

Financial Summary

Fiscal Year ending March 31, 2026



May 11, 2026

NIPPON THOMPSON CO., LTD.

- 1. Consolidated Financial Data**
- 2. Trend in Consolidated Business Results**
- 3. Trend in Consolidated Balance Sheets**
- 4. Trend in Consolidated Cash Flows**
- 5. Trend in Consolidated Net Sales <<By Product Segment>>**
- 6. Trend in Consolidated Net Sales <<By Geographical Area>>**
- 7. Trend in Consolidated Net Sales <<By Industry Category>>**
- 8. Analysis of Consolidated Operating Profit**
- 9. Trend in Consolidated Orders Received and Net production**

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 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
Net Sales	44,130	55,228	57,570	47,457	44,342	62,284	68,260	55,048	54,384	63,031
Operating Profit	1,145	2,649	4,883	1,341	(559)	6,514	9,724	3,324	1,173	4,102
Ordinary Profit	905	2,397	5,325	1,268	225	8,104	10,744	4,685	1,422	5,162
Profit attributable to owners of parent	(291)	1,678	3,718	(185)	215	4,618	7,653	3,048	559	4,069
Total Assets	99,627	98,493	101,468	98,118	100,946	107,379	114,832	120,046	121,106	125,459
Net Assets	58,605	59,666	60,195	57,439	59,425	64,275	72,147	77,023	76,072	83,184
Equity Ratio	58.4%	60.1%	59.1%	58.4%	58.7%	59.7%	62.7%	64.1%	62.7%	66.2%
EPS	(¥4.04)	¥23.35	¥51.95	(¥2.59)	¥3.02	¥65.08	¥107.50	¥43.12	¥8.11	¥58.51
Net Assets per share	¥810.11	¥828.26	¥837.24	¥796.63	¥836.43	¥902.82	¥1,010.08	¥1,116.81	¥1,099.01	¥1,191.00
PER	-	36.40x	9.80x	-	219.21x	8.31x	5.41x	14.89x	59.93x	14.58x
Cash Dividends per share	¥13.0	¥13.0	¥15.0	¥12.5	¥8.0	¥13.0	¥19.0	¥19.0	¥19.0	¥29.5
ROE	(0.5%)	2.9%	6.2%	(0.3%)	0.4%	7.5%	11.2%	4.1%	0.7%	5.1%

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					FY2027		
						1Q	2Q	3Q	4Q	Year	1st. Half (E)	2nd. Half (E)	Year (E)
Net Sales	44,342	62,284	68,260	55,048	54,384	14,938	15,316	15,391	17,384	63,031	37,200	37,800	75,000
Monthly average	3,695	5,190	5,688	4,587	4,532	4,979	5,105	5,130	5,794	5,252	6,200	6,300	6,250
Cost of Sales	32,696	42,331	43,518	36,885	37,680	10,259	10,570	10,457	11,545	42,832	24,900	24,900	49,800
	26.3%	32.0%	36.2%	33.0%	30.7%	31.3%	31.0%	32.1%	33.6%	32.0%	33.1%	34.1%	33.6%
Gross profit	11,645	19,953	24,742	18,162	16,703	4,678	4,745	4,934	5,839	20,198	12,300	12,900	25,200
Selling, General and Administrative expenses	12,204	13,438	15,017	14,838	15,529	3,947	3,933	4,116	4,098	16,095	8,600	8,400	17,000
	(1.3%)	10.5%	14.2%	6.0%	2.2%	4.9%	5.3%	5.3%	10.0%	6.5%	9.9%	11.9%	10.9%
Operating Profit	(559)	6,514	9,724	3,324	1,173	731	812	817	1,741	4,102	3,700	4,500	8,200
Non-Operating Income and Expenses	785	1,590	1,019	1,361	248	36	195	549	277	1,059	(300)	200	(100)
	0.5%	13.0%	15.7%	8.5%	2.6%	5.1%	6.6%	8.9%	11.6%	8.2%	9.1%	12.4%	10.8%
Ordinary Profit	225	8,104	10,744	4,685	1,422	768	1,007	1,366	2,019	5,162	3,400	4,700	8,100
Extraordinary Income and Losses	(100)	(1,500)	10	507	516	10	5	234	(659)	(409)	-	1,600	1,600
	0.3%	10.6%	15.8%	9.4%	3.6%	5.2%	6.6%	10.4%	7.8%	7.5%	9.1%	16.7%	12.9%
Profit before income taxes	125	6,604	10,754	5,193	1,938	779	1,013	1,601	1,359	4,752	3,400	6,300	9,700
Income Taxes	(90)	1,985	3,101	2,144	1,379	68	16	337	261	683	1,000	1,900	2,900
	0.5%	7.4%	11.2%	5.5%	1.0%	4.8%	6.5%	8.2%	6.3%	6.5%	6.5%	11.6%	9.1%
Profit	215	4,618	7,653	3,048	559	710	996	1,264	1,098	4,069	2,400	4,400	6,800
Profit attributable to owners of parent	0.5%	7.4%	11.2%	5.5%	1.0%	4.8%	6.5%	8.2%	6.3%	6.5%	6.5%	11.6%	9.1%
	215	4,618	7,653	3,048	559	710	996	1,264	1,098	4,069	2,400	4,400	6,800

※Change

	YOY	YOY	YOY	YOY	YOY	QOQ	QOQ	QOQ	QOQ	YOY	HOH	HOH	YOY
Net Sales	(6.6)	40.5	9.6	(19.4)	(1.2)	6.0	2.5	0.5	13.0	15.9	13.5	1.6	19.0
Operating Profit	-	-	49.3	(65.8)	(64.7)	51.3	11.0	0.7	113.1	249.6	44.6	21.6	99.9
Ordinary Profit	(82.2)	-	32.6	(56.4)	(69.6)	681.6	31.1	35.7	47.7	262.9	0.4	38.2	56.9
Profit attributable to owners of parent	-	-	65.7	(60.2)	(81.6)	(7.9)	40.4	26.9	(13.2)	626.8	1.6	83.3	67.1

USD	106.06	112.38	135.47	144.62	152.58	144.59	147.48	154.15	156.86	150.77	150.00	150.00	150.00
EURO	123.70	130.56	140.97	156.80	163.75	163.80	172.32	179.39	183.65	174.79	175.00	175.00	175.00
RMB	15.67	17.51	19.75	20.14	21.10	19.99	20.60	21.73	22.66	21.25	22.00	22.00	22.00

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)
Total current assets	61,914	70,846	77,323	78,346	79,602	79,231	(371)	(0.5)
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
Tangible fixed assets	24,526	22,565	22,453	23,926	23,677	23,928	250	1.1
Intangible fixed assets	1,702	1,093	1,056	1,650	1,949	1,996	47	2.4
Total investments and other assets	12,803	12,873	13,998	16,122	15,876	20,303	4,426	27.9
TOTAL ASSETS	100,946	107,379	114,832	120,046	121,106	125,459	4,352	3.6
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
Total current liabilities	28,405	24,802	24,337	25,383	17,046	22,514	5,468	32.1
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
Total long-term liabilities	13,115	18,301	18,348	17,639	27,987	19,759	(8,228)	(29.4)
TOTAL LIABILITIES	41,521	43,104	42,685	43,022	45,034	42,274	(2,759)	(6.1)
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)
TOTAL NET ASSETS	59,425	64,275	72,147	77,023	76,072	83,184	7,112	9.3
TOTAL LIABILITIES AND NET ASSETS	100,946	107,379	114,832	120,046	121,106	125,459	4,352	3.6
Equity ratio	58.7%	59.7%	62.7%	64.1%	62.7%	66.2%		

Trend in Consolidated Cash Flows



(Millions of yen)

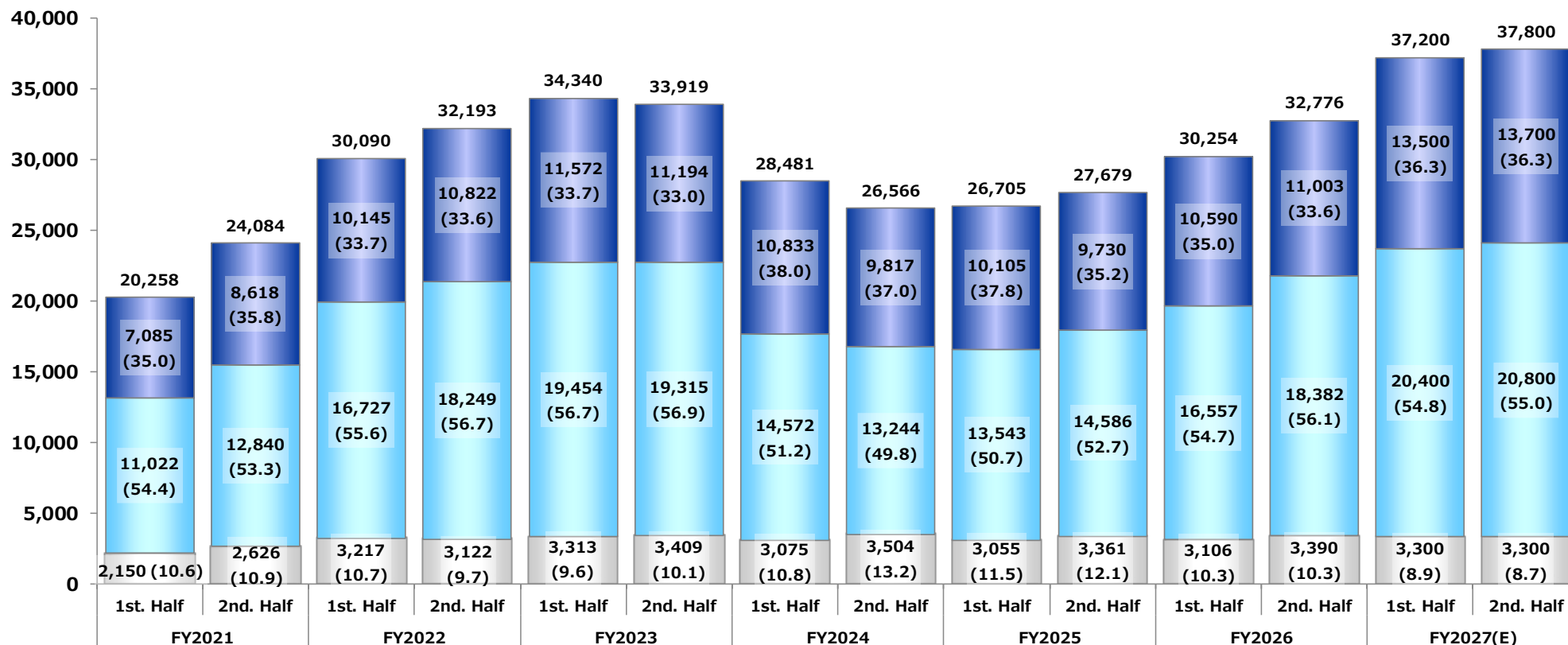
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Profit (loss) before income taxes	125	6,604	10,754	5,193	1,938	4,752
Depreciation	3,833	3,885	3,423	3,325	3,240	3,217
Decrease (increase) in notes and accounts receivable – trade	(1,605)	(3,105)	78	4,255	(568)	(2,638)
Decrease (increase) in inventories	2,637	(1,637)	(3,860)	(1,888)	3,142	5,246
Others	667	4,519	(3,996)	(13,374)	(1,303)	(1,098)
Operating activities	5,658	10,265	6,398	(2,488)	6,449	9,479
Payments for purchase of property, plant and equipment	(2,950)	(1,797)	(2,187)	(4,305)	(3,180)	(3,256)
Others	(57)	(303)	(514)	(999)	(255)	(469)
Investing activities	(3,007)	(2,100)	(2,702)	(5,304)	(3,435)	(3,725)
Net increase (decrease) in bank loans	843	(466)	(2,079)	10,715	2,385	(4,647)
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)	(1,549)
Financing activities	(412)	(6,442)	(3,351)	7,566	912	(6,197)
Foreign currency translation adjustments on cash and cash equivalents	261	777	401	613	(229)	733
Net increase (decrease) in cash and cash equivalents	2,498	2,500	746	387	3,697	290
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	22,968

Trend in Consolidated Net Sales <<By Product Segment>>



(Millions of yen)

■ Needle roller bearings ■ Linear motion series ■ Machine Components

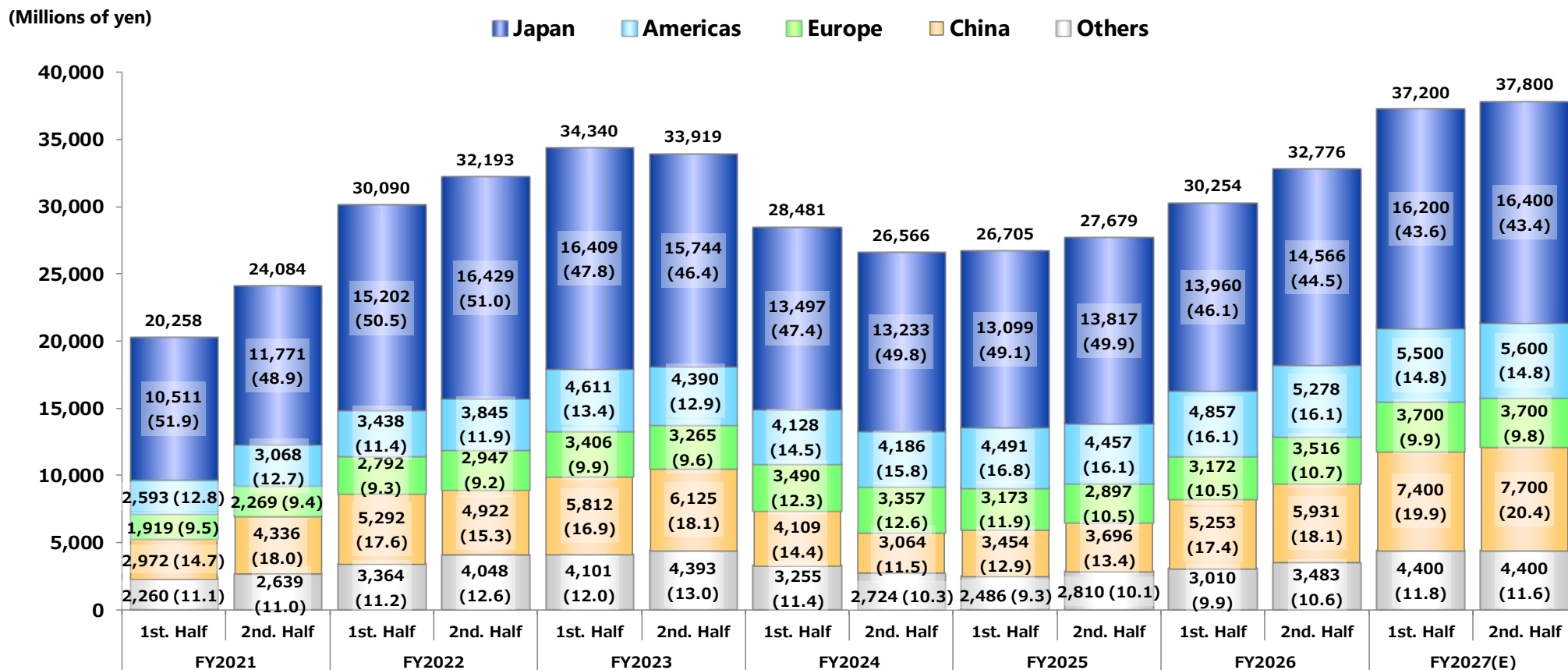


Change (Year-on-year)

(Millions of yen)

	FY2021	YOY	FY2022	YOY	FY2023	YOY	FY2024	YOY	FY2025	YOY	FY2026	YOY	FY2027(E)	YOY
Needle roller bearings	15,703	(10.2)	20,967	33.5	22,766	8.6	20,651	(9.3)	19,836	(3.9)	21,593	8.9	27,200	26.0
Linear motion series	23,862	(3.6)	34,976	46.6	38,770	10.8	27,817	(28.3)	28,130	1.1	34,939	24.2	41,200	17.9
Machine Components	4,776	(8.6)	6,340	32.7	6,723	6.1	6,579	(2.2)	6,417	(2.5)	6,497	1.2	6,600	1.6
Total	44,342	(6.6)	62,284	40.5	68,260	9.6	55,048	(19.4)	54,384	(1.2)	63,031	15.9	75,000	19.0

Trend in Consolidated Net Sales <<By Geographical Area>>



Change (Year-on-year)

(Millions of yen)

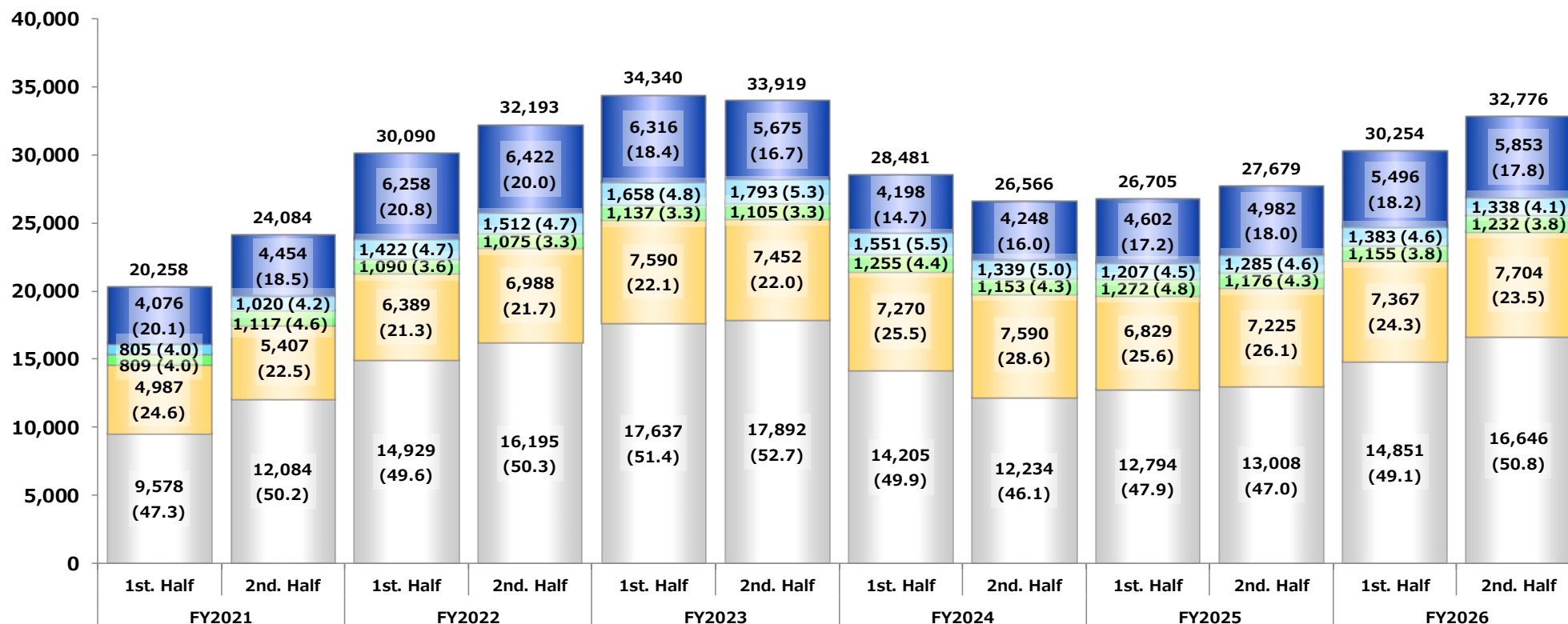
	FY2021	YOY	FY2022	YOY	FY2023	YOY	FY2024	YOY	FY2025	YOY	FY2026	YOY	FY2027(E)	YOY
Japan	22,283	(13.3)	31,631	42.0	32,153	1.6	26,731	(16.9)	26,916	0.7	28,527	6.0	32,600	14.3
Americas	5,661	(12.6)	7,284	28.7	9,002	23.6	8,314	(7.6)	8,948	7.6	10,135	13.3	11,100	9.5
Europe	4,188	(8.7)	5,739	37.0	6,671	16.2	6,847	2.6	6,071	(11.3)	6,689	10.2	7,400	10.6
China	7,309	46.2	10,215	39.8	11,937	16.9	7,173	(39.9)	7,150	(0.3)	11,185	56.4	15,100	35.0
Others	4,899	(13.8)	7,413	51.3	8,495	14.6	5,980	(29.6)	5,296	(11.4)	6,493	22.6	8,800	35.5
Total	44,342	(6.6)	62,284	40.5	68,260	9.6	55,048	(19.4)	54,384	(1.2)	63,031	15.9	75,000	19.0

Trend in Consolidated Net Sales <<By Industry Category>>



(Millions of yen)

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



Change (Year-on-year)

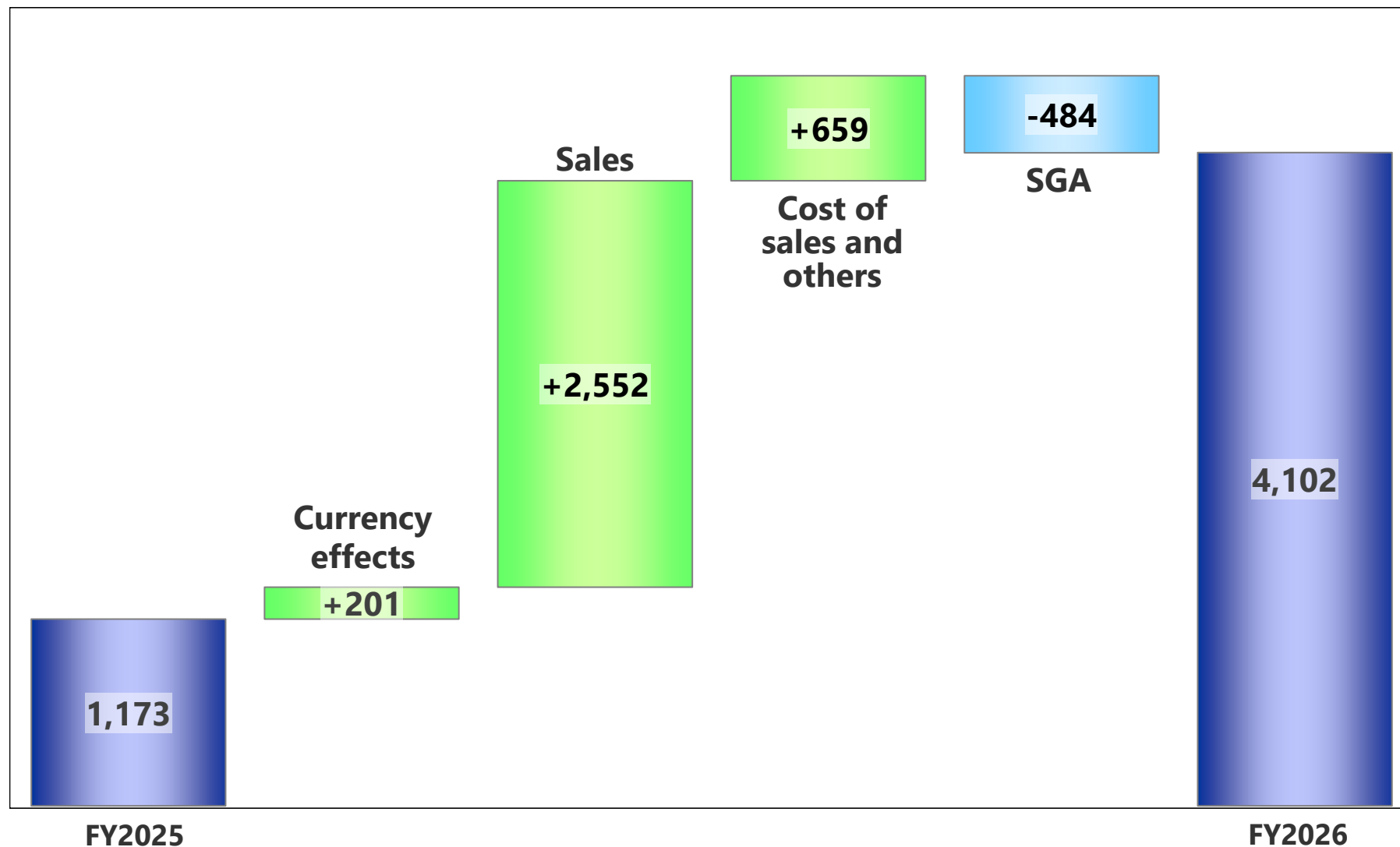
(Millions of yen)

	FY2021	YOY	FY2022	YOY	FY2023	YOY	FY2024	YOY	FY2025	YOY	FY2026	YOY
Electronics	8,530	10.7	12,680	48.6	11,991	(5.4)	8,446	(29.6)	9,585	13.5	11,350	18.4
Machine Tools	1,826	(39.2)	2,935	60.7	3,452	17.6	2,890	(16.3)	2,492	(13.7)	2,721	9.2
Transportation	1,926	(16.1)	2,165	12.4	2,242	3.6	2,408	7.4	2,448	1.7	2,388	(2.5)
Other Machinery	10,395	(10.8)	13,377	28.7	15,043	12.5	14,861	(1.2)	14,054	(5.4)	15,071	7.2
Distributors	21,663	(4.9)	31,125	43.7	35,529	14.1	26,440	(25.6)	25,802	(2.4)	31,498	22.1
Total	44,342	(6.6)	62,284	40.5	68,260	9.6	55,048	(19.4)	54,384	(1.2)	63,031	15.9

Analysis of Consolidated Operating Profit



(Millions of yen)



Trend in Consolidated Orders Received and Net production



(Millions of yen)

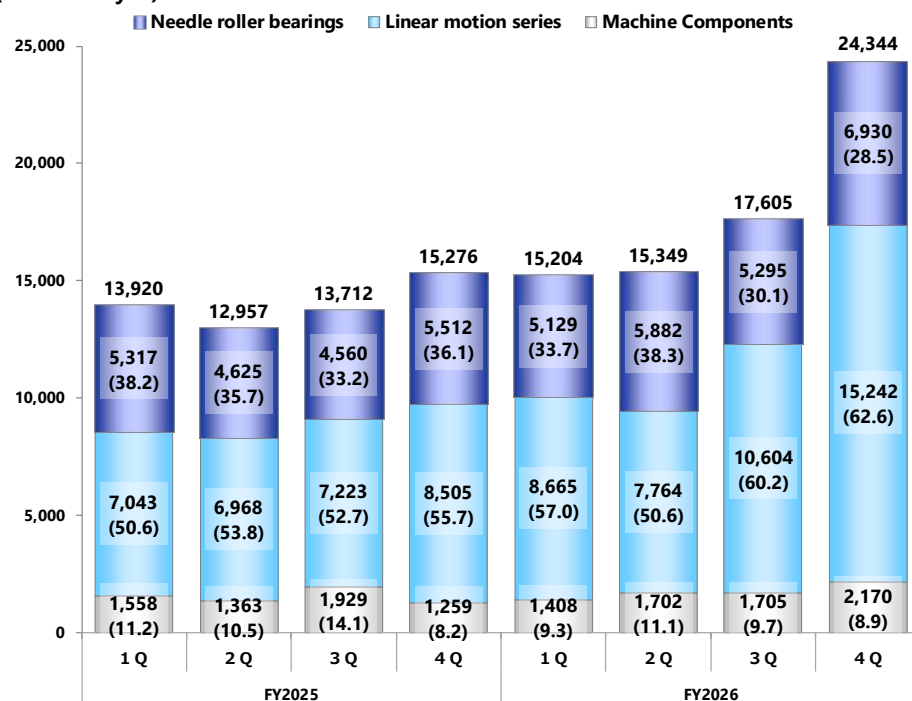
	FY2021	FY2022	FY2023	FY2024	FY2025					FY2026				
					1Q	2Q	3Q	4Q	Year	1Q	2Q	3Q	4Q	Year
Orders Received	51,348	78,548	61,939	44,908	13,920	12,957	13,712	15,276	55,867	15,204	15,349	17,605	24,344	72,503
Net sales	44,342	62,284	68,260	55,048	13,006	13,698	13,583	14,095	54,384	14,938	15,316	15,391	17,384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

