

Financial Results Summary FY2025 first half

From 1st April, 2025 to 30st September, 2025

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.

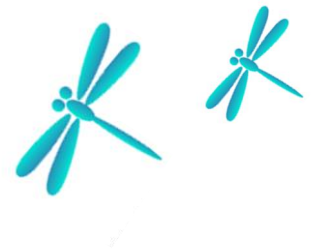
12th November, 2025




NICHIAS Corporation

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Summary of business results for FY2025 H1
(From 1st April, 2025 to 30th September, 2025)



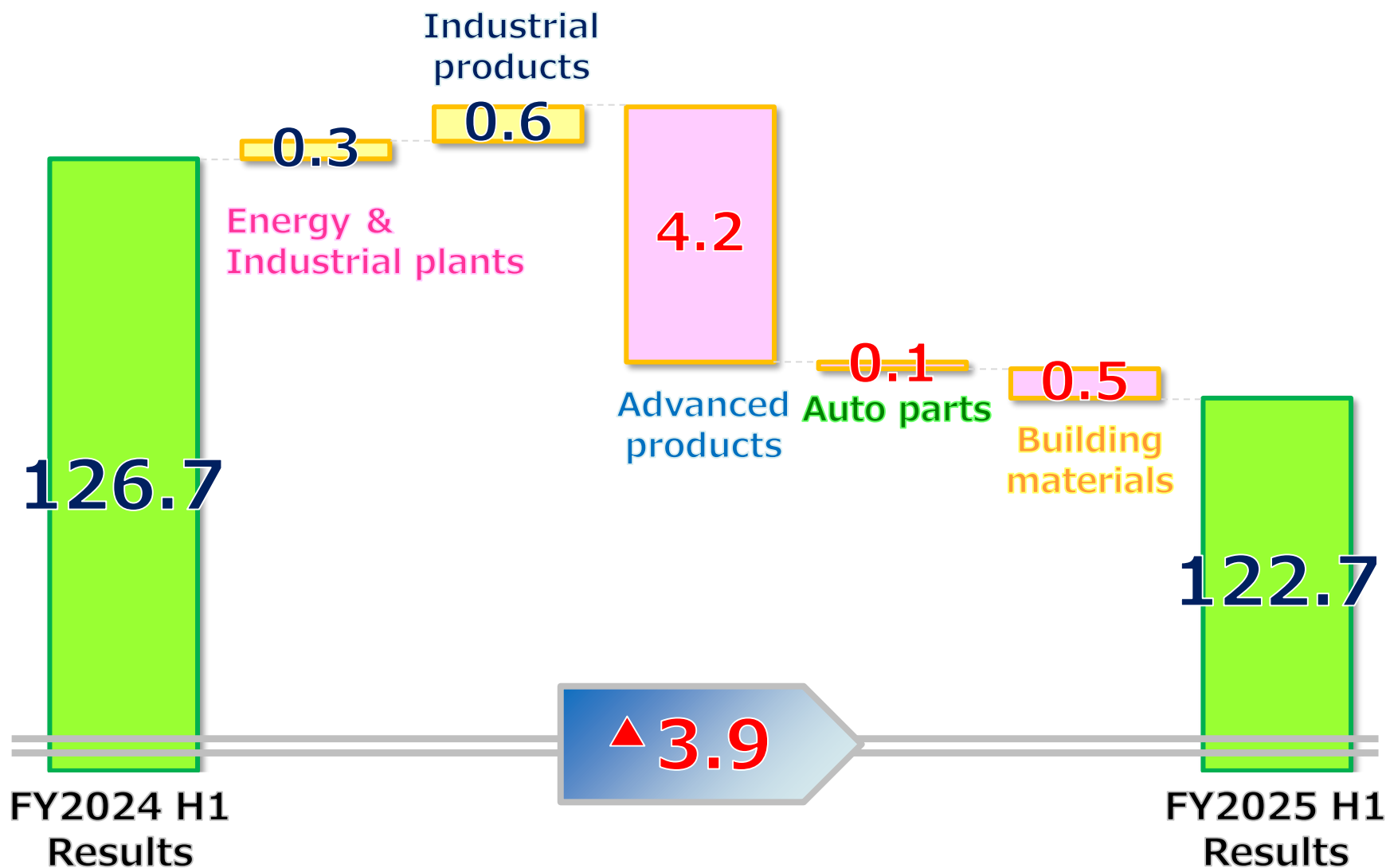
(Unit : billion JPY)

		FY2024 H1 Results	FY2025 H1		Change	
			Forecast 7 th August.	Results	YoY	Forecast
Net Sales		126.7	121.0	122.7	▲ 3.1%	1.4%
Operating income		19.9 15.7%	16.3 13.5%	17.8 14.5%	▲ 10.5%	9.1%
Ordinary income		20.6 16.3%	16.3 13.5%	18.4 15.0%	▲ 11.0%	12.6%
Extra Ordinary	Profit	0.1	—	0.0	▲ 72.0%	—
	Loss	0.6	—	0.7	29.3%	—
Profit Attributable to owners of parent		14.5 11.4%	11.4 9.4%	12.7 10.4%	▲ 11.9%	11.7%

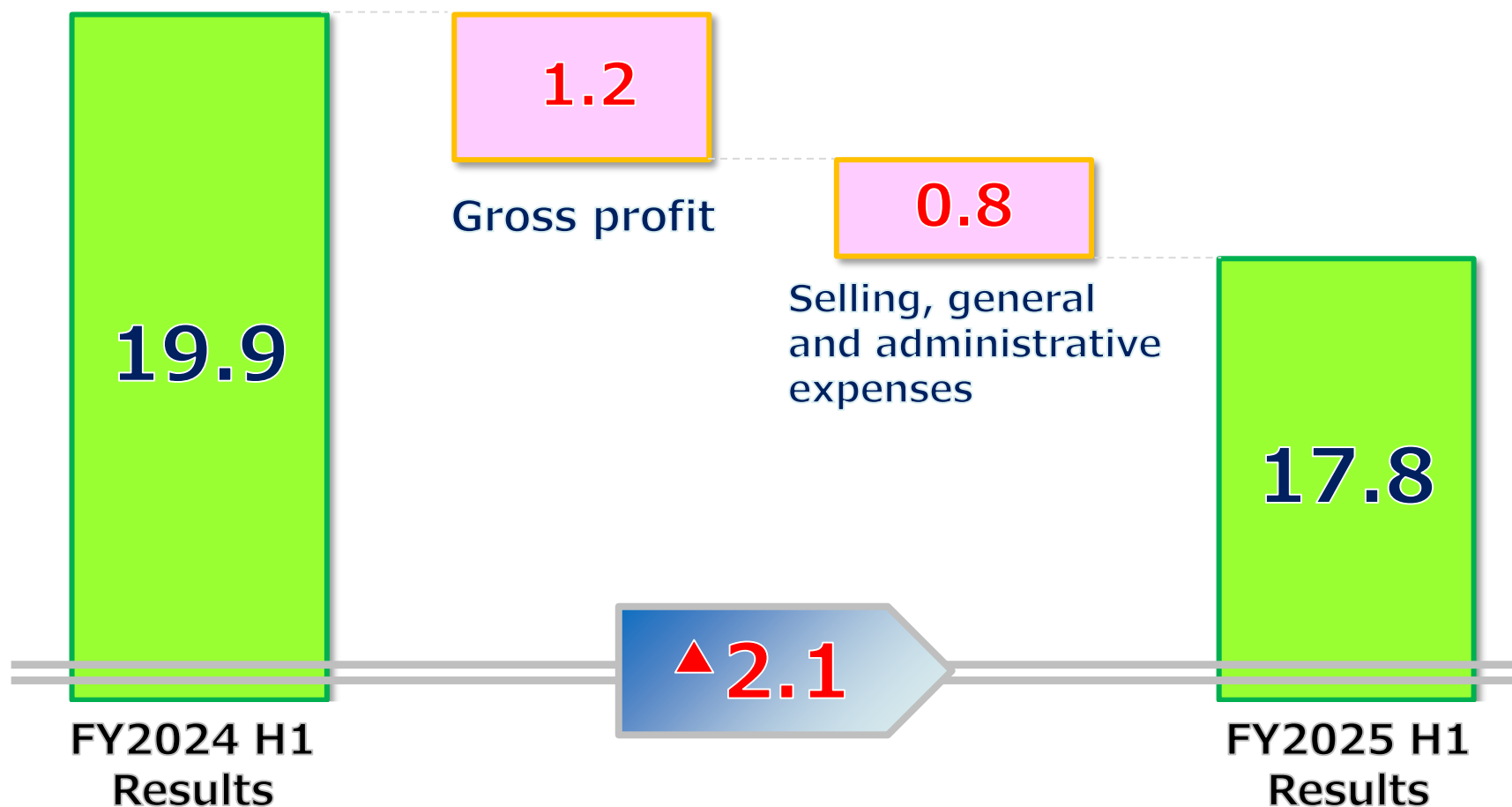
Amid increasing obscurity and uncertainty
First-half performance exceeded forecast,
driven primarily
by Energy & Industrial plants business



Unit : billion JPY



Unit : billion JPY

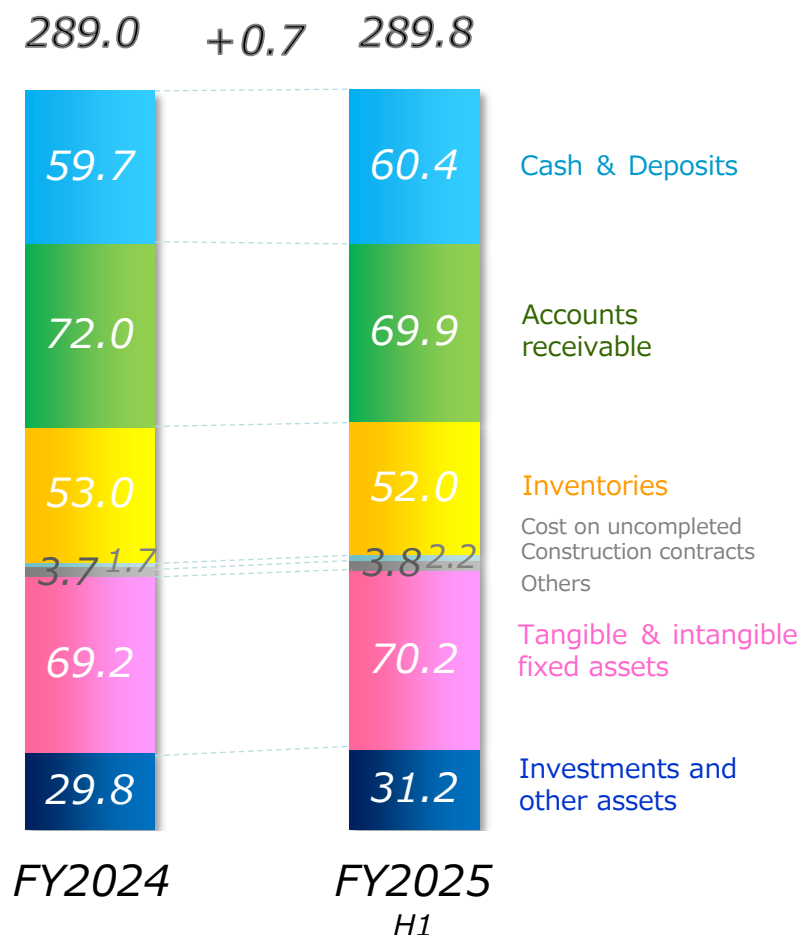


(Unit : billion JPY)

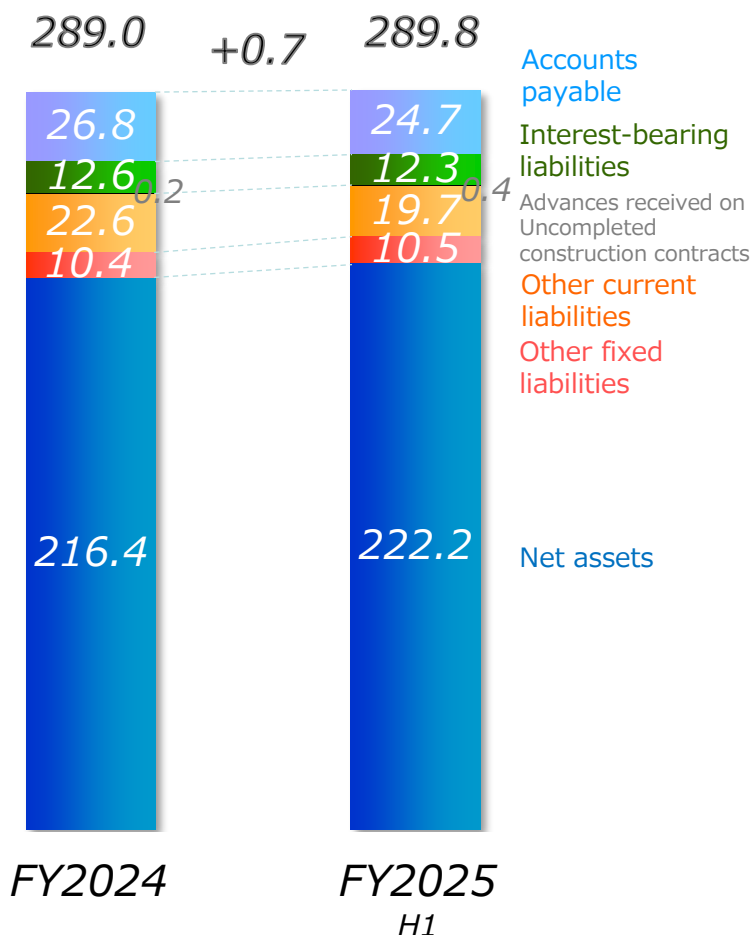
Segment		FY2024 H1 Results	FY2025 H1		Change	
			Forecast 7th August.	Results	YoY	Forecast
Energy & Industrial plants	Net sales	38.1	36.5	38.4	0.8%	5.2%
	Operating income	6.0 15.8%	4.8 13.2%	5.9 15.4%	▲1.8%	23.3%
Industrial products	Net sales	26.0	27.5	26.6	2.2%	▲3.3%
	Operating income	5.5 21.0%	5.5 20.0%	5.3 19.9%	▲3.2%	▲3.6%
Advanced products	Net sales	23.1	18.0	18.9	▲18.1%	5.2%
	Operating income	5.5 23.9%	3.6 20.0%	3.3 17.5%	▲39.8%	▲7.7%
Auto parts	Net sales	25.4	25.0	25.3	▲0.4%	1.1%
	Operating income	2.2 8.7%	2.0 8.0%	2.2 8.8%	0.2%	11.2%
Building materials	Net sales	14.0	14.0	13.5	▲3.4%	▲3.5%
	Operating income	0.6 4.4%	0.4 2.9%	1.0 7.5%	63.9%	152.5%
Total	Net sales	126.7	121.0	122.7	▲3.1%	1.4%
	Operating income	19.9 15.7%	16.3 13.5%	17.8 14.5%	▲10.5%	9.1%

(Unit : billion JPY)

Assets



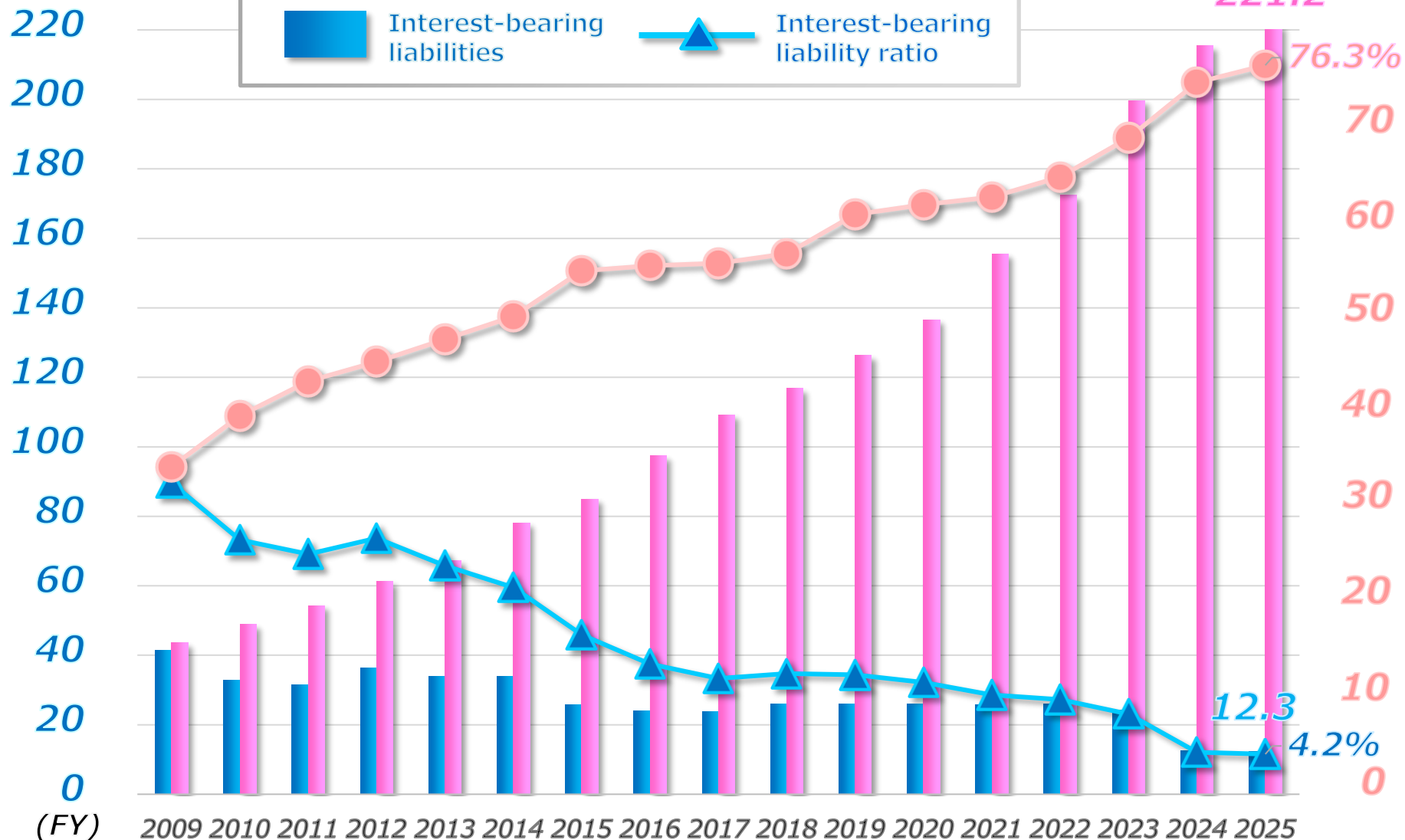
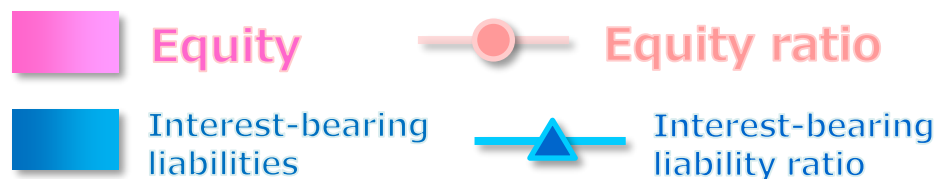
Liabilities & Net assets



Equity ratio 74.5% ➤ 76.3%

◇ Interest-bearing liabilities & Equity Trends

(Unit : billion JPY)



H1

FY2025
Annual Dividend
152 *yen*

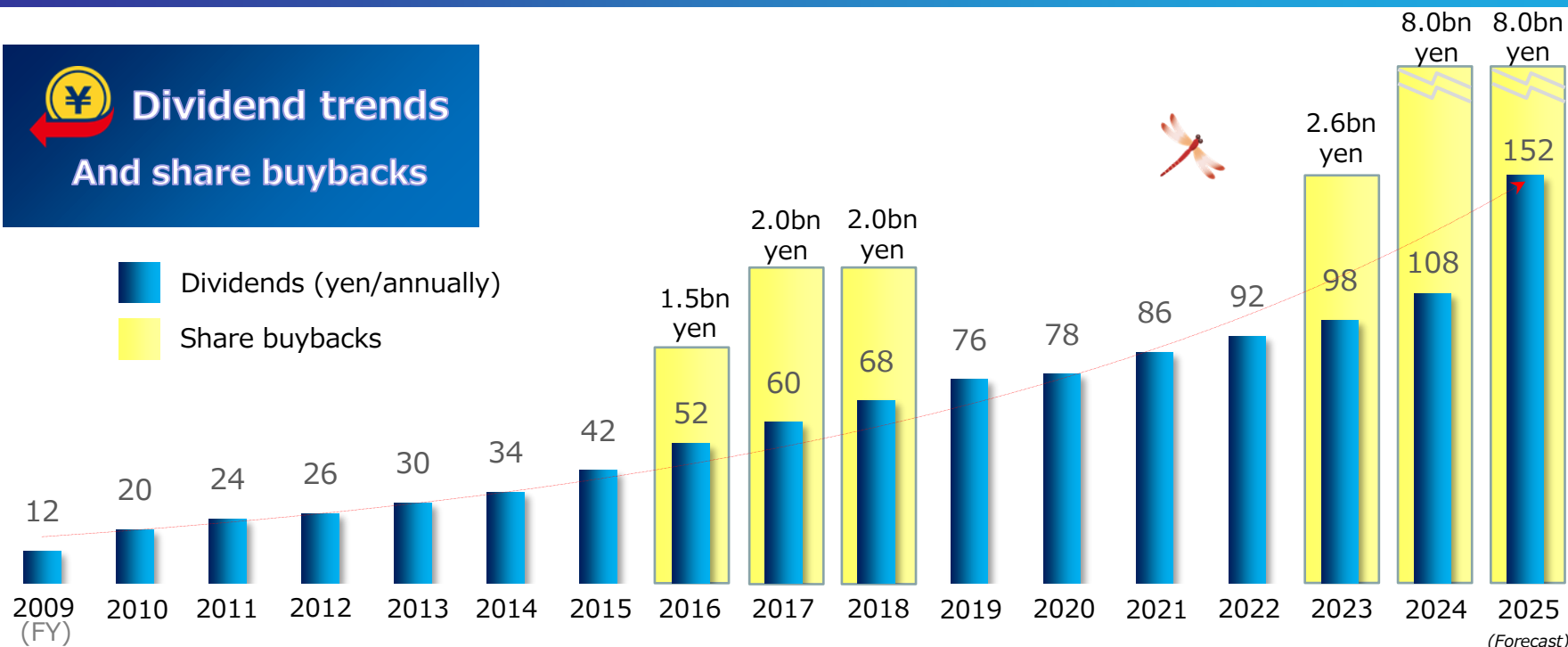
** Total return ratio is set at 50% or higher.*

Share Buyback

Maximum total
purchase amount : ***5 billion yen***

- ※ *Maximum number of shares
to be acquired: 1.4 million*
- ※ *Purchase period: Through March 31, 2026*

Dividend trends And share buybacks



(2nd Stage Policy)

Total return ratio at 50% or higher

Dividends

We will continue to provide stable dividends. Our basic policy will be a DOE of 5.0% or higher and progressive dividends.

Purchase of treasury stock

We will purchase treasury stock, taking into account the balance with dividends.

FTSE

All World

Nikkei

*Consecutive
Dividend
Growth
Stock Index*

MSCI

*Japan ESG
Select Leaders
Index*

Morningstar

*Japan ex-REIT
Gender
Diversity
Tilt Index*

TOPIX
500

JPX
Nikkei
400

Nomura
RAFI

SOMPO

*Sustainability
Indexes*

Russell
Nomura
Prime

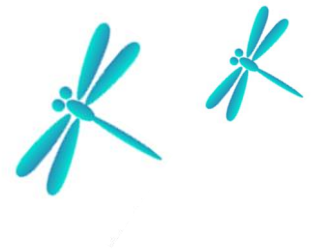
S&P/JPX











*Carbon
efficient*

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Summary of business forecast for FY2025

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




Segment	FY2025 H1 【Results】	FY2025 【Forecast】
Energy & Industrial plants		
Industrial products		
Advanced products		
Auto parts		
Building materials		



Financial highlights for FY2025 Forecast



(Unit : billion JPY)

	FY2024 Results	FY2025 Forecast 7 th August.	FY2025			Change
			H1 Results	H2 Forecast	Full year Forecast	YoY
Net Sales	256.5	254.0	122.7	131.3	254.0	▲ 1.0%
Operating income	39.7 15.5%	36.5 14.4%	17.8 14.5%	18.7 14.3%	36.5 14.4%	▲ 8.1%
Ordinary income	41.7 16.3%	36.5 14.4%	18.4 15.0%	18.1 13.8%	36.5 14.4%	▲ 12.5%
Profit attributable to owners of parent	32.1 12.5%	25.8 10.2%	12.7 10.4%	13.1 10.0%	25.8 10.2%	▲ 19.6%

**Amid increasing uncertainty
Expected to be largely
the same level as the
previous year**

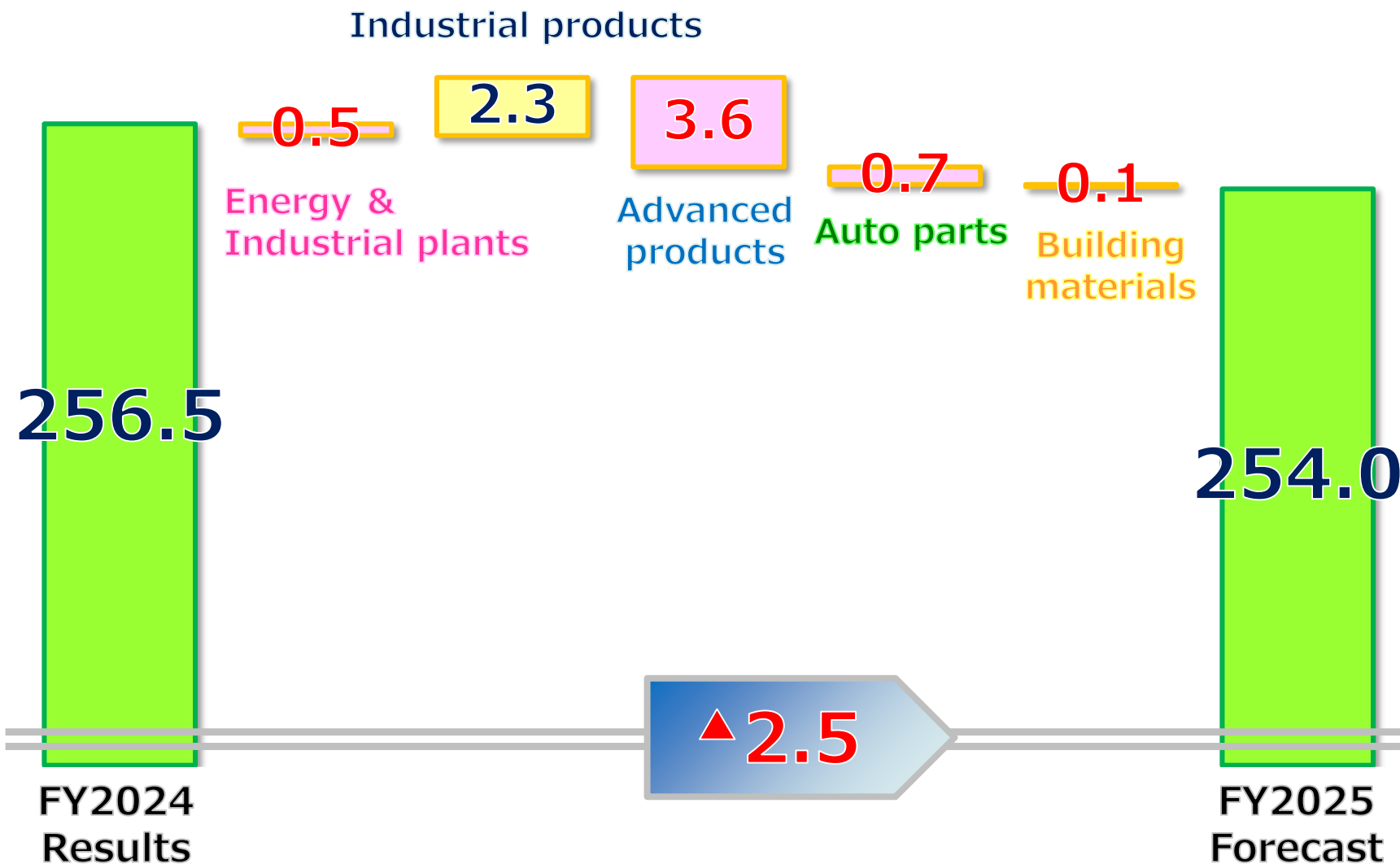
*(Profit plan including ¥3.0 billion for new core
system development costs)*

◇ Financial highlights for FY2025 Forecast

(Unit : billion JPY)

Segment		FY2021 Results	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Forecast	Change YoY
Energy & Industrial plants	Net sales	59.0	65.2	73.5	78.5	78.0	▲0.6%
	Operating income	6.2 10.5%	8.4 12.9%	10.6 14.4%	12.5 15.9%	10.9 14.0%	▲12.8%
Industrial products	Net sales	47.9	51.6	51.2	53.2	55.5	4.4%
	Operating income	8.0 16.8%	9.0 17.4%	10.5 20.5%	11.1 20.8%	11.4 20.5%	3.1%
Advanced products	Net sales	36.0	45.2	42.8	44.6	41.0	▲8.0%
	Operating income	7.9 22.0%	11.0 24.3%	9.6 22.5%	10.2 22.9%	8.2 20.0%	▲19.8%
Auto parts	Net sales	44.7	46.8	50.1	51.2	50.5	▲1.4%
	Operating income	4.0 9.0%	2.5 5.3%	3.8 7.5%	4.5 8.9%	4.2 8.3%	▲7.5%
Building materials	Net sales	28.7	29.4	31.7	29.1	29.0	▲0.3%
	Operating income	0.1 0.4%	▲0.9 ▲3.0%	0.7 2.3%	1.4 4.8%	1.8 6.2%	28.2%
Total	Net sales	216.2	238.1	249.4	256.5	254.0	▲1.0%
	Operating income	26.3 12.1%	30.0 12.6%	35.2 14.1%	39.7 15.5%	36.5 14.4%	▲8.1%

Unit : billion JPY



Unit : billion JPY

▶ New core system related Approx. 3 billion yen

~~0.7~~

Gross profit

2.5

Selling, general
and administrative
expenses

39.7

FY2024
Results

▲3.2

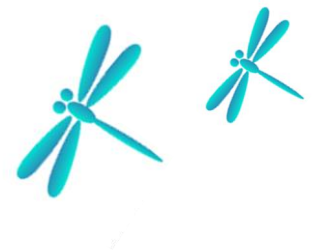
36.5

FY2025
Forecast

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Medium-term business plan (FY2022 - FY2026)

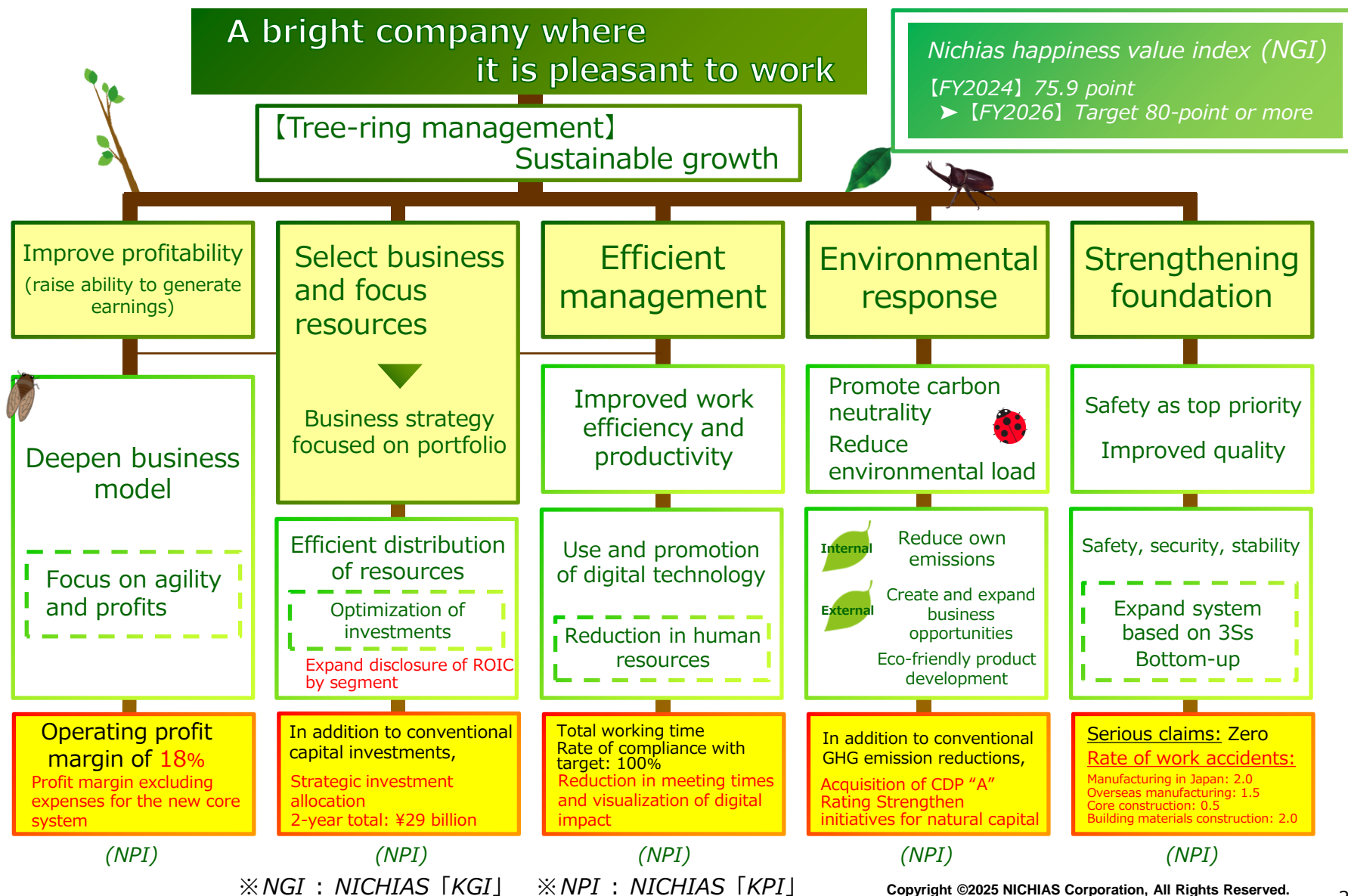


A bright company where it is pleasant to work



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.

~ Shikumi tree ~





NX Project

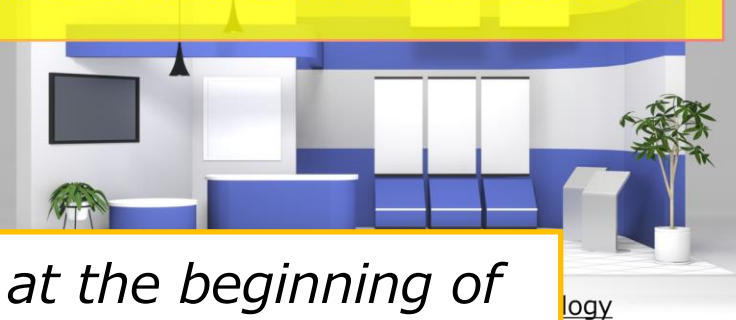
*Working toward operational launch
in the second half of FY2026*

(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)*



logy

*The Key Measures established at the beginning of
the 2nd stage are generally progressing smoothly.*

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)*



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

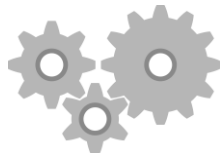
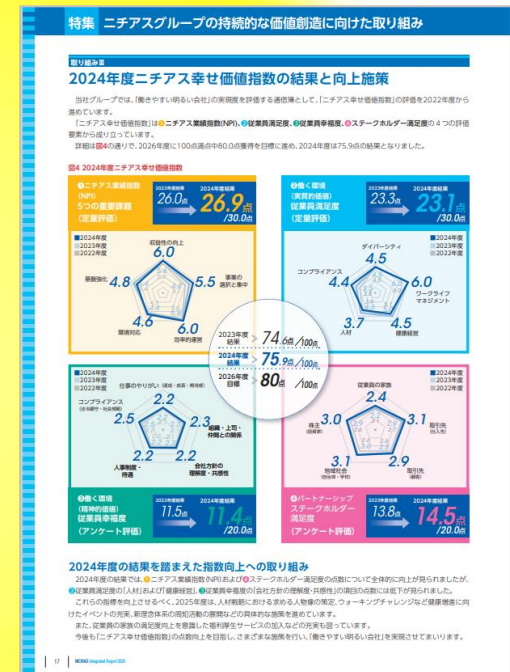
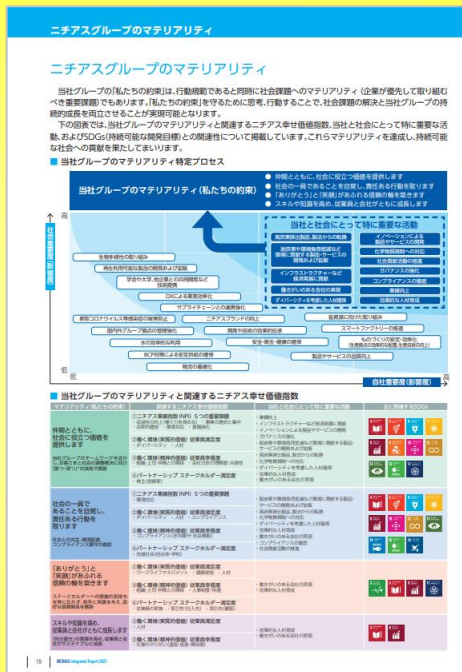
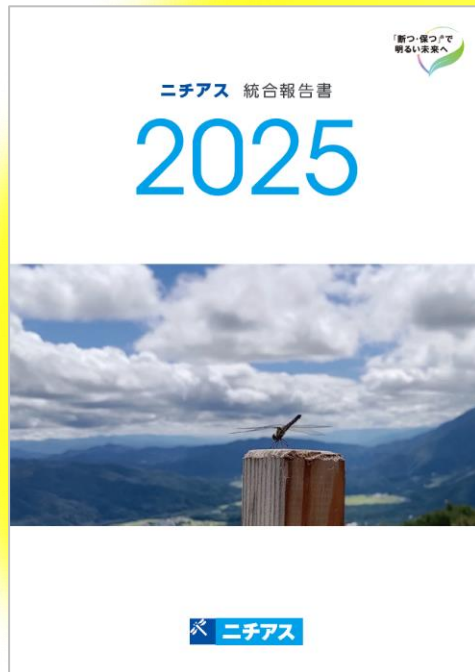


In addition to the traditional *K* of *Kaizen* (improvement),
new themes of *K* for *Kaihatsu* (development) and
Kaitaku (exploration) are added

(Planning to establish new categories)



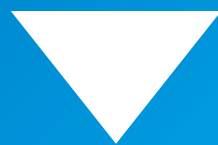
Japanese version released in late September (English version released in October)



- ▶ Introduction to the NICHIAS Group's Materiality
- ▶ NICHIAS Happiness Value Index results for fiscal 2024

Nichias happiness value index

Simply put,
this index is the Company's report card.



< Results of assessment >

Making new issues and the views of employees
and stakeholders visible

We will move closer to achieving our goal of a “bright and friendly workplace”
by setting target scores and improving and raising these scores every year.

Nichias Happiness Value index

< Score in FY2024 >

75.9points

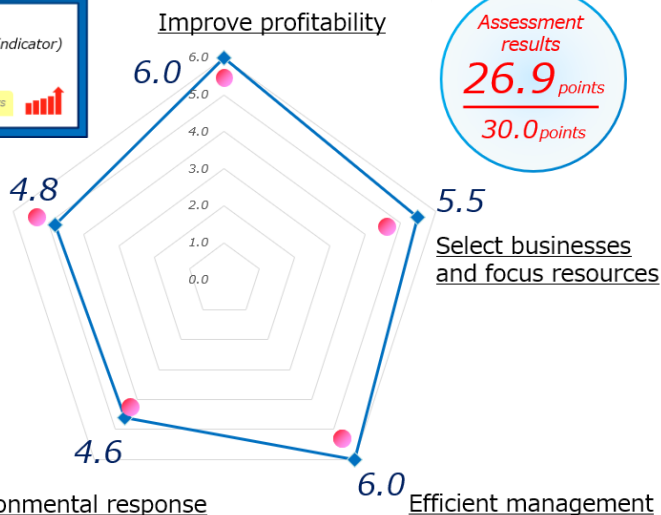
(FY2023 : 74.6points) FY2026 : Aiming for 80 points...



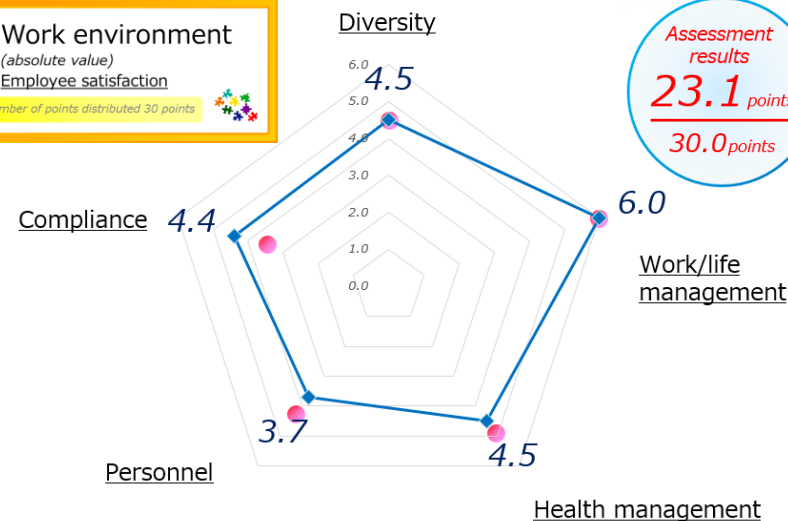
Score in FY2024 ➤ 75.9 points / 100 points

● Previous (FY2023) Score

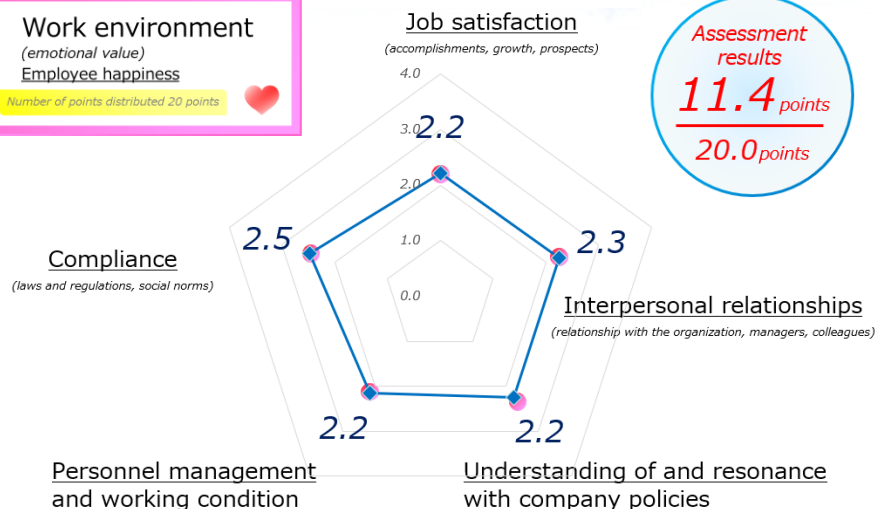
NPI (Nichias Performance Indicator)
Five important issues
Number of points distributed 30 points



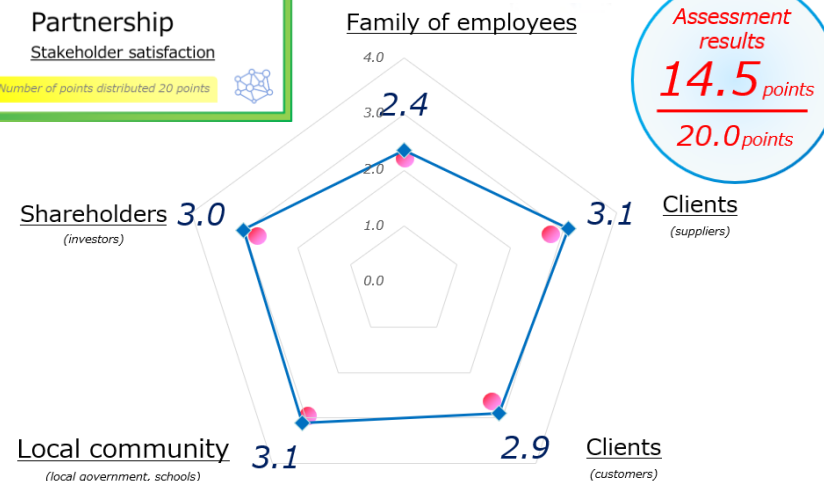
Work environment
(absolute value)
Employee satisfaction
Number of points distributed 30 points



Work environment
(emotional value)
Employee happiness
Number of points distributed 20 points



Partnership
Stakeholder satisfaction
Number of points distributed 20 points



- Basketball B.League *"Hiroshima Dragonflies"*
Diamond Partner (2025-2026 season)



Company logo
Featured on team uniforms
(lower left of shorts)




- Sponsorship of Racing Team VELOREX *"Team LeMans"*
Victory in Round 2 of the SUPER GT300 2025 season



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

SHI KU MI





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.

“TATSU TAMOTSU” technologies for a brighter future

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

NICHIAS




The NICHIAS Philosophy

We contribute to the Earth’s bright future through our “Insulation and Protection” technologies.

“TATSU TAMOTSU” technologies for a brighter future

NICHIAS



Sustainable Policy

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

“TATSU TAMOTSU” technologies for a brighter future

NICHIAS