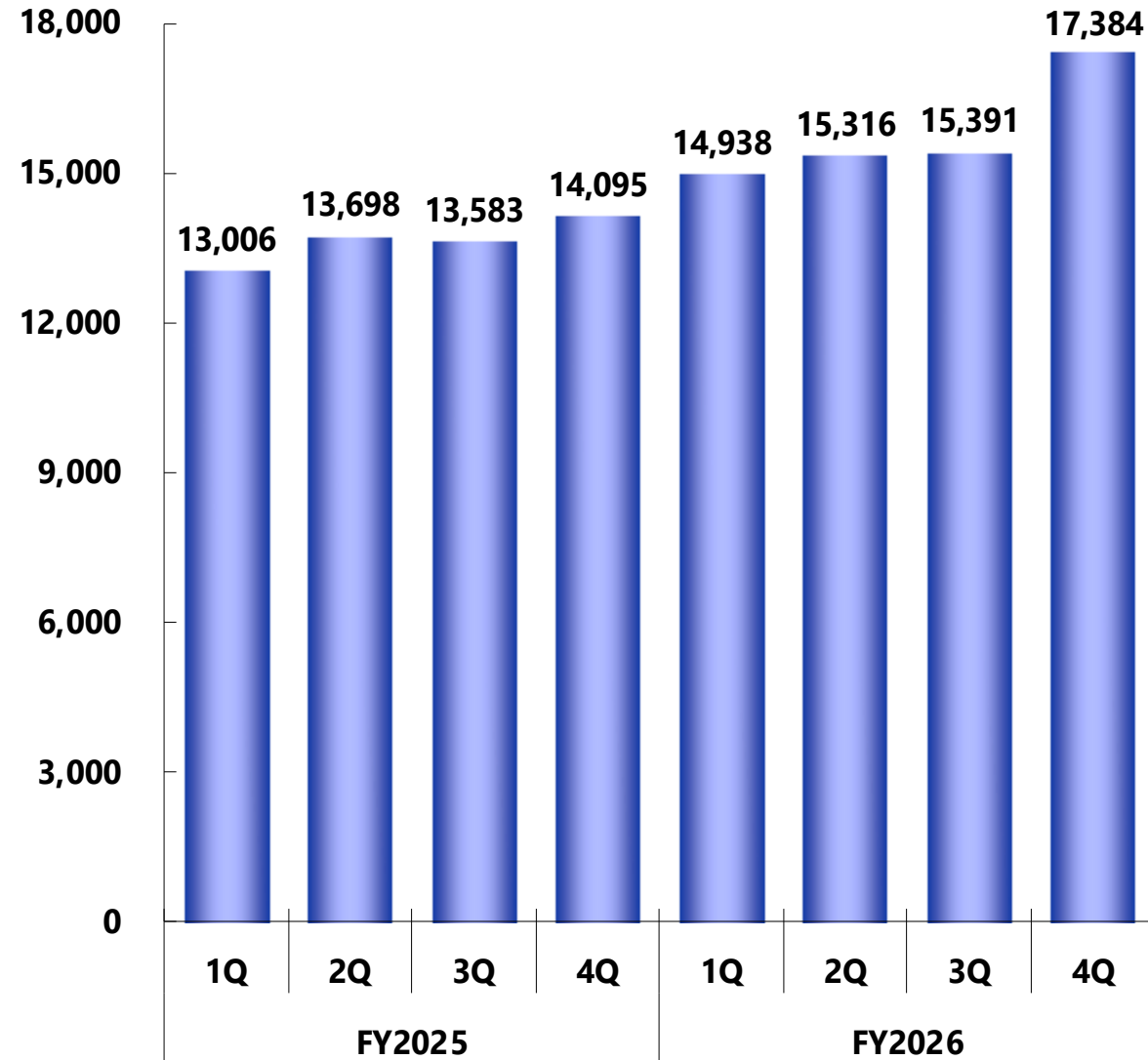
	FY2025	Composition ratio (%)	FY2026	Composition ratio (%)	Change(%)
Net sales	54,384		63,031		15.9
Gross profit	16,703	30.7	20,198	32.0	20.9
Selling, general and administrative expenses	15,529	28.6	16,095	25.5	3.6
Operating profit	1,173	2.2	4,102	6.5	249.6
Ordinary profit	1,422	2.6	5,162	8.2	262.9
Profit attributable to owners of parent	559	1.0	4,069	6.5	626.8
Orders received	55,867		72,503		29.8
USD	152.58		150.77		(1.2)
EURO	163.75		174.79		6.7
RMB	21.10		21.25		0.7
Dividend per share	¥19.0		¥29.5		
Dividend payout ratio	234.3%		50.4%		

# Trend in Consolidated Net Sales · Operating Profit



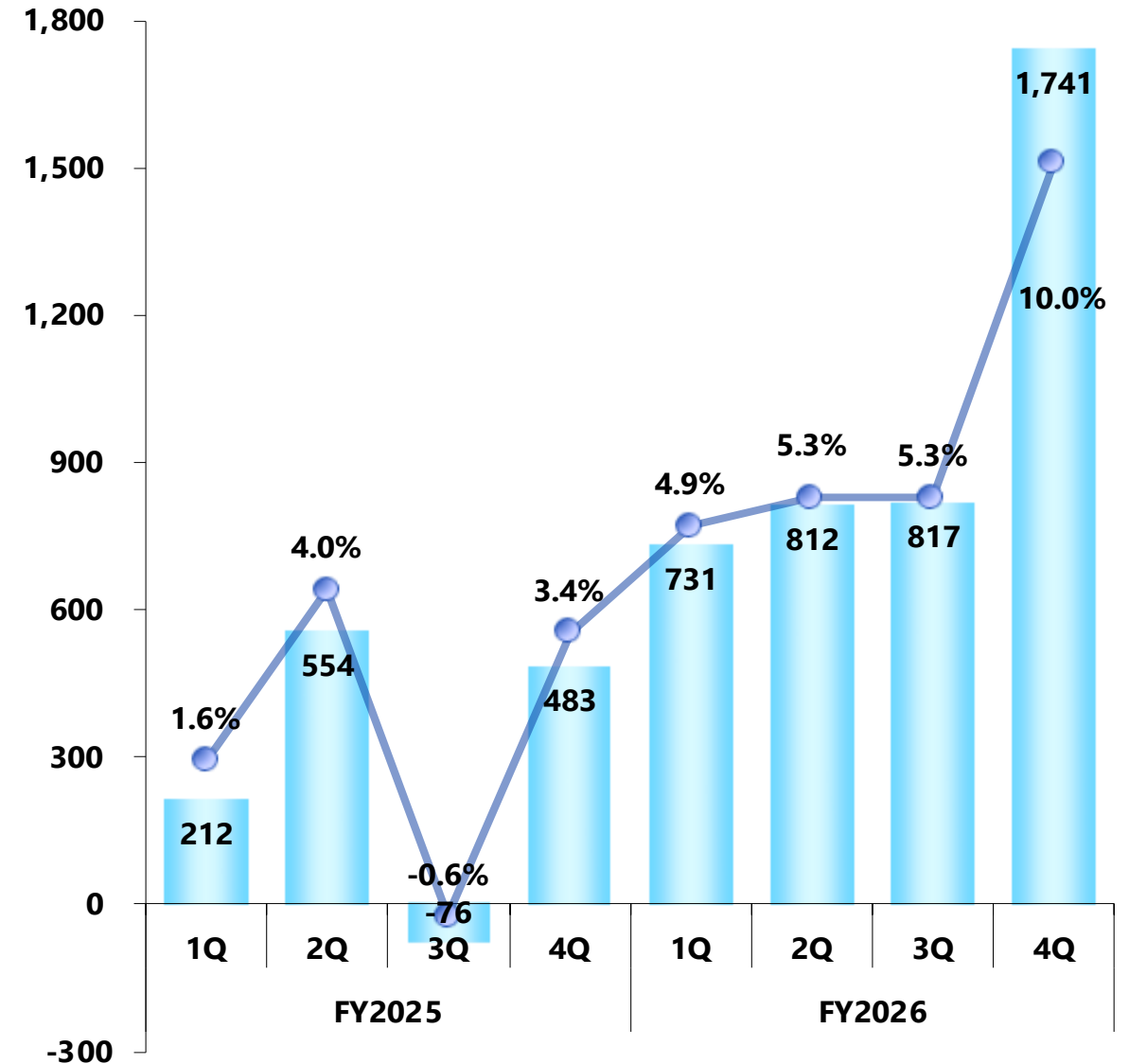
## Net Sales

(Millions of yen)



## Operating Profit, Operating Margin

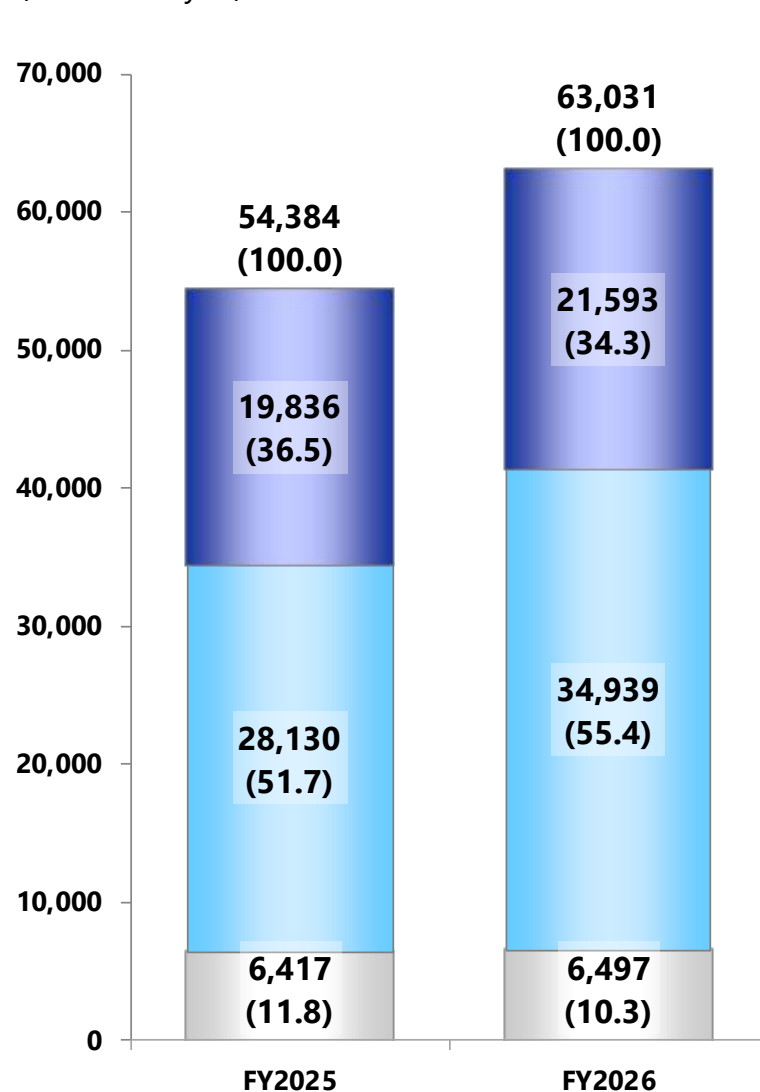
(Millions of yen)



# Trend in Consolidated Net Sales (By Product Segment)



(Millions of yen)



## 【Needle Roller Bearings】

YoY + 1,757 million yen (+ 8.9%)

- Despite a decrease in demand for machine tools, demand for robots and commercial products increased.



## 【Linear Motion Series】

YoY + 6,809 million yen (+24.2%)

- Demand increased for electronics-related equipment including semiconductor production equipment and mounting machines, as well as for commercial products.



## 【Machine Components】

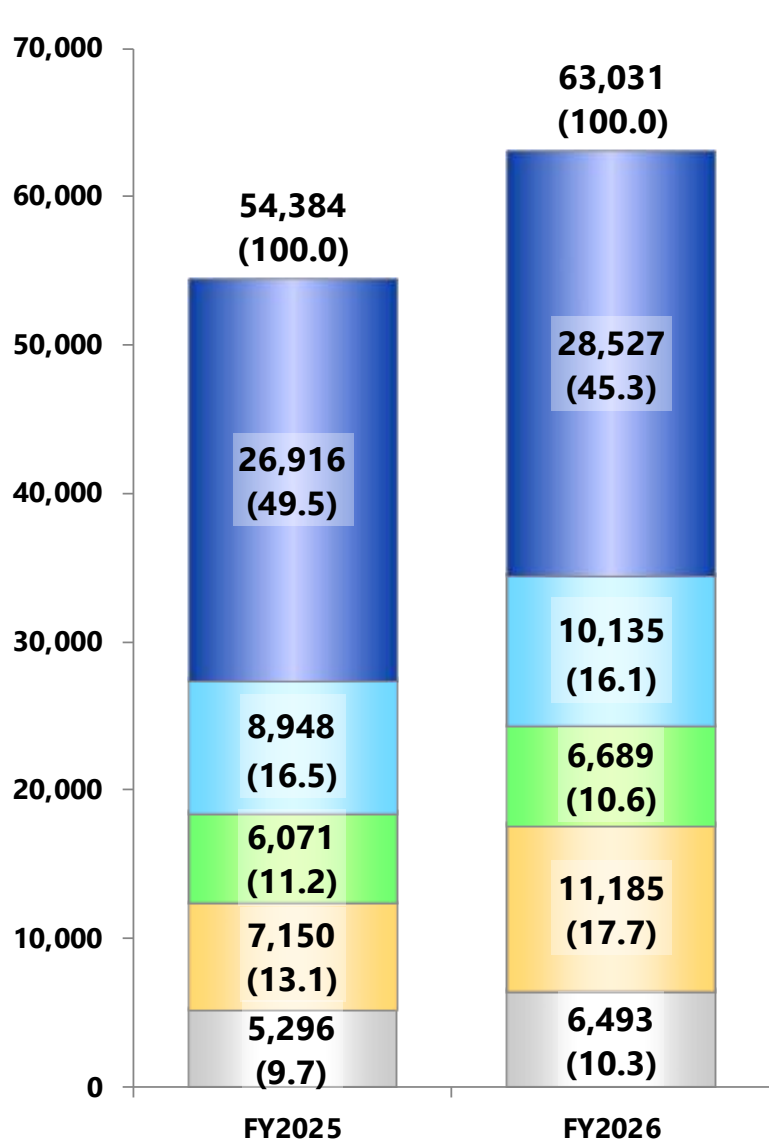
YoY + 79 million yen (+ 1.2%)

- Although demand for precision machinery decreased, demand increased for electronics-related equipment.

# Trend in Consolidated Net Sales (By Geographical Area)



(Millions of yen)



## 【Japan】

YoY + 1,610 million yen (+ 6.0%)

- Demand increased for electronics-related equipment including semiconductor production equipment and mounting machines, as well as for machine tools.

## 【Americas】

YoY + 1,186 million yen (+13.3%)

- Demand increased for general industrial machinery such as robots and various types of medical equipment.

## 【Europe】

YoY + 617 million yen (+10.2%)

- Net sales increased due to higher demand for commercial products and the effects of yen depreciation.

## 【China】

YoY + 4,035 million yen (+56.4%)

- Net sales increased due to increased demand for semiconductor production equipment and large-scale capital expenditure projects.

## 【Others】

YoY + 1,196 million yen (+22.6%)

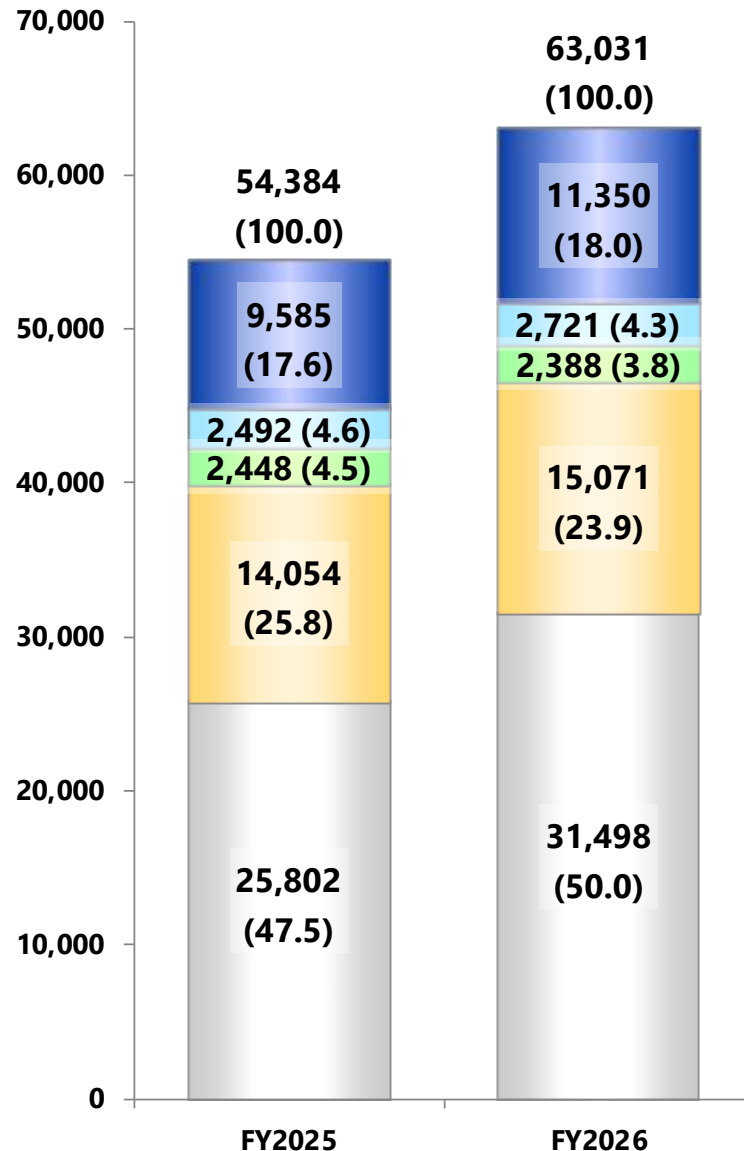
- Demand recovered mainly in Singapore and Taiwan.



# Trend in Consolidated Net Sales (By Industry Category)



(Millions of yen)



## 【Electronics】

YoY + 1,765 million yen (+18.4%)

- Demand for semiconductor production equipment and mounting machines increased mainly in the domestic market.



## 【Machine Tools】

YoY + 229 million yen (+ 9.2%)

- Demand associated with capital expenditure recovered mainly in the domestic market and European markets.



## 【Transportation Equipment】

YoY — 60 million yen (- 2.5%)

- Demand for motorcycles recovered, but demand for equipment and production lines for automobile manufacturing decreased.



## 【Other Machinery】

YoY + 1,016 million yen (+ 7.2%)

- Demand for robots and various types of medical equipment increased.



## 【Distributors】

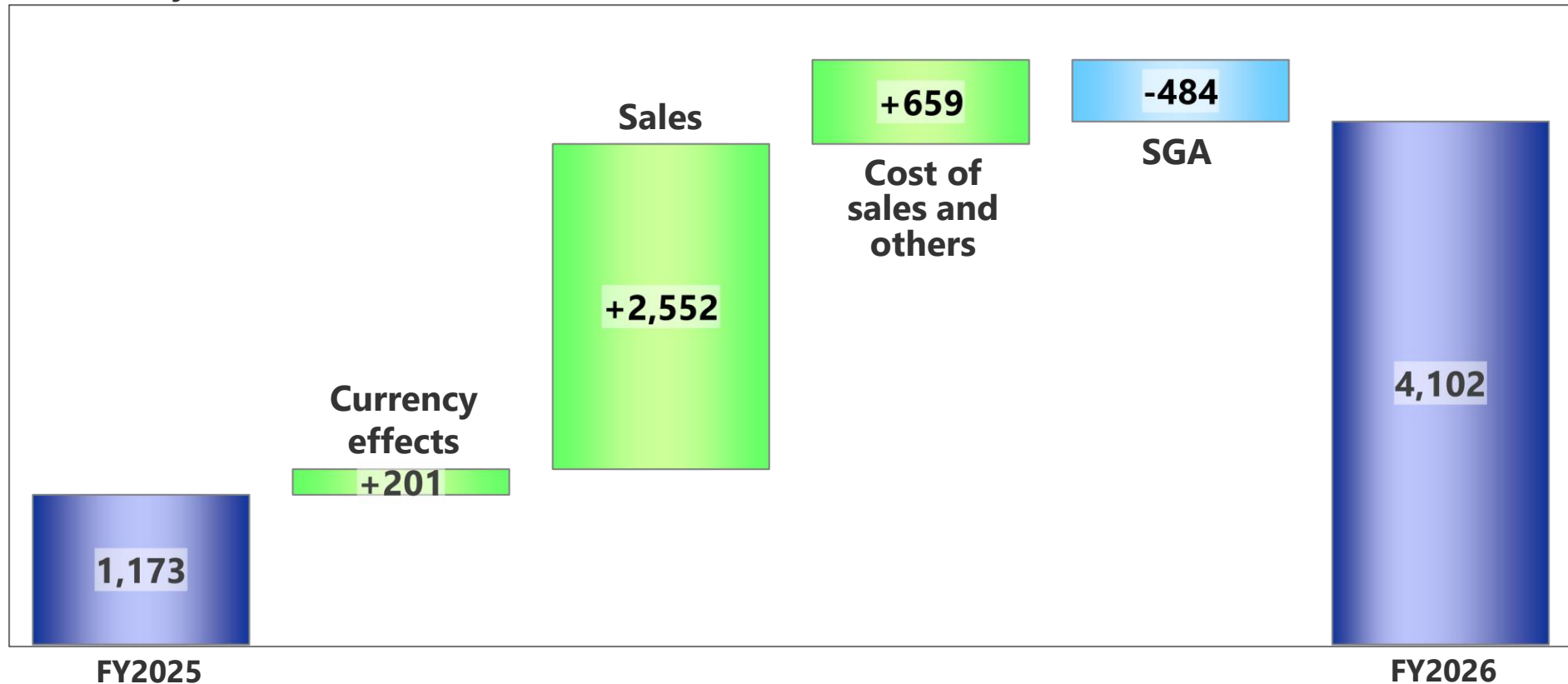
YoY + 5,695 million yen (+22.1%)

- Demand associated with capital expenditure increased mainly in China market.

# Analysis of Consolidated Operating Profit

- Operating profit increased 2,929 million yen YoY. Currency exchange effect is +201 million yen.
- Effect of real increase was +2,552 million yen, improvement of cost of sales ratio was +659 million yen.
- Selling, general and administrative expenses was -484 million yen due to factors such as an increase in personnel expenses and system renovation costs.

(Millions of yen)



# Trend in Consolidated Balance Sheets



- Cash and deposits increased by 568 million yen compared to the end of the previous period, due to improvement in operating cash flows.
- Inventories decreased by 3,985 million yen compared to the end of the previous period, due to proactive inventory utilization for sales.

(Millions of yen)

	<b>FY2025</b> As of Mar. 31	<b>FY2026</b> As of Mar. 31	<b>Change</b>
<b>TOTAL ASSETS</b>	121,106	125,459	4,352
<b>Cash and deposits</b>	24,434	25,002	568
<b>Inventories</b>	39,234	35,249	(3,985)
<b>Tangible fixed assets</b>	23,677	23,928	250
<b>TOTAL LIABILITIES</b>	45,034	42,274	(2,759)
<b>Interest-bearing liabilities</b>	33,605	28,958	(4,647)
<b>TOTAL NET ASSETS</b>	76,072	83,184	7,112
<b>TOTAL LIABILITIES AND NET ASSETS</b>	121,106	125,459	4,352

Equity-to-asset ratio

62.7%

66.2%

# Trend in Consolidated Cash Flows · Capital Expenditure **IKO**

- Operating cash flow was 9,479 million yen, mainly due to the recording of profit before income taxes as well as a decrease in inventories.
- Investment cash flow was -3,725 million yen, mainly due to capital investments, despite proceeds from the sale of cross-shareholdings.
- Capital expenditure was 3,115 million yen, focused on capacity expansion and production efficiency improvements.

(Millions of yen)

	FY2025	FY2026
<b>Operating activities</b>	6,449	9,479
<b>Investing activities</b>	(3,435)	(3,725)
<b>Free cash flow</b>	3,014	5,754
<b>Financing activities</b>	912	(6,197)
<b>Net increase (decrease) in cash and cash equivalents</b>	3,697	290
<b>Cash and cash equivalents at end of period</b>	22,678	22,968

<b>Capital expenditure</b>	3,900	3,115
<b>Depreciation and amortization</b>	3,240	3,217
<b>Research and development expenses</b>	1,744	1,822
<b>Interest-bearing liabilities</b>	33,605	28,958

# **Financial Forecast**

for Fiscal Year Ending March 31, 2027

---

# Consolidated Financial Forecast (FY2027)



- Capital investment demand remains robust, led by semiconductor-related products for generative AI applications.
- Demand is also expanding for robots, medical equipment, and new energy-related sectors, signaling a full-scale recovery trend.
- We expect to achieve record-high net sales in FY2027. However, we have to closely monitor developments in the Middle East.
- Operating profit is forecast at 8,200 million yen, a 99.9% increase year on year, and profit attributable to owners of parent is forecast at 6,800 million yen. With a forecast ROE of 8.1%, we are on track to achieve the Medium-Term Business Plan target.
- Resolved to repurchase treasury stock worth 1,600 million yen; planned annual dividend of 32 yen per share, resulting in a total payout ratio of 50% or higher.

(Millions of yen)

	FY2026	Composition ratio (%)	FY2027(E)	Composition ratio (%)	Change (%)
<b>Net sales</b>	63,031		75,000		19.0
<b>Gross profit</b>	20,198	32.0	25,200	33.6	24.8
<b>Selling, general and administrative expenses</b>	16,095	25.5	17,000	22.7	5.6
<b>Operating profit</b>	4,102	6.5	8,200	10.9	99.9
<b>Ordinary profit</b>	5,162	8.2	8,100	10.8	56.9
<b>Profit attributable to owners of parent</b>	4,069	6.5	6,800	9.1	67.1
<b>USD</b>	150.77		150.00		(0.5)
<b>EURO</b>	174.79		175.00		0.1
<b>RMB</b>	21.25		22.00		3.5
<b>Dividend per share</b>	¥29.5		¥32.0		-
<b>Dividend payout ratio</b>	50.4%		32.4%		-

# Consolidated Net Sales Forecast (By Geographical Area)



- 【Japan】** Demand is on a recovery trend, centered on electronics-related equipment, with robots and other sectors also recovering.
- 【Americas】** Demand remains robust across a wide range of industries, including robots, medical equipment, the space industry, and semiconductor production equipment and related sectors.
- 【Europe】** Demand is expanding, led by semiconductor production equipment-related products and medical equipment.
- 【China】** Demand for medical equipment and semiconductor production equipment-related products remains strong. Recovery in new energy-related sectors is also becoming evident.
- 【Others】** Semiconductor investment in Taiwan, South Korea, and Singapore is buoyant. Demand for motorcycles in emerging markets also continues to be strong.

(Millions of yen)

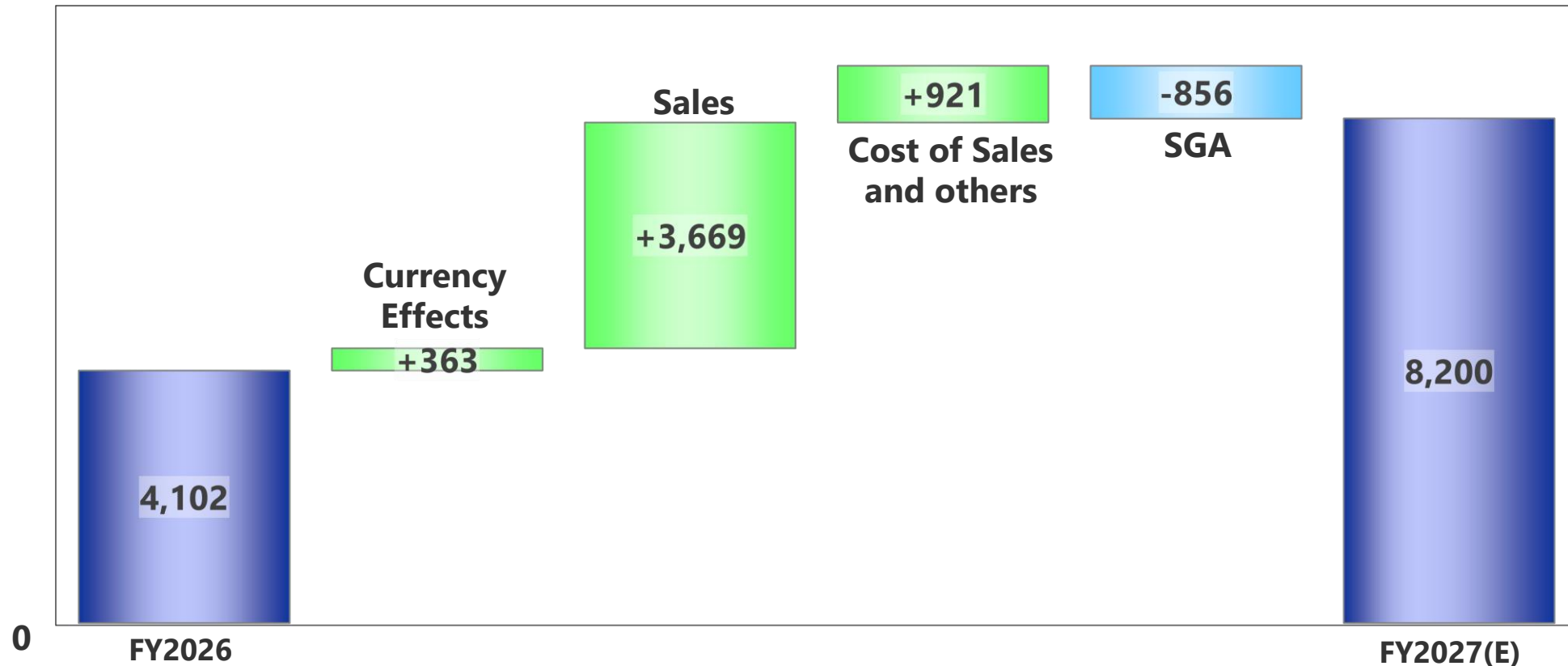
	Japan	Composition ratio	Americas	Composition ratio	Europe	Composition ratio	China	Composition ratio	Others	Composition ratio	Total
Net sales	32,600	43.5	11,100	14.8	7,400	9.9	15,100	20.1	8,800	11.7	75,000
Change (%)	14.3%		9.5%		10.6%		35.0%		35.5%		19.0%

# Analysis of Consolidated Operating Profit (Forecast)



- Operating profit is expected to be 8,200 million yen, up 4,098 million yen from the previous period.
- Currency exchange effect is +363 million yen, net sales increasing is +3,669 million yen.
- Selling, general and administrative expenses are expected to have a negative impact of -856 million yen on operating profit, mainly due to increases in personnel expenses, system maintenance costs and R&D expenses.

(Millions of yen)



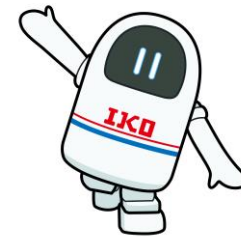


# Initiatives in **IKO** Medium-Term Business Plan 2026

## Connect for Growth

~The Future of Innovation, Connected by IKO~

Innovation, Know-how & Originality



# Medium-Term Business Plan 2026 “Basic Policy”

## Enhancing “IKO’s Strengths” and rapidly securing “Growth”

A critical 3-year period to achieve “IKO VISION 2030” and practically implement growth strategies

### IKO VISION 2030

- Operating profit : 15 billion yen or above
- ROE : 10% or above
- Net sales : 100 billion yen or above
- Market capitalization : 100 billion yen or above

### Basic Policy for Medium-Term Business Plan 2026

Focused Enhancement  
in  
“Areas of Strength”



Rebuilding the “Global  
Business Structure”

Profitability and efficiency

Growth

Capital is invested in the “corporate strength”  
that forms the foundation.

System capable of swiftly  
responding to high variety  
production

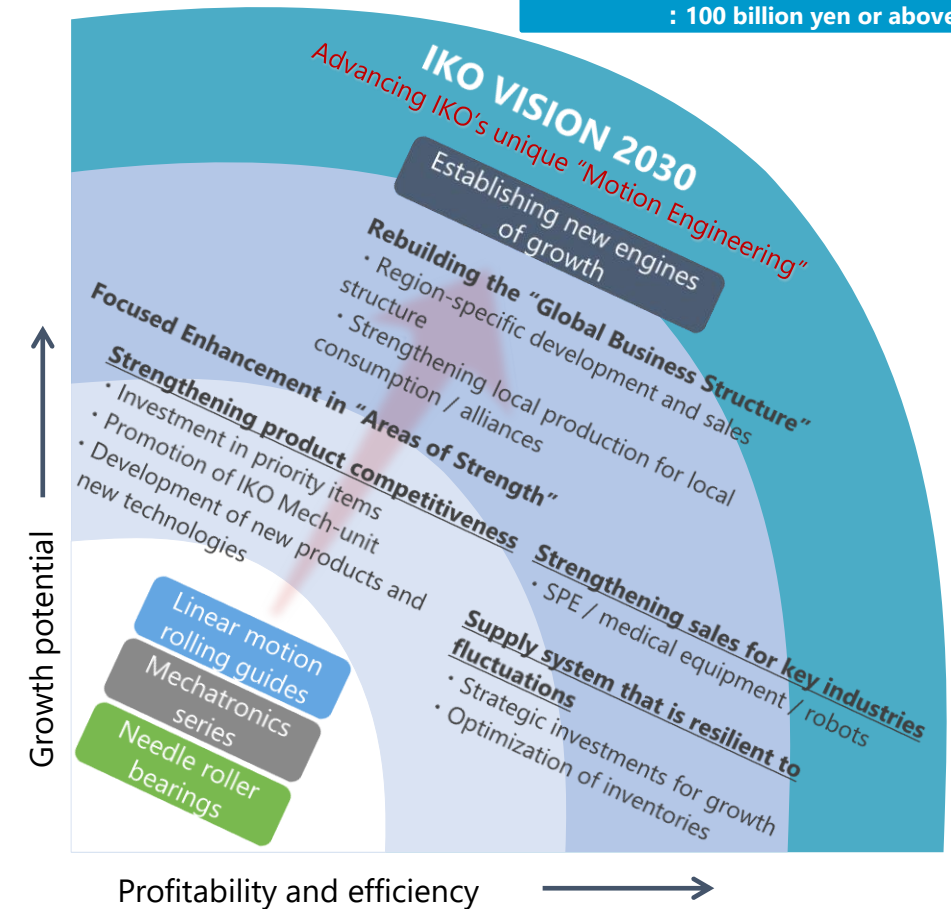
Planning and development  
system

Investment in growth areas

Improvement of capital efficiency

Diversity of human resources and connecting  
across functions

- The Future of Innovation, Connected by IKO -  
Innovation, Know-how & Originality



# Medium-Term Business Plan 2026 “Financial Targets”

We are on track to achieve the financial targets in the final year of the Medium-Term Business Plan through efficiency-driven management

## Medium-Term Business Plan 2026

2030

Driven by expanding demand for electronics-related products and other factors, **we are on track to achieve the "Medium-Term Business Plan financial targets" in FY2027**

### Target by MTB2026

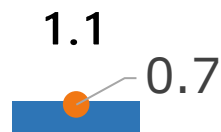
Operating profit	6.5 billion yen or above
ROE	8.0% or above

### IKO VISION 2030

- Operating profit :15 billion yen or above
- ROE : 10% or above
- Net sales : 100 billion yen or above
- Market capitalization : 100 billion yen or above

FY2025

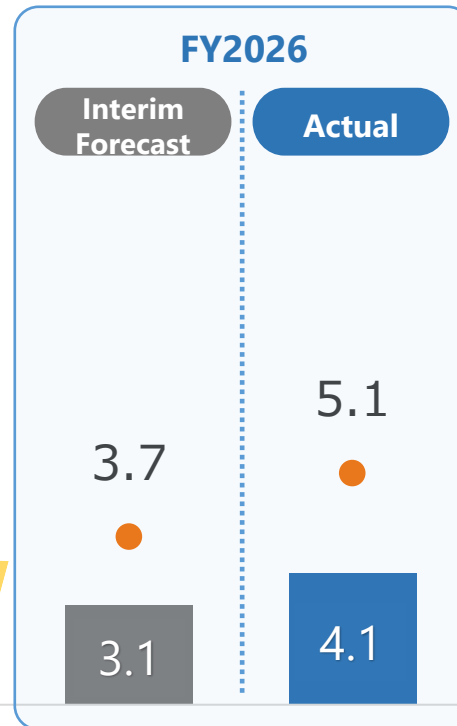
Actual



FY2026

Interim Forecast

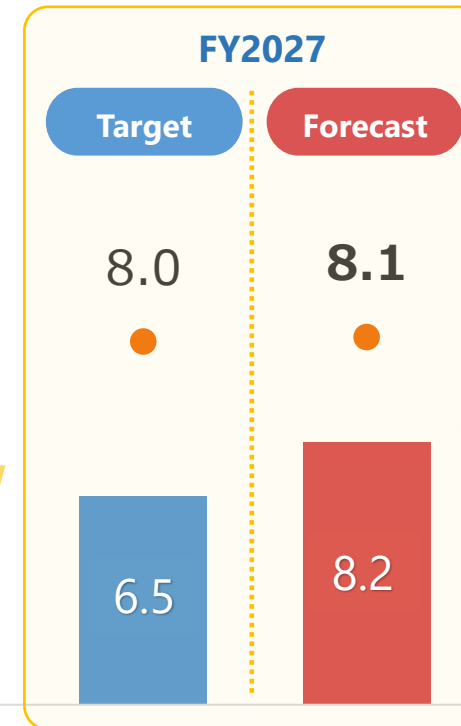
Actual



FY2027

Target

Forecast



2030

10.0

15

■ Operating profit (billion yen) ● ROE (%)

# Medium-Term Business Plan for 2026 "Regional Strategies"

## Promoting initiatives that leverage our strengths to expand sales in the global market

### China

#### Strengthening Organizational Capabilities and Meeting Local Needs to Address Expanding Demand Centered on Semiconductor Production Equipment



##### ◆ Strengthening Collaborative Framework with Distributors

Demand for semiconductor production equipment is expanding, driven primarily by generative AI applications. Strengthen our ability to propose high-value-added products tailored to customer needs through close collaboration with distributors.

##### ◆ Developing Locally Tailored Models at China Production Base

Advance development of locally tailored products, including Miniature Linear Motion Rolling Guides and Mechatronics Products.

### Japan

#### Strengthening Next-Generation Growth Foundations and Accelerating Development for Growth Industries



##### ◆ Strengthening Business for Mechatronics and Unit Products

Separate the Solution Business Division from the Production Headquarters and strengthen it as a pillar of future revenue.

##### ◆ Bringing New Products to Market

Leverage overseas R&D capabilities to strengthen marketing activities. Accelerate new product development targeting growth industries and bring these products to market.

## Accelerating Development of Locally Tailored Models to Establish Region-Specific Sales Models

Maximize utilization of our three production bases and concentrate resources on growth industries. Integrate upcoming development projects for growth industries with local product development leveraging our China R&D center, working toward the establishment of region-specific sales models.

# Medium-Term Business Plan for 2026 "Regional Strategies"

Promoting initiatives that leverage our strengths to expand sales in the global market

## Europe

**Accelerating Efforts to Capture New Projects in Semiconductor Production Equipment, Medical Equipment, and Other Industries**

### ◆ Focusing on Semiconductor Production Equipment

Leverage our accumulated technological expertise in products for clean environments, non-magnetic products, and other products to engage leading semiconductor production equipment manufacturers and secure design-in wins.

### ◆ Focusing on Medical Equipment

Focus on prototype projects for medical equipment and secure design-in wins.  
Strengthen collaboration with distributors and drive initiatives to acquire new customers and secure new projects.



## Americas

**For Humanoid Robots with Significant Growth Potential Concentrating Resources**

### ◆ Focusing on Humanoid Robots

Swiftly respond to humanoid robot projects — where technological development is rapidly accelerating — through close collaboration among production, sales, and engineering.

### ◆ Establishing a New Sales Office in the Americas

Established a new sales office in Boston, where growth in cutting-edge technology is expected going forward. Further strengthen marketing capabilities and advanced technology development.



## Strengthening Marketing Centered on Growth Industries and Focusing on Development Projects

Establish R&D centers in Europe and the United States and strengthen marketing for semiconductor production equipment, robots, medical equipment, and other sectors with sustained growth potential. At the same time, deepen collaboration among production, sales, and engineering to concentrate resources on development projects in advanced industries.

# Medium-Term Business Plan 2026 “Shareholder Returns”

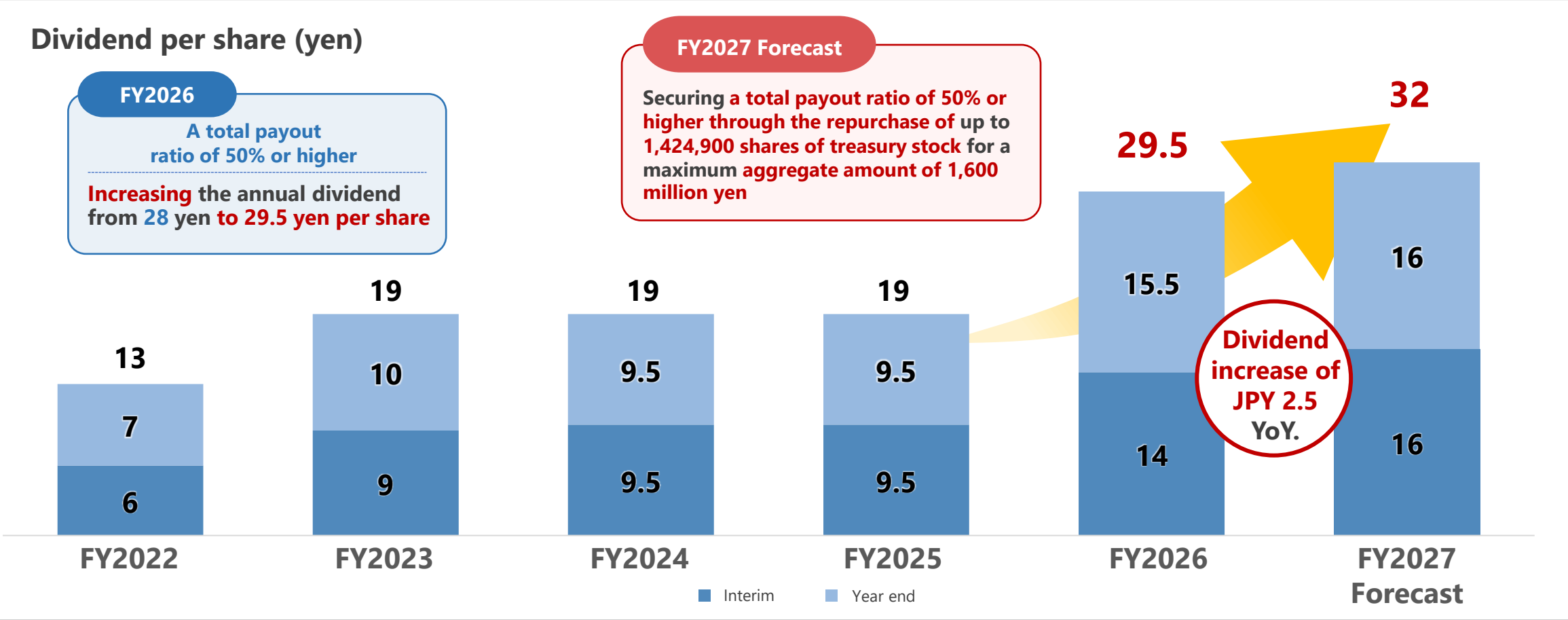
## Strengthening shareholder returns through significant increases in dividends and flexible share buybacks

### MTB 2026 Policy

A total payout ratio of 50% or higher and DOE of 2.5%\* has been set as the minimum dividend guideline.

Implement stable and high-level dividends & Executing a repurchase of treasury stock → Achieve active shareholder returns

### Dividend per share (yen)



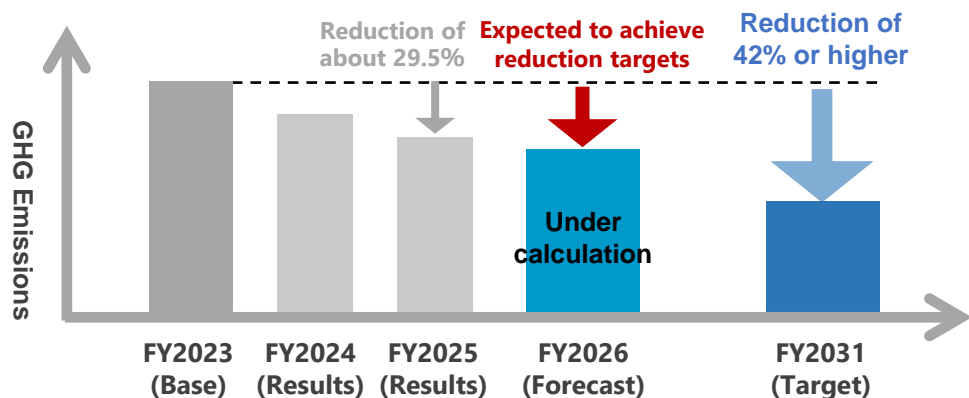
\*The total amount of dividends paid out based on DOE is calculated using the average of shareholders' equity at the end of the previous fiscal year and the current fiscal year, so the actual dividend amount may fluctuate.

# Progress with sustainable management initiatives

## Striving to achieve a sustainable society through steady initiatives

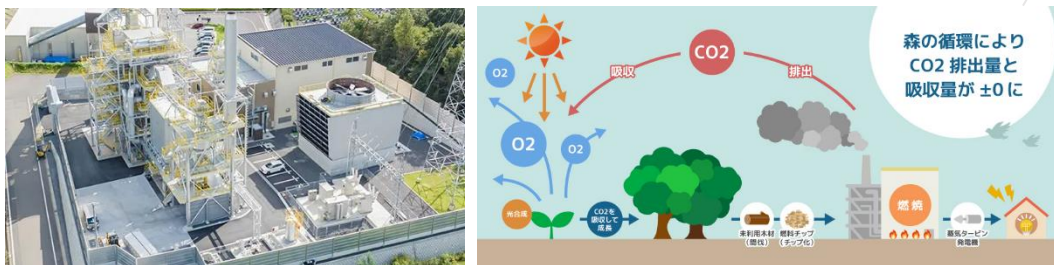
### Initiatives for carbon neutrality

#### ■ Trends in Scope 1 and 2 emissions



#### ■ Procuring renewable energy via an off-site type virtual PPA backed by biomass power generation

"The forest's carbon cycle results in a net-zero balance between CO<sub>2</sub> emissions and absorption."



(Image source: Minokamo Biomass Power Plant Website)

### Enhancement of information disclosure and third-party assessment

■ Ministry of the Environment's ESG Finance Awards Japan  
Selected as an "Environment Disclosure Progress Company" for the second consecutive year and "Environmental Sustainable Company" for the first time.



■ CDP 2025 Climate change: B score / Water: A- score



■ Selected for inclusion in the ESG investment index three years in a row



### Advancing strategic initiatives for sustainable growth

■ Accelerating new business and new domain development through open innovation, supported by investment in a Fund of Funds



- Implementing global talent exchange within our Group
- Building systems for talent management
- Transitioned from a company with an Audit & Supervisory Board to a company with an Audit and Supervisory Committee.
- Introducing the CxO management structure

## **【Supplementary Information】 Financial Data**

---



# Trend in Consolidated Business Results



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Net sales</b>	44,342	62,284	68,260	55,048	54,384	63,031
<b>Monthly average</b>	3,695	5,190	5,688	4,587	4,532	5,252
<b>Cost of sales</b>	32,696	42,331	43,518	36,885	37,680	42,832
	26.3%	32.0%	36.2%	33.0%	30.7%	32.0%
<b>Gross profit</b>	11,645	19,953	24,742	18,162	16,703	20,198
<b>Selling, general and administrative expenses</b>	12,204	13,438	15,017	14,838	15,529	16,095
	(1.3%)	10.5%	14.2%	6.0%	2.2%	6.5%
<b>Operating profit</b>	(559)	6,514	9,724	3,324	1,173	4,102
<b>Non-operating income and expenses</b>	785	1,590	1,019	1,361	248	1,059
	0.5%	13.0%	15.7%	8.5%	2.6%	8.2%
<b>Ordinary profit</b>	225	8,104	10,744	4,685	1,422	5,162
<b>Extraordinary income and losses</b>	(100)	(1,500)	10	507	516	(409)
	0.3%	10.6%	15.8%	9.4%	3.6%	7.5%
<b>Profit before income taxes</b>	125	6,604	10,754	5,193	1,938	4,752
<b>Income taxes</b>	(90)	1,985	3,101	2,144	1,379	683
	0.5%	7.4%	11.2%	5.5%	1.0%	6.5%
<b>Profit</b>	215	4,618	7,653	3,048	559	4,069
	0.5%	7.4%	11.2%	5.5%	1.0%	6.5%
<b>Profit attributable to owners of parent</b>	215	4,618	7,653	3,048	559	4,069

※Change

	YOY	YOY	YOY	YOY	YOY	YOY
<b>Net sales</b>	(6.6)	40.5	9.6	(19.4)	(1.2)	15.9
<b>Operating profit</b>	-	-	49.3	(65.8)	(64.7)	249.6
<b>Ordinary profit</b>	(82.2)	-	32.6	(56.4)	(69.6)	262.9
<b>Profit attributable to owners of parent</b>	-	-	65.7	(60.2)	(81.6)	626.8

<b>USD</b>	106.06	112.38	135.47	144.62	152.58	150.77
<b>EURO</b>	123.70	130.56	140.97	156.80	163.75	174.79
<b>RMB</b>	15.67	17.51	19.75	20.14	21.10	21.25

# Trend in Consolidated Balance Sheets



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025 (A)	FY2026 (B)	Change	
							B-A	(%)
Cash and deposits	15,489	18,001	18,848	19,773	24,434	25,002	568	2.3
Notes and accounts receivable-trade	13,533	17,159	17,272	13,435	13,997	17,167	3,169	22.6
Inventories	31,485	34,009	38,882	42,663	39,234	35,249	(3,985)	(10.2)
Others	1,405	1,675	2,318	2,473	1,935	1,811	(124)	(6.4)
<b>Total current assets</b>	<b>61,914</b>	<b>70,846</b>	<b>77,323</b>	<b>78,346</b>	<b>79,602</b>	<b>79,231</b>	<b>(371)</b>	<b>(0.5)</b>
Buildings and structures	7,477	6,843	6,743	7,081	6,958	6,970	11	0.2
Machinery and vehicles	11,608	10,338	9,849	10,804	10,716	10,913	196	1.8
Others	5,440	5,383	5,860	6,040	6,002	6,044	42	0.7
<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>23,928</b>	<b>250</b>	<b>1.1</b>
Intangible fixed assets	1,702	1,093	1,056	1,650	1,949	1,996	47	2.4
<b>Total investments and other assets</b>	<b>12,803</b>	<b>12,873</b>	<b>13,998</b>	<b>16,122</b>	<b>15,876</b>	<b>20,303</b>	<b>4,426</b>	<b>27.9</b>
<b>TOTAL ASSETS</b>	<b>100,946</b>	<b>107,379</b>	<b>114,832</b>	<b>120,046</b>	<b>121,106</b>	<b>125,459</b>	<b>4,352</b>	<b>3.6</b>
Notes and accounts payable-trade	7,773	11,845	11,595	4,590	3,977	4,205	227	5.7
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	6,645	992	17.6
<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>22,514</b>	<b>5,468</b>	<b>32.1</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	12,294	(3,895)	(24.1)
Others	1,312	1,373	1,629	1,473	1,797	2,465	667	37.1
<b>Total non-current liabilities</b>	<b>13,115</b>	<b>18,301</b>	<b>18,348</b>	<b>17,639</b>	<b>27,987</b>	<b>19,759</b>	<b>(8,228)</b>	<b>(29.4)</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>42,274</b>	<b>(2,759)</b>	<b>(6.1)</b>
Shareholders' equity	55,803	59,578	66,178	66,299	65,626	68,315	2,689	4.1
Total accumulated other comprehensive income	3,473	4,552	5,847	10,609	10,346	14,795	4,449	43.0
Subscription rights to shares	148	144	121	114	99	73	(26)	(26.3)
<b>TOTAL NET ASSETS</b>	<b>59,425</b>	<b>64,275</b>	<b>72,147</b>	<b>77,023</b>	<b>76,072</b>	<b>83,184</b>	<b>7,112</b>	<b>9.3</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>100,946</b>	<b>107,379</b>	<b>114,832</b>	<b>120,046</b>	<b>121,106</b>	<b>125,459</b>	<b>4,352</b>	<b>3.6</b>
Equity-to-asset ratio	58.7%	59.7%	62.7%	64.1%	62.7%	66.2%		

# Trend in Consolidated Cash Flows



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Profit (loss) before income taxes</b>	125	6,604	10,754	5,193	1,938	4,752
<b>Depreciation and amortization</b>	3,833	3,885	3,423	3,325	3,240	3,217
<b>Decrease (increase) in trade receivables</b>	(1,605)	(3,105)	78	4,255	(568)	(2,638)
<b>Decrease (increase) in inventories</b>	2,637	(1,637)	(3,860)	(1,888)	3,142	5,246
<b>Others</b>	667	4,519	(3,996)	(13,374)	(1,303)	(1,098)
<b>Operating activities</b>	5,658	10,265	6,398	(2,488)	6,449	9,479
<b>Purchase of property, plant and equipment</b>	(2,950)	(1,797)	(2,187)	(4,305)	(3,180)	(3,256)
<b>Others</b>	(57)	(303)	(514)	(999)	(255)	(469)
<b>Investing activities</b>	(3,007)	(2,100)	(2,702)	(5,304)	(3,435)	(3,725)
<b>Net increase (decrease) in bank loans</b>	843	(466)	(2,079)	10,715	2,385	(4,647)
<b>Proceeds from issuance of bonds</b>	-	5,000	-	-	5,000	-
<b>Redemption of bonds</b>	-	(10,000)	-	-	(5,000)	-
<b>Cash dividends paid and others</b>	(1,256)	(975)	(1,271)	(3,149)	(1,473)	(1,549)
<b>Financing activities</b>	(412)	(6,442)	(3,351)	7,566	912	(6,197)
<b>Effect of exchange rate change on cash and cash equivalents</b>	261	777	401	613	(229)	733
<b>Net increase (decrease) in cash and cash equivalents</b>	2,498	2,500	746	387	3,697	290
<b>Cash and cash equivalents at beginning of period</b>	12,847	15,346	17,847	18,593	18,980	22,678
<b>Cash and cash equivalents at end of period</b>	15,346	17,847	18,593	18,980	22,678	22,968

# Trend in Consolidated Orders Received and Net Production



(Millions of yen)

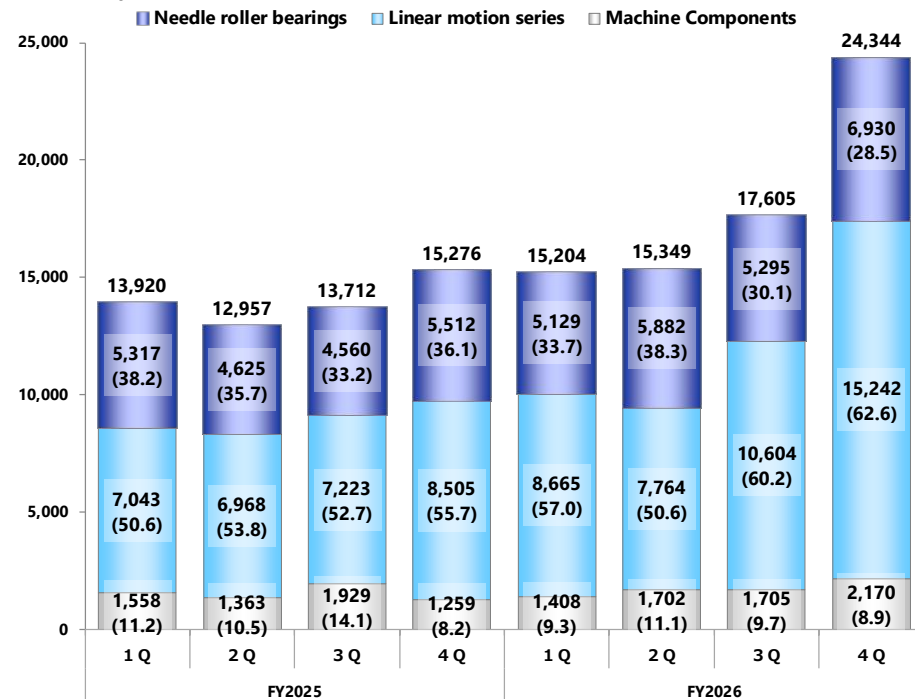
	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026				
					1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	4Q	Year
Orders Received	51,348	78,548	61,939	44,908	13,920	12,957	13,712	15,276	55,867	15,204	15,349	17,605	24,344	72,503
Net sales	44,342	62,284	68,260	55,048	13,006	13,698	13,583	14,095	54,384	14,938	15,316	15,391	17,384	63,031
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	1.40	1.15
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	14,577	52,369

※Change

	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	QOQ	QOQ	QOQ	QOQ	YOY
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	38.3	29.8
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	13.0	15.9
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	10.7	13.5

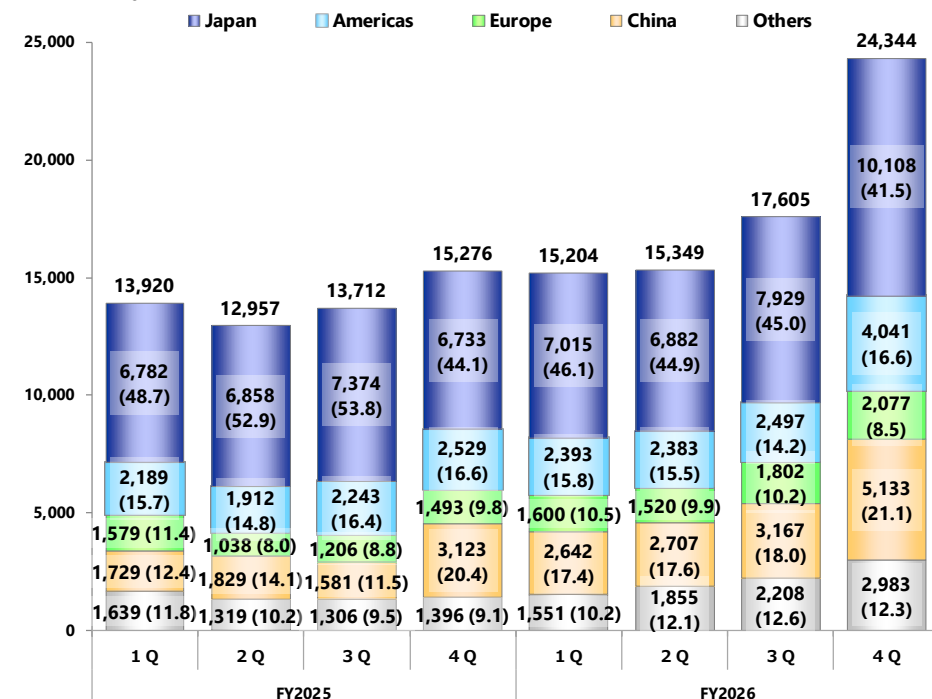
Orders Received 《By Product Segment》

(Millions of yen)



Orders Received 《By Geographical Area》

(Millions of yen)



# Trend in Consolidated Inventories



(Millions of yen)

	FY2021 As of Mar. 31	FY2022 As of Mar. 31		FY2023 As of Mar. 31		FY2024 As of Mar. 31		FY2025 As of Mar. 31		FY2026 As of Mar. 31	
	(A)	(B)	B - A	(C)	C - B	(D)	D - C	(E)	E - D	(F)	F - E
• Finished goods and Semi-finished goods											
Bearings, etc.	14,107	14,255	148	17,393	3,138	20,532	3,139	19,294	(1,238)	16,478	(2,815)
Machine components	409	571	162	782	210	588	(193)	457	(131)	480	23
<b>Sub total</b>	14,517	14,827	310	18,175	3,348	21,121	2,945	19,752	(1,369)	16,959	(2,792)
• Work in process	10,576	12,773	2,197	11,882	(891)	12,101	218	10,978	(1,123)	10,555	(422)
• Raw material	6,391	6,408	16	8,823	2,415	9,439	615	8,504	(935)	7,734	(770)
<b>Total</b>	31,485	34,009	2,524	38,882	4,872	42,663	3,780	39,234	(3,428)	35,249	(3,985)

# Trend in Consolidated Capital Expenditures, etc.



(Millions of yen)

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027(E)
• <b>Capital expenditures</b>	2,752	2,019	2,504	4,857	3,900	3,115	3,200
• <b>Depreciation and amortization</b>							
<b>Tangible fixed assets</b>	3,119	2,976	2,949	2,900	2,840	2,725	2,750
<b>Intangible fixed assets</b>	714	909	474	425	399	491	500
※Including long-term prepaid expense							
<b>Total</b>	3,833	3,885	3,423	3,325	3,240	3,217	3,250

# Trend in Consolidated Number of Employees



(People)

	FY2021 As of Mar. 31	FY2022 As of Mar. 31		FY2023 As of Mar. 31		FY2024 As of Mar. 31		FY2025 As of Mar. 31		FY2026 As of Mar. 31	
	(A)	(B)	B - A	(C)	C - B	(D)	D - C	(E)	E - D	(F)	F - E
<b>Number of employees</b>	2,456	2,688	232	2,613	(75)	2,472	(141)	2,366	(106)	2,547	181
<b>Nonconsolidated</b>	1,009	1,010	1	1,000	(10)	1,007	7	1,024	17	1,030	6
<b>External employees</b>	555	714	159	724	10	600	(124)	579	(21)	656	77
<b>In production department</b>	494	650	156	664	14	547	(117)	529	(18)	611	82

## Contact us for more information about IR

---

### **Nippon Thompson Co., Ltd. Corporate Planning Dept.**

TEL : +81(0)3-3448-5868

E-mail : [ir\\_information@ikonet.co.jp](mailto:ir_information@ikonet.co.jp)

HP : <https://www.ikont.co.jp/eg/>

Although this document contains business forecasts etc., it was developed based on certain conditions, such as the current business environment and business policies.

Please be aware that these forecasts may differ from the actual results due to these variable elements.