



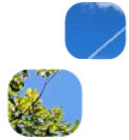
Financial Results Briefing for the Fiscal Year Ended March 31, 2024

May 31, 2024



NIHON TOKUSHU TORYO CO., LTD.

(Stock Exchange Code: 4619, Tokyo Stock Exchange Standard Market)



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1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024 (FY23)
2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025 (FY24)
3. Overview of the Company's Businesses
4. Future Growth Strategy

(Reference Materials)

1. Company Profile
2. Trends of Primary Management Indicators

Note: The fiscal years (FY) referred in this document start on April 1st and end on March 31st of the following years.

For example, FY23 starts on April 1st 2023 and ends on March 31st 2024.

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(1) Summary of Financial Results for the Fiscal Year Ended March 31, 2024

1) Consolidated Statements of Income

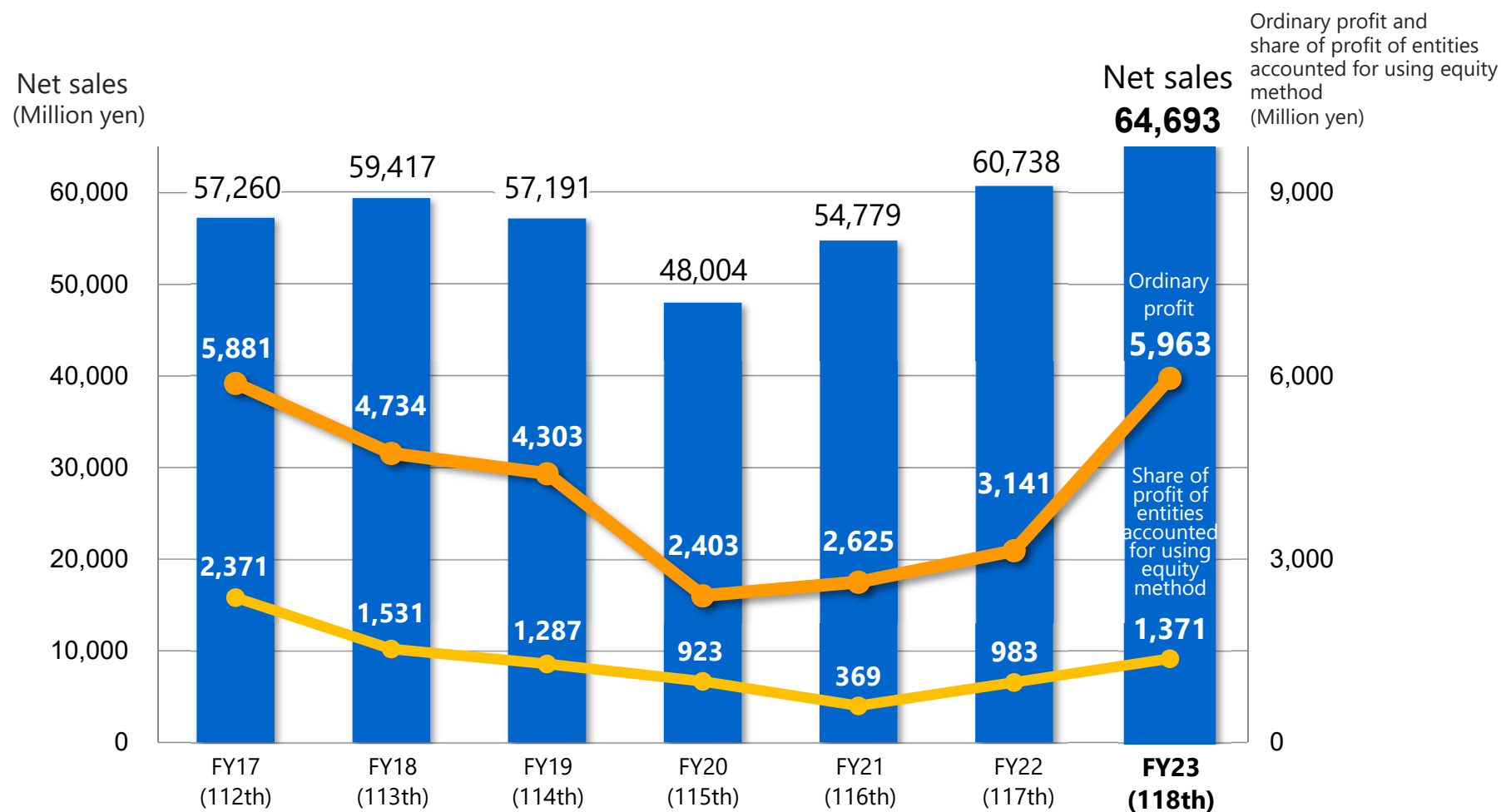
(Million yen)

	FY22		FY23		YoY change	
	Actual results	Ratio	Actual results	Ratio	Amount	%
Net sales	60,738	–	64,693	–	+3,955	+6.5%
Cost of sales	49,652	81.7	50,698	78.4	+1,046	+2.1%
Selling, general and administrative expenses	9,454	15.6	10,089	15.6	+634	+6.7%
Operating profit	1,631	2.7	3,905	6.0	+2,274	+139.4%
Ordinary profit	3,141	5.2	5,963	9.2	+2,821	+89.8%
Profit attributable to owners of parent	2,103	3.5	3,947	6.1	+1,844	+87.7%
Basic earnings per share	¥96.77	–	¥181.57	–	+¥84.80	–

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(1) Summary of Financial Results for the Fiscal Year Ended March 31, 2024

2) Trends of Consolidated Financial Results (Past Seven Fiscal Years)



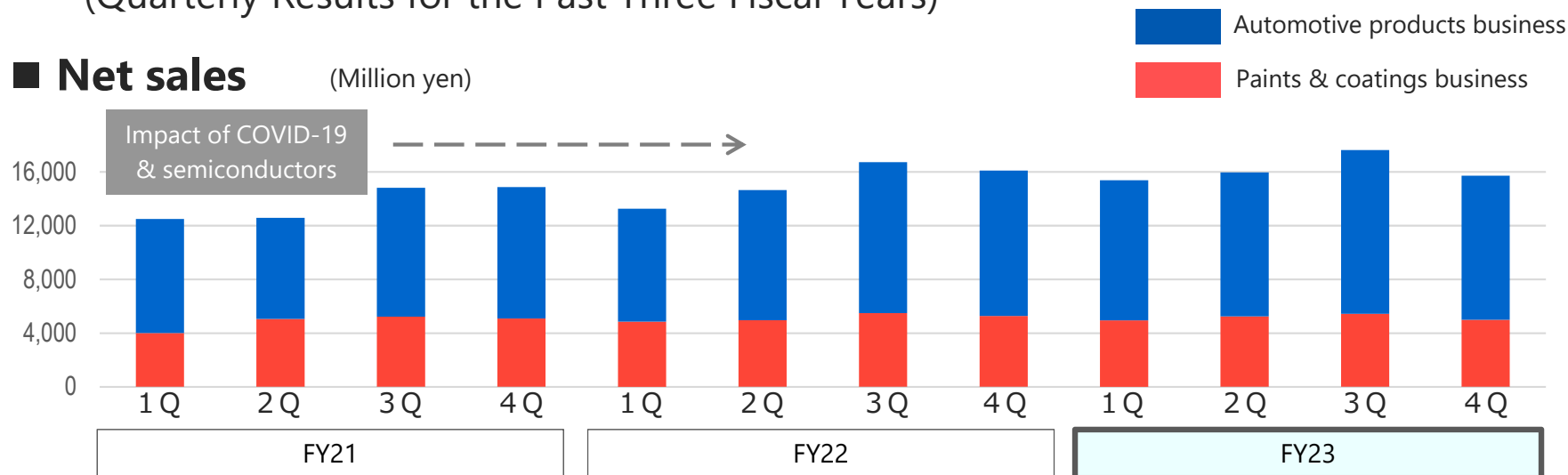
1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(1) Summary of Financial Results for the Fiscal Year Ended March 31, 2024

3) Trends of Consolidated Financial Results (Quarterly Results for the Past Three Fiscal Years)

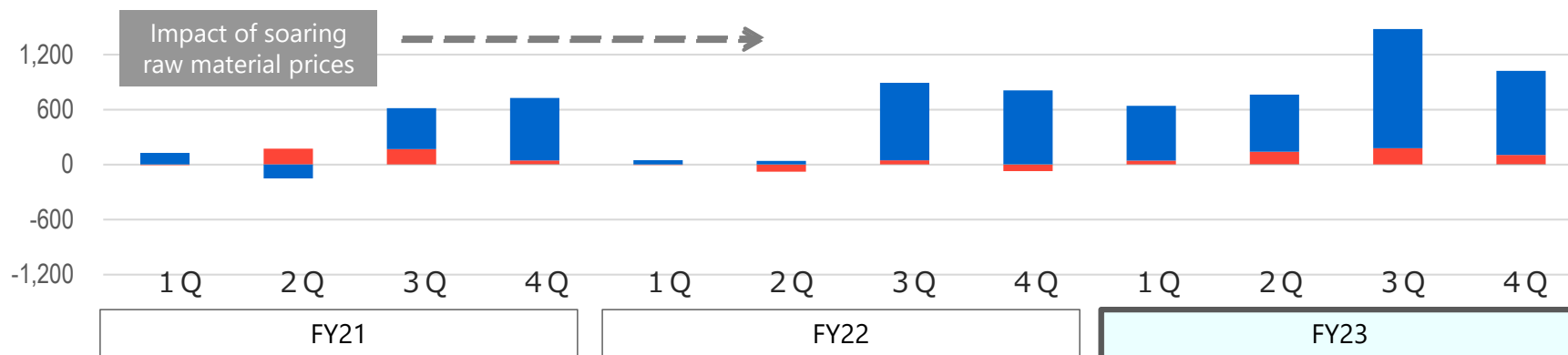
■ Net sales

(Million yen)



■ Operating profit (Segment profit)

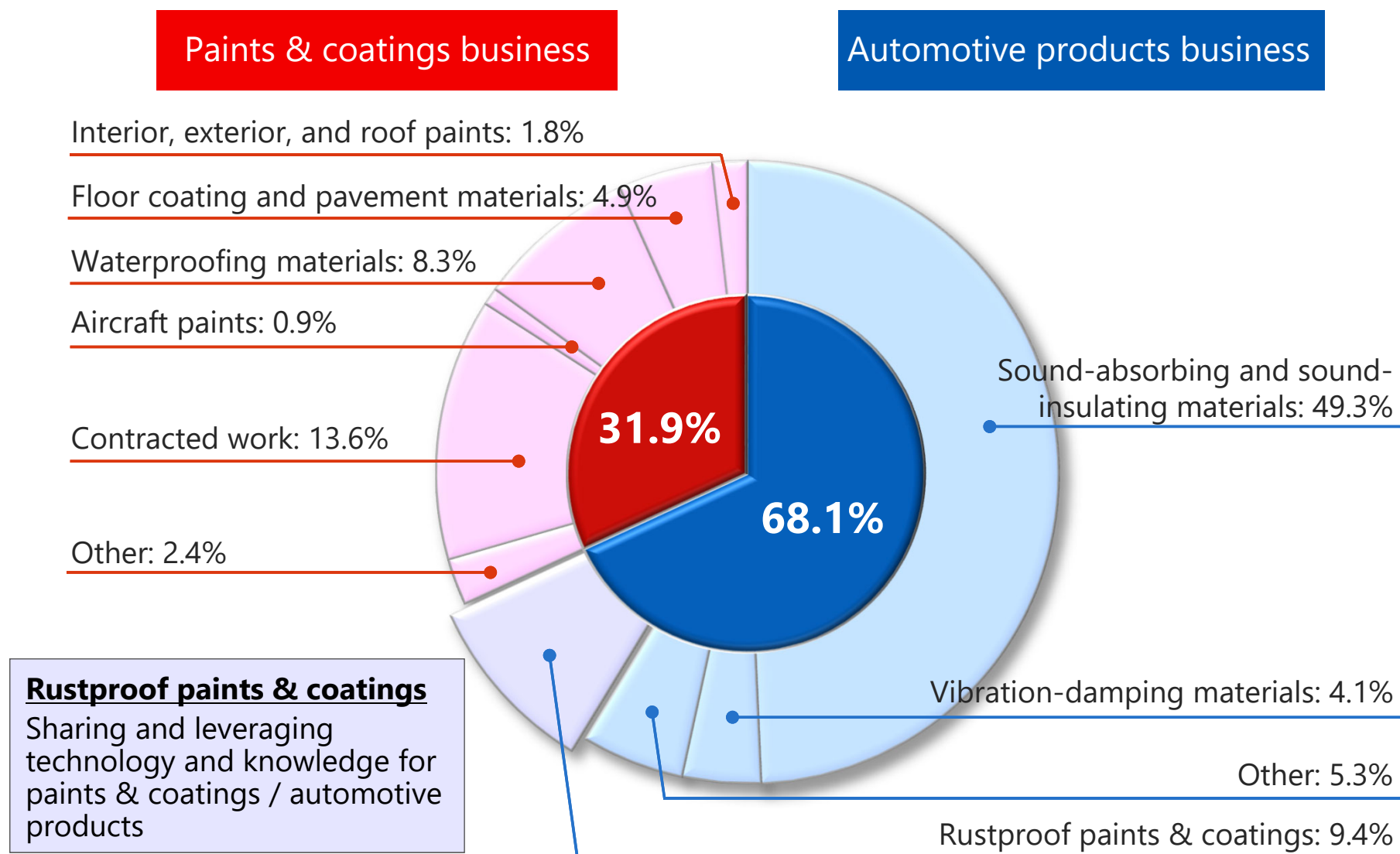
(Million yen)



1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(1) Summary of Financial Results for the Fiscal Year Ended March 31, 2024

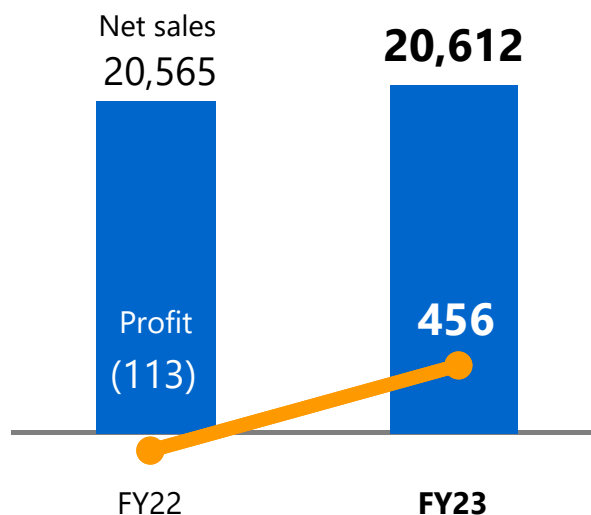
4) Composition of Net Sales (By Segment/Main Product)



1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(2) Results by Segment

1) Paints & coatings-related business



Net sales

- Paints & coatings: up 7.6% YoY

Sales of paints for buildings and structures, especially waterproofing materials and floor coatings, remained steady.

- Construction-related: down 8.0% YoY
Business scale expansion continued.
(See the next page)

Segment profit

- Sales increased due to review of selling prices. Profit improved due to lower raw material ratio in cost.

(See page 9 for factor analysis)

(Million yen)

	FY22	FY23	YoY change %
Net sales	20,565	20,612	+0.2%
Segment profit	(113)	456	–
Profitability	–	2.2%	

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

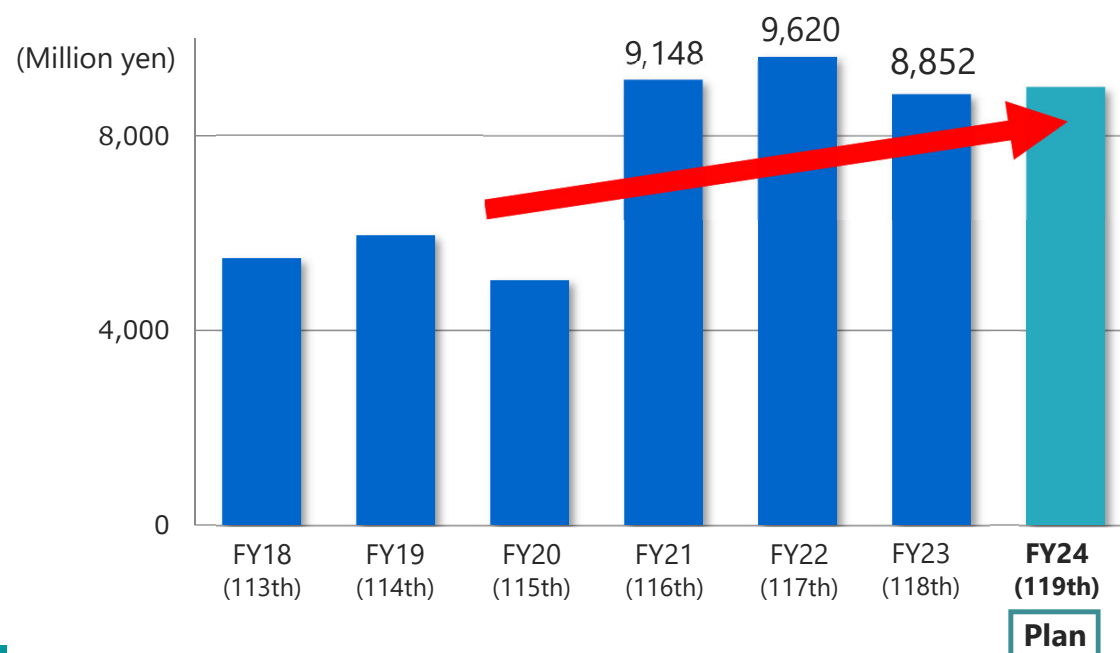
(2) Results by Segment

1) Paints & coatings-related business

■ Contracted work (large-scale renovation work for condominiums)

A subsidiary of the Company, NITTOKU MENTE, undertakes large-scale renovation and repair work for condominiums and other properties (expanded to eight locations nationwide, mainly in major metropolitan areas).

Net sales trends of NITTOKU MENTE



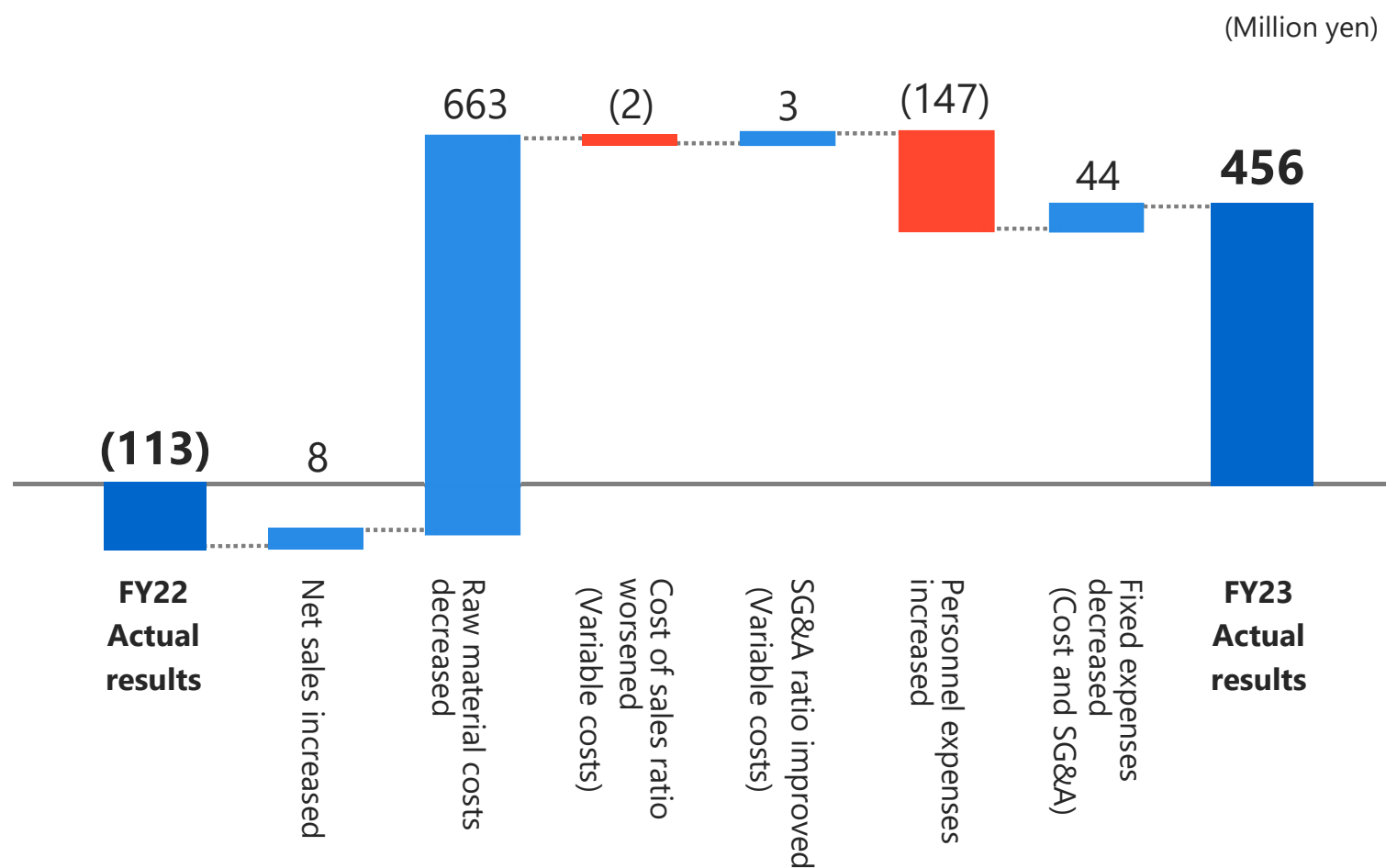
Renovation of condominiums by NITTOKU MENTE

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(2) Results by Segment

1) Paints & coatings-related business

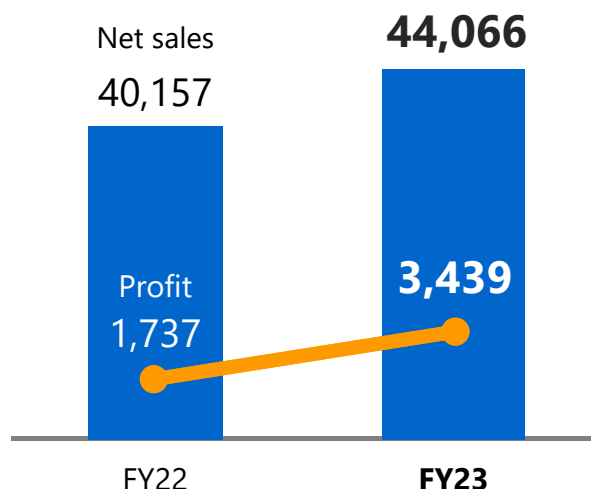
Factor analysis of changes in profit



1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(2) Results by Segment

2) Automotive products-related business



Net sales

- Net sales increased mainly in sound-absorbing and sound-insulating materials and coatings due to a recovery in automotive production.
- Domestic sales recovered despite the impact of decline in sales of Japanese cars at WNA in Wuhan, a subsidiary in China.

Segment profit

- The recovery in net sales led to a significant increase in profit due to production expansion and review of selling prices.

(See the next page for factor analysis)

(Million yen)

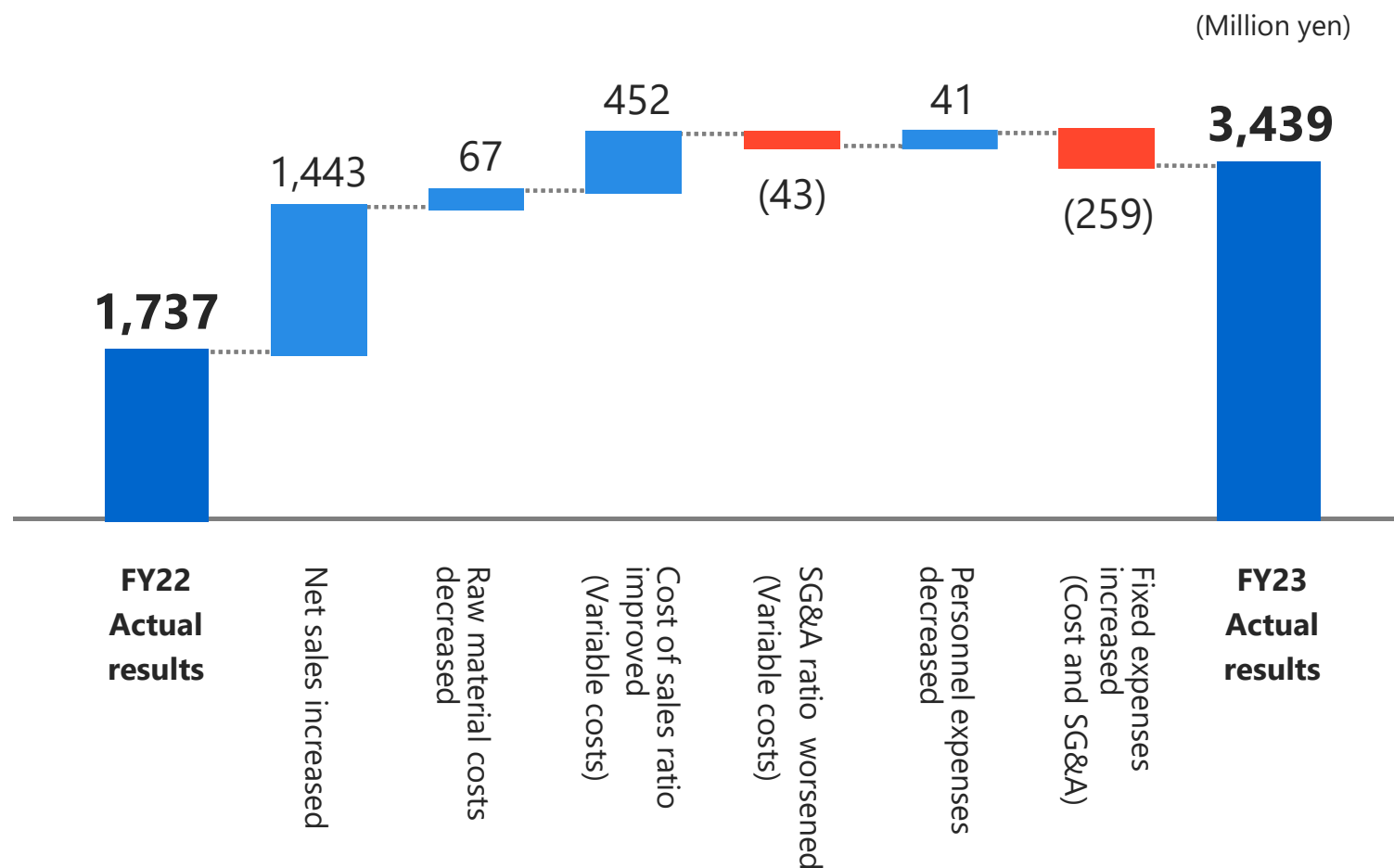
	FY22	FY23	YoY change %
Net sales	40,157	44,066	+9.7%
Segment profit	1,737	3,439	+98.0%
Profitability	4.3%	7.8%	

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(2) Results by Segment

2) Automotive products-related business

Factor analysis of changes in profit



1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

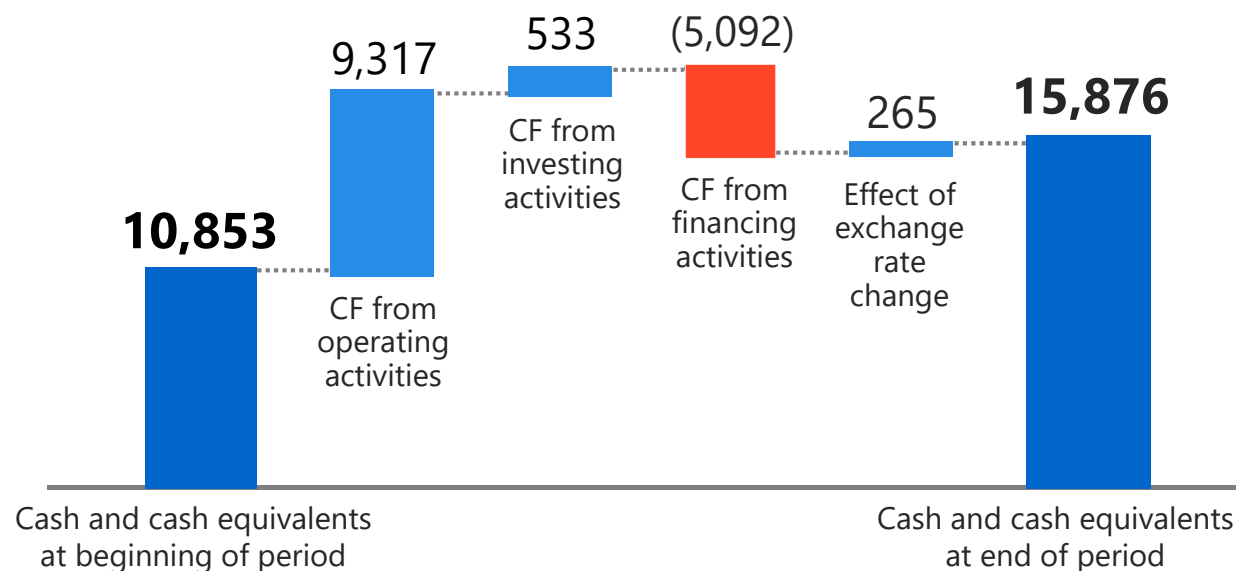
(3) Consolidated Balance Sheets

(Million yen)

	FY22		FY23		YoY change
	Actual results	Ratio	Actual results	Ratio	Amount
Current assets	36,013	43.9	38,555	44.1	+2,541
Non-current assets	46,020	56.1	48,900	55.9	+2,880
Property, plant and equipment	24,299	29.6	22,422	25.6	(1,876)
Intangible assets	1,247	1.5	1,236	1.4	(10)
Investments and other assets	20,473	25.0	25,241	28.9	+4,768
Total assets	82,033	100.0	87,456	100.0	+5,422
Current liabilities	23,595	28.8	21,405	24.5	(2,190)
Non-current liabilities	6,226	7.6	6,485	7.4	+258
Total liabilities	29,822	36.4	27,890	31.9	(1,931)
Shareholders' equity	39,592	48.3	42,608	48.7	+3,016
Accumulated other comprehensive income	6,601	8.0	10,789	12.3	+4,187
Non-controlling interests	6,017	7.3	6,168	7.1	+150
Total net assets	52,211	63.6	59,565	68.1	+7,354

1. Overview of Financial Results for the Fiscal Year Ended March 31, 2024

(4) Consolidated Statements of Cash Flows



(Million yen)

	FY22	FY23	YoY change
Cash and cash equivalents at beginning of period	8,931	10,853	+1,922
Cash flows from operating activities	6,198	9,317	+3,118
Cash flows from investing activities	(1,588)	533	+2,121
Cash flows from financing activities	(2,818)	(5,092)	(2,274)
Effect of exchange rate change on cash and cash equivalents	+130	+265	+134
Cash and cash equivalents at end of period	10,853	15,876	+5,023

2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025

(1) Summary of Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2025

(Million yen)

	FY23		FY24		YoY change	
	Actual results	Ratio	Forecast	Ratio	Amount	%
Net sales	64,693	—	62,100	—	(2,593)	(4.0%)
Operating profit	3,905	6.0	2,800	4.5	(1,105)	(28.3%)
Ordinary profit	5,963	9.2	4,300	6.9	(1,663)	(27.9%)
Profit attributable to owners of parent	3,947	6.1	2,900	4.7	(1,047)	(26.5%)
Basic earnings per share	¥181.57	—	¥133.38	—	(¥48.19)	—

* Forecast for FY24

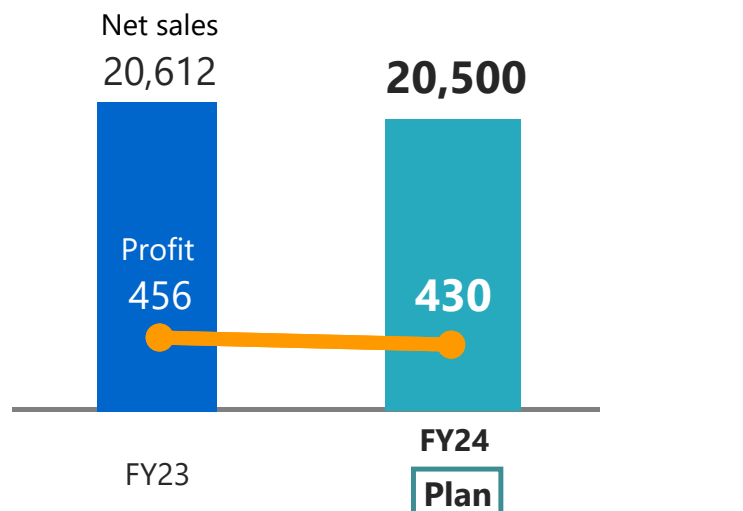
Share of profit of entities accounted for using equity method: Approx. ¥1.3 billion

Assumed exchange rate: US\$1 = ¥142

2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025

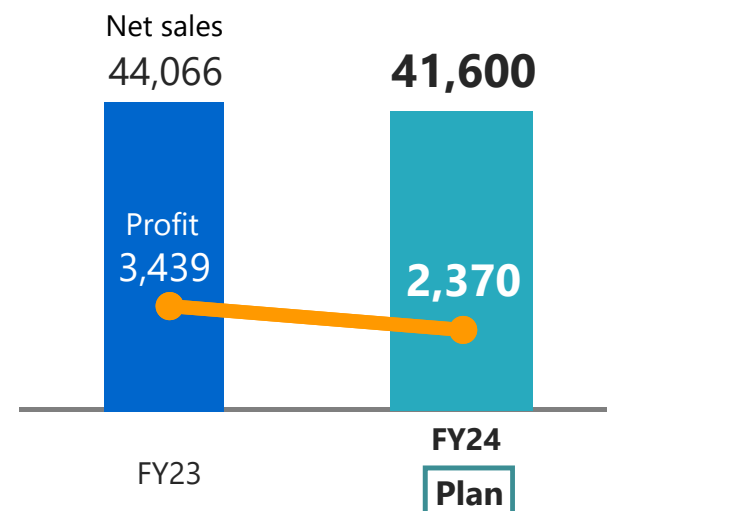
(2) Results by Segment

Paints & coatings-related business



	FY23	FY24	YoY change %
Net sales	20,612	20,500	(0.5%)
Segment profit	456	430	(5.9%)
Profitability	2.2%	2.1%	

Automotive products-related business



	FY23	FY24	YoY change %
Net sales	44,066	41,600	(5.6%)
Segment profit	3,439	2,370	(31.1%)
Profitability	7.8%	5.7%	

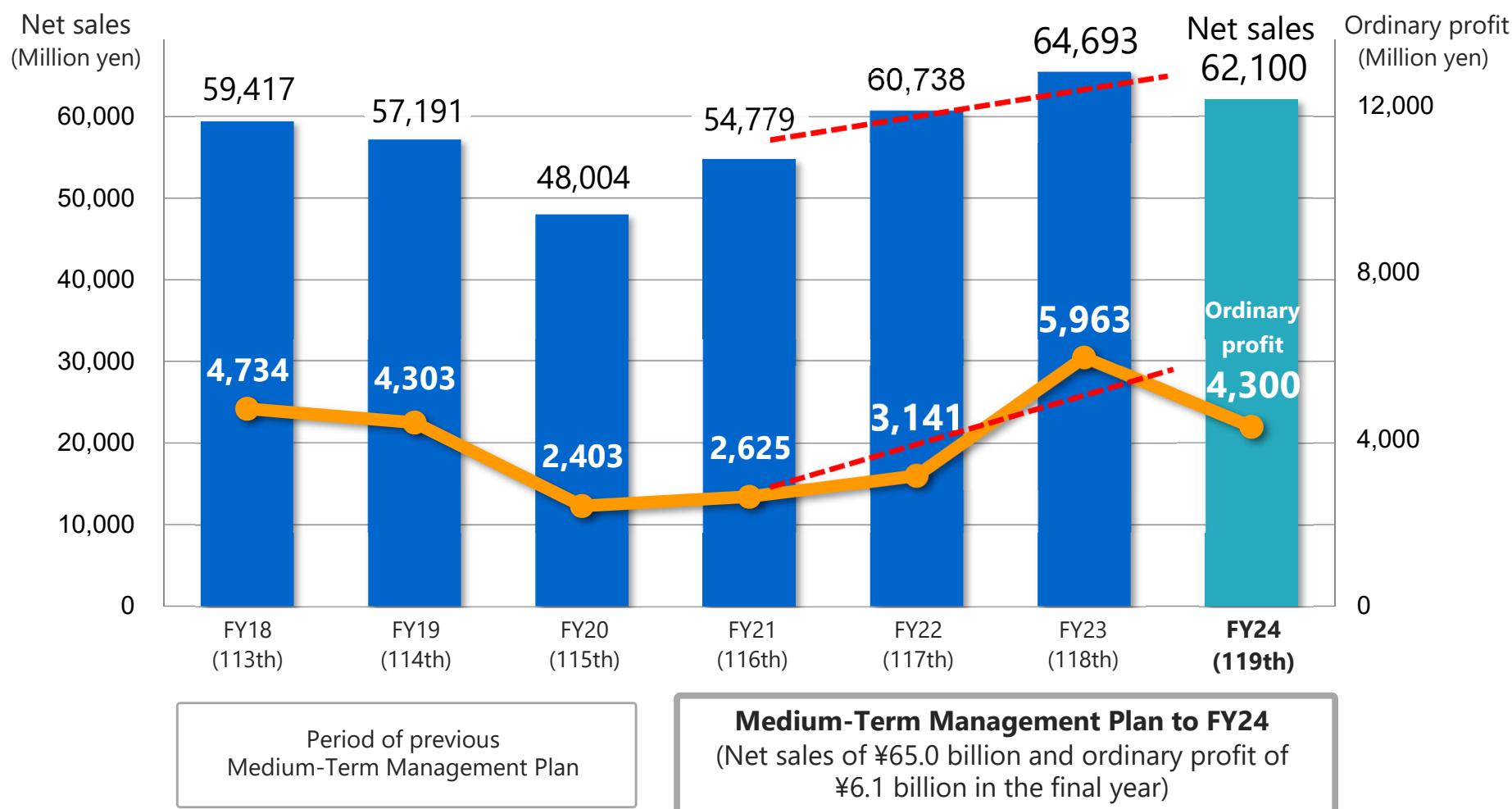
* Automotive products-related business

Profitability decreased due to impact of volume decrease and production changeover timing of awarded models + price giveback and other factors

2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025

(3) Revision of the performance targets of Medium-Term Management Plan

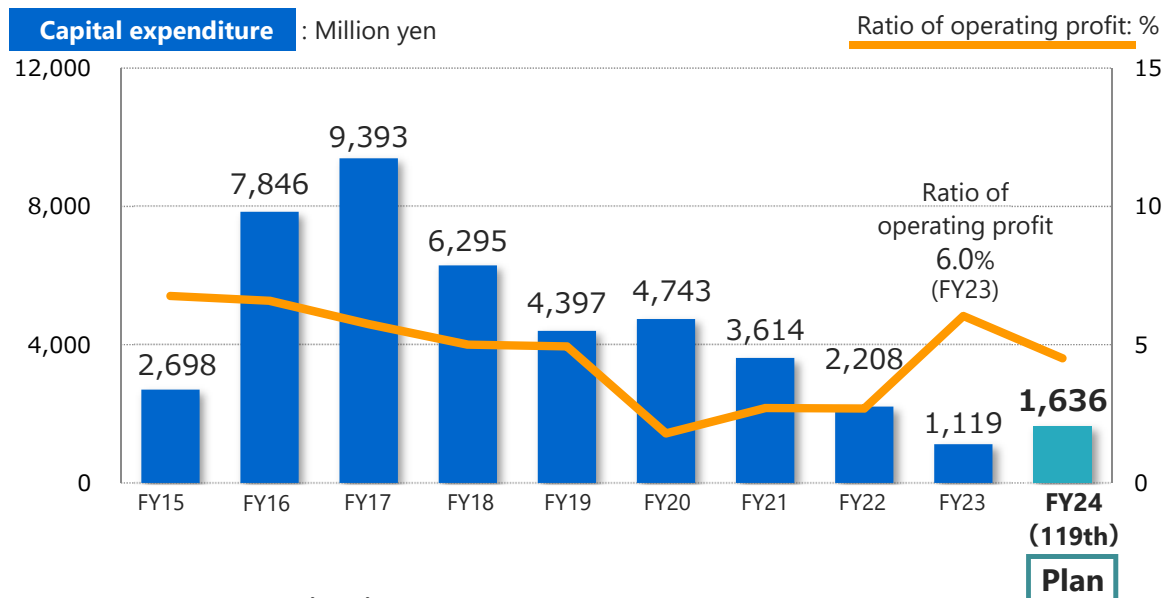
The performance target of Medium-Term Management Plan was revised along with FY24 (119th) forecast, even though the performance target exceeded the expected line of Medium-Term Management Plan in FY23 (118th).



2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025

(4) Capital Expenditures and Depreciation

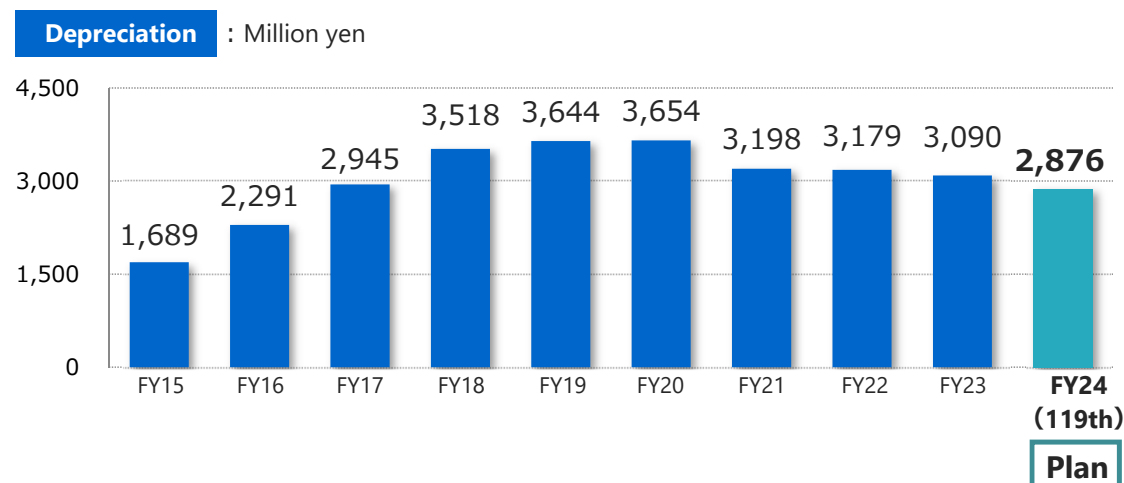
1) Capital expenditure (Construction Basis)



Capital expenditure

- Large-scale investments will decrease.
(Investment in dies will decrease due to applying the revenue recognition standard.)
- We plan to update our investment plan in the next Medium-Term Management Plan based on the recovery of profitability and other factors.

2) Depreciation



Depreciation

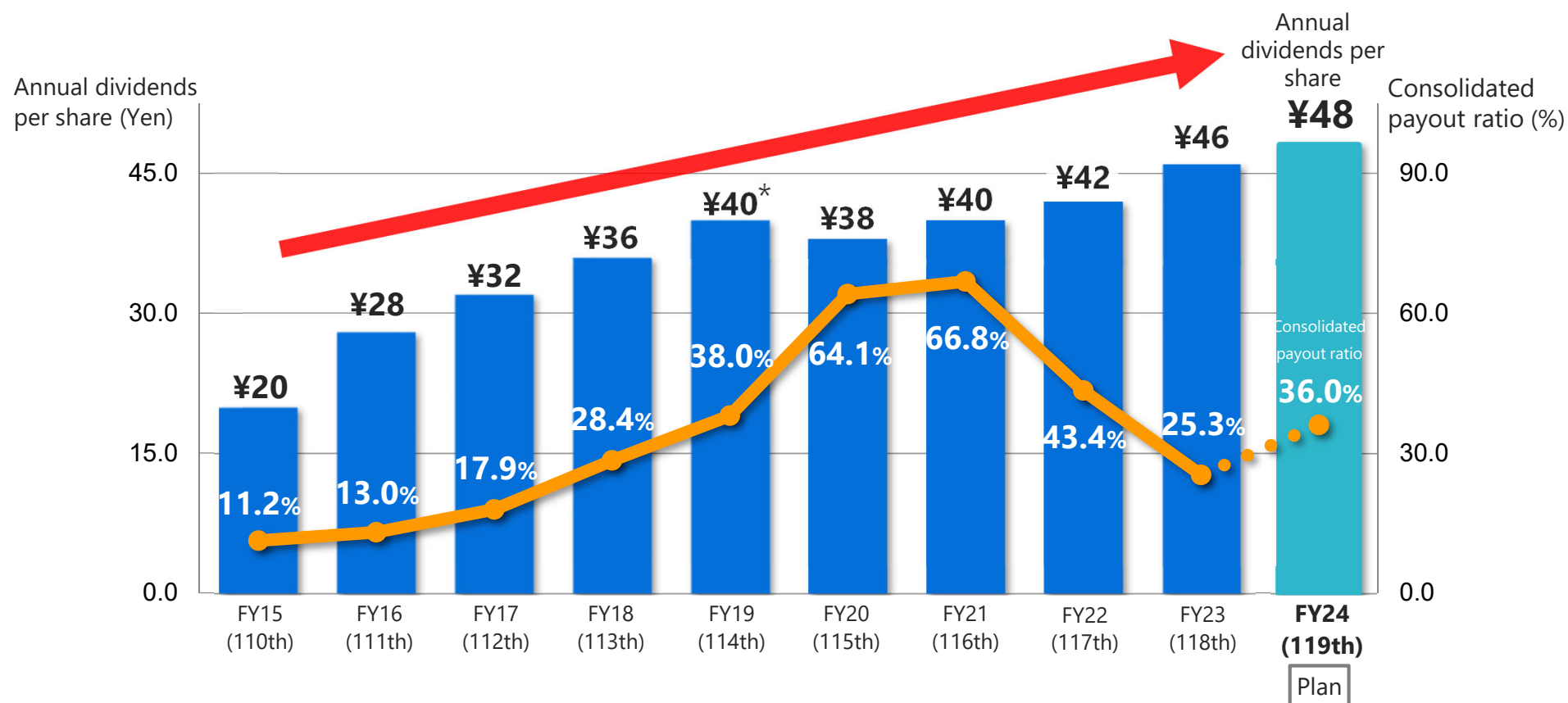
- Depreciation will gradually decrease for the time being.
- There has been an impact of applying the revenue recognition standard from FY21.
(Both net sales and expenses have decreased.)

2. Overview of Financial Results Forecast for the Fiscal Year Ending March 31, 2025

(5) Dividends

Profit Return

Based on stable dividends (stable dividends and extra), we made a decision by comprehensively taking into account such factors as the enhancement of funds for strategic investments, financial position and profit level, and dividend payout ratio (target of 30%).



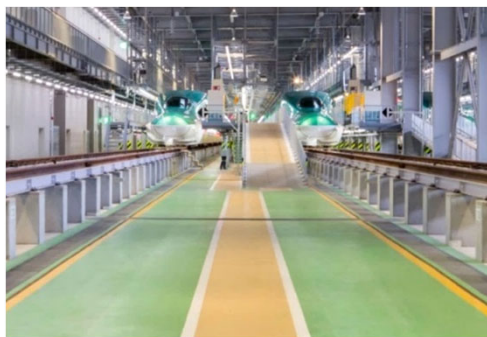
* The figure in FY19 (114th) includes the 90th anniversary commemorative dividend of ¥2 (ordinary dividend of ¥38).

3. Overview of the Company's Businesses

(1) Main Products for Paints & Coatings-related Business

■ Paints for buildings and structures

We develop and sell a variety of functional paints and coatings, including interior and exterior materials, floor coating and pavement materials, waterproofing materials, and coatings for roofs.



Floor coating materials "U-TACK E-40"
(Hakodate General Rolling Stock Depot for Hokkaido Shinkansen)



Quick curing elastic PRF waterproofing material "Tough Seal Waterproofing Method"
(SAKA NO UE NO KUMO MUSEUM)

Thermal insulating paints protect the entire building from heat, including roofs, exterior walls, rooftops, and balconies, providing high energy-saving and power-saving effects.



Thermal insulating paintings for roofs and exterior walls "Parathermo"
(Sanuki Livestock Processing Cooperative)

■ Aircraft paints

SKY-HULLO, an aircraft paint that protects aircraft bodies from harsh environments, has been adopted by commercial airlines, Japanese government aircraft, specially painted aircraft of various airlines, as well as the Japan Aerospace Exploration Agency's lunar orbiter KAGUYA.



AIR DO specially painted aircraft, Bear Do Hokkaido Jet



The Japan Aerospace Exploration Agency's lunar orbiter KAGUYA

3. Overview of the Company's Businesses

(1) Main Products for Paints & Coatings-related Business

■ Contracted work (large-scale renovation of housing complexes)

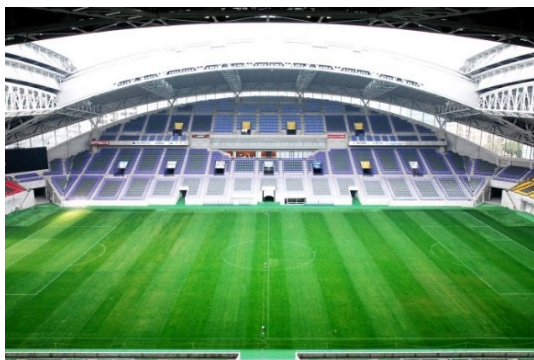
A subsidiary of the Company, NITTOKU MENTE, undertakes large-scale renovation and repair work for condominiums and other properties.

NITTOKU MENTE

- Offices: Tokyo, Osaka, Nagoya, and others (eight offices nationwide)
- Net sales: Approx. ¥8.8 billion (FY23)
- Shareholder: The Company and Sekisui Aqua Systems Co., Ltd.



■ Soundproof materials for buildings and structures



A vibration-damping material "IDIKELL M-3500SS" adopted for "NOEVIR STADIUM KOBE" (dome roof part)

■ Soundproof materials for railway vehicles



Kyushu Shinkansen N700 Series "SAKURA"

■ DIY products



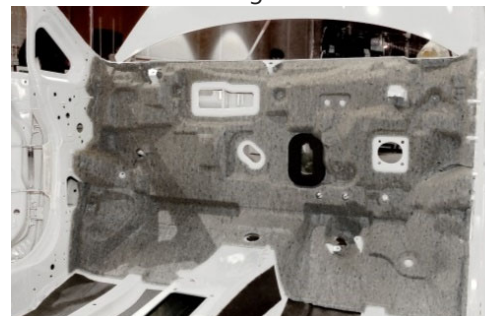
DIY products

3. Overview of the Company's Businesses

(2) Main Products for Automotive Products-related Business

■ Sound-absorbing & sound-insulating materials

RIETER ULTRA LIGHT™ is a registered trade mark of Autoneum Management AG.



Ultra-light sound-proofing system component "RIETER ULTRA LIGHT™"



Automotive sound-absorbing material "Sound-absorbing duct"



Automotive sound-absorbing material "Rear sound-absorbing wheelhouse liner"



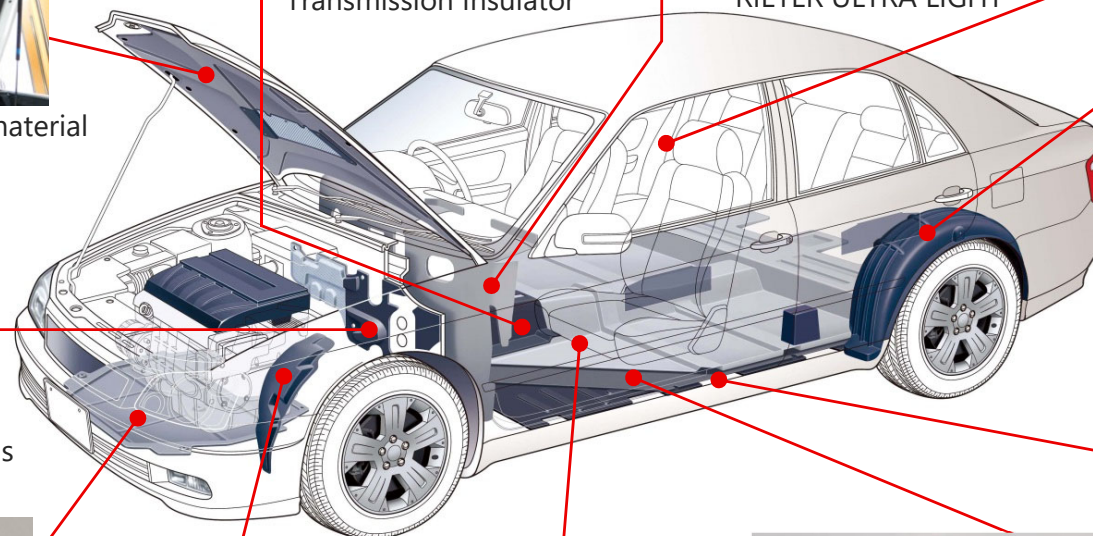
Automotive sound-absorbing material "Sound-absorbing floor undercover"



Automotive sound-absorbing and sound-insulating materials "Floor carpet"



Automotive sound-absorbing material "Transmission Insulator"



Automotive sound-absorbing material "Hood insulator"



Automotive sound-absorbing and sound-insulating materials "Dash outer insulator"



Automotive sound-absorbing material "Sound-absorbing engine undercover"



Automotive sound-absorbing material "Front wheelhouse liner"

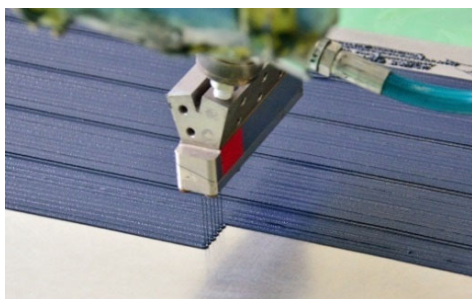


Automotive sound-absorbing material "Heat insulator"

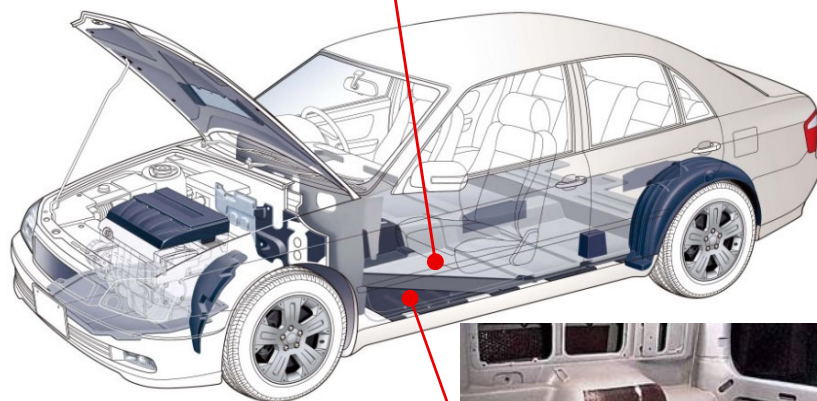
3. Overview of the Company's Businesses

(2) Main Products for Automotive Products-related Business

■ Vibration-damping and Rustproof Materials



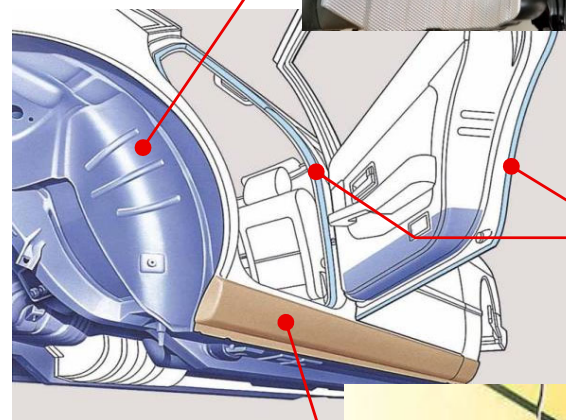
Coating-type vibration-damping material "NT Damping Coat"



Automotive vibration-damping material "MELSHEET"

Typical sections to which automotive rustproof materials and sealants are applied

"NT Guard Coat"
(PVC-based)



"Sealtop"



"NT Guard Coat"
(PVC/urethane-based)

4. Future Growth Strategy

Basic Strategies of the Medium-Term Management Plan

(FY21 to FY24)

- (1) Build a stable revenue base for domestic businesses
- (2) Reinforce “Nittoku, the technical specialist” and develop new technologies and products
- (3) Strengthen global development
- (4) Promote digital transformation (DX)
- (5) Promote sustainability management

4. Future Growth Strategy

(1) Build a stable revenue base for domestic businesses

■ **Business restructuring**

(Reallocation of resources to growing departments and consolidation of unprofitable departments)

Terminate and consolidate the automotive products businesses at the Hiratsuka Plant, aiming to build a revenue base and increase corporate value by investing in the following businesses as a dedicated paints and coatings plant.

Paints and Coatings

■ **Production streamlining and profit improvement through an integrated production system**

(Relocation of plants, consolidation of manufacturing departments, and optimization of flow lines in plants)

- Relocate plants with the aim of manufacturing emulsion resins for paints and coatings and integrated production of paints and coatings products.
- Transfer manufacturing departments from other offices to improve production efficiency and reduce costs.
- Optimize flow lines for product manufacturing, raw materials/products storage, and shipping areas.

4. Future Growth Strategy

(1) Build a stable revenue base for domestic businesses

Automotive Products

■ **Improve profitability through new production method and streamlining of production processes** **(Improve production capacity and investment efficiency of dash insulators, our main products)**

- We completed verification using a prototype in FY23 and are on the mass production preparation stage. Considering new business awards, we will move up the preparation of mass production line by one year and will start the preparation in FY24.
- The new production method improves plant production capacity and energy efficiency by reducing the area occupied by the production line.

■ **Improve efficiency by consolidating production** **(Consolidate production of automotive vibration-damping materials to a partner company)**

The production of vibration-damping materials at the Hiratsuka Plant was completed as planned on March 31, 2024. We consolidated the production to a partner company to improve efficiency in both production and transportation.



4. Future Growth Strategy

(2) Reinforce “Nittoku, the technical specialist” and develop new technologies and products

Paints and Coatings

■ Urethane waterproofing materials

(Products that do not contain specified chemical substances, MOCA and lead catalyst (2024))

Automotive Products (Parts)

■ Formulate the planning of electric vehicle noise and vibration (NV) management and a new acoustic concept

(Expand parts portfolio by leveraging vehicle NV management technology (strength))

- We completed establishing our new acoustic concept by FY23 and have worked on developing new product.
- We work on being awarded interior and exterior soundproof materials as countermeasure against rear wheel noise and motor noise of rear wheel drive car, both of which are increasingly in demand.
- Respond to changes in the new car body structure unique to electric vehicles (Cell to Chassis [CTC] and air conditioning unit layout change).



4. Future Growth Strategy

(2) Reinforce “Nittoku, the technical specialist” and develop new technologies and products

Automotive Products (Parts)

■ Develop new products that meet needs for BEVs and ease of disassembly

(Soundproof products for the mid-frequency range)

- The needs for countermeasures against the mid-frequency range for BEVs and the needs for easy disassembly due to growing awareness of ELV recycling have increased.
 - We are working on developing the products that meet those needs
(by the end of the first half of FY24)
- Regarding new functional products that contribute to NV performance improvement in the mid-frequency range, we are working on the products to be applied to the models from 2026 onward.
- We aim to increase sales of carpets and flooring products by 25% through new businesses acquisition.



BEV: A vehicle that runs solely on battery electricity (electric vehicle)

ELV: In the EU, the ELV Directive sets target recycling rates to reduce the environmental impact of ELVs.

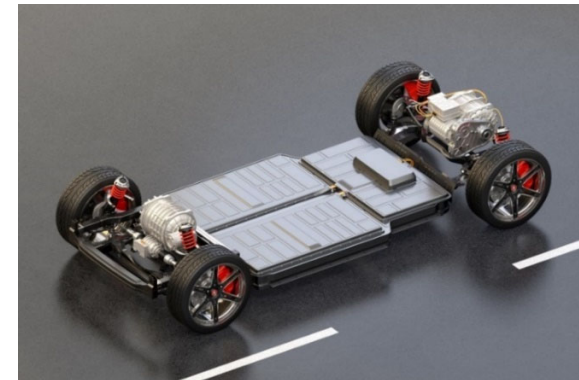
4. Future Growth Strategy

(2) Reinforce “Nittoku, the technical specialist” and develop new technologies and products

Automotive Products (Coatings)

■ Develop new products, coatings for battery (Promote the development of coatings for BEV battery for the purpose of thermal management)

- Respond to customer needs with our proprietary formulation technology that combines existing functional technologies.
- Aim to increase sales additionally by 10% by promoting following measures.
 - Products with heat-insulating properties:
Development to be completed within 2024
 - Products with high heat-transfer properties:
To be proposed to customers by the end of 2024



4. Future Growth Strategy

(3) Strengthen global development

Paints and Coatings

■ Develop new overseas markets

Strengthen sales of high-value-added products that meet diverse needs, including waterproofing materials and floor coating materials, mainly to China and Southeast Asia.

Automotive Products

■ Consider expanding investment in Asian JV

Respond to moves by Japanese OEMs to expand/strengthen production.

■ Promote product collaboration toward carbon neutrality

- Autoneum (parts)
Develop low-CO₂ emission products through proactive use of recycled materials.
- EMS-EFTEC (coatings)
Promote the low-energy products and the products to be used at assembly shops.



4. Future Growth Strategy

(4) Promote digital transformation (DX)

Paints and Coatings

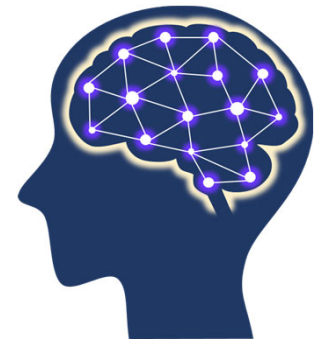
■ Improve operational efficiency using AI (Examination of paints formulation)

Incorporate AI into the database of existing technologies to streamline development processes. Utilize the reduced man-hours and improve the quality of operations.

Automotive Products

■ Improve operational efficiency by utilizing AI (Promote human resource development and improve operational efficiency through AI-based innovation)

- Developed an AI algorithm that predicts the optimal composition of soundproof products to achieve the desired NV performance using proprietary programming technology by FY23 (Machine learning completed).
- In FY24, successfully developed an in-house application of AI to predict the composition of soundproof products and the operation has been started. Aim to reduce man-hours for performance forecasting work by 30%.



4. Future Growth Strategy

(5) Promote sustainability management

Paints and Coatings

- **Expand environmentally conscious products**
(Strengthen and expand thermal insulating paints and other products that contribute to CO₂ emissions reduction)



4. Future Growth Strategy

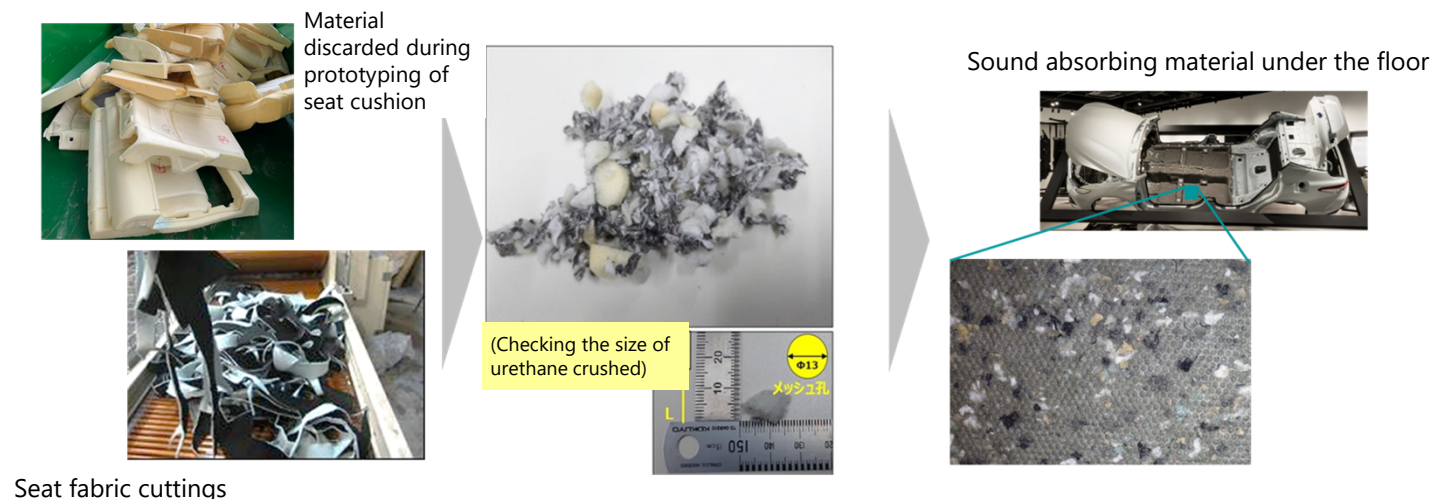
(5) Promote sustainability management

Automotive Products

■ Project promoting local production for local consumption

(In collaboration with Chubu Bureau of Economy, Trade and Industry, and Toyota Motor Corporation)

- As part of promoting circular economy and carbon neutrality, we are working with Chubu Bureau of Economy, Trade and Industry, and Toyota Motor Corporation on a scheme for local production for local consumption of waste resources in the Chubu region, and promoting activities aimed at realization in FY24.
- We contribute to the reduction of supply chain CO₂ emissions (Scope 3) and the improvement of the recycled plastic usage ratio in the European ELV regulations through proactive use of recycled materials.



Examples of using automotive products' industrial scrap in the Chubu region

4. Future Growth Strategy

(5) Promote sustainability management

Automotive Products

■ Develop new products

(Develop proprietary technologies for synthetic fiber sustainability)

- Moving forward by setting a target of completing the commercialization of our patented technology dedicated to synthetic fiber sustainability by 2025.
- Aim to achieve a 50% reduction in product LC-CO₂ emissions by minimizing the amount of scrap generated during the manufacture of automotive exterior parts to as close to zero as possible and by replacing petroleum-based virgin materials with recycled materials.
- Develop high-recycled exterior parts with high acoustic performance at competitive prices by applying the patented technology and the Group's unique, energy-efficient molding process.
Endeavor to increase sales in the exterior parts field by 20%.



4. Future Growth Strategy

(5) Promote sustainability management

Company-wide

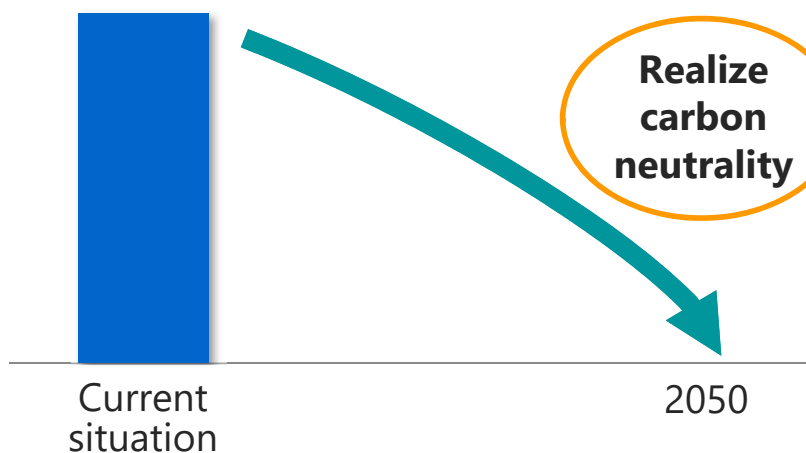
■ Realize carbon neutrality

Launch a carbon neutrality project to halve CO₂ emissions in FY30 and achieve carbon neutrality through all products and corporate activities by 2050.



Solar power generation facilities installed at the Aichi Plant

Image of CO₂ emission reduction



- Energy saving and high efficiency
- Introduction and procurement of renewable energy
- Fuel conversion
- Technological innovation, etc.

4. Future Growth Strategy

(5) Promote sustainability management

Company-wide

■ Reinforce human resource development and promote job satisfaction reform

Reinforce human resource development to support sustainable growth (expand training and educational opportunities) and promote the creation of a vibrant workplace with job satisfaction (diversity and diverse work styles).

■ Strengthen governance

Promote measures based on the intent of each principle set forth in the Japan's Corporate Governance Code issued by Tokyo Stock Exchange to strengthen group governance and achieve company-wide growth.

■ Promote CSR- and sustainability-oriented measures

In addition to establishing a compliance system, we are focusing on formulating policies to promote sustainability management, identifying materiality issues, and establishing a management system based on them as well as issuing integrated reports.

Reference Materials

1. Company Profile
2. Trends of Primary Management Indicators

1. Company Profile

(1) Company Profile

■ Trade name	NIHON TOKUSHU TORYO CO., LTD.
■ Head office	3-23-2, Oji, Kita-ku, Tokyo
■ Established	June 1, 1929
■ Share capital	4,753.08 million yen
■ Number of shares issued	23,611,200 shares
■ Consolidated number of employees	1,185 (as of March 31, 2024) * Excluding temporary employees

1. Company Profile

(2) Officers and Executive Officers (company with a board of auditors)

As of May 2024

■ Directors

Chairman, CEO	Jun Taya
President, COO	Hiroshi Onda
Director, Senior Managing Executive Officer	Hiroshi Suzuki
Director, Senior Managing Executive Officer	Shin Nakamura
Outside Director	Michihiro Nara
Outside Director	Kozo Yabe

■ Auditors

Full-time Auditor	Hirokazu Kawana
Outside Auditor	Yoshiki Takahashi
Outside Auditor	Hitoshi Matsufuji

■ Executive Officers

Senior Managing Executive Officer	Hisaya Yamaguchi
Managing Executive Officer, CFO	Yosuke Rikitake
Executive Officer	Masahide Sakurai
Executive Officer	Shigeo Hirose
Executive Officer	Nobuhiro Tsuchiya
Executive Officer	Koji Nomi

1. Company Profile

(3) Corporate Principle and Philosophy

Corporate Principle

Ingenuity

Corporate Philosophy

To contribute to society by offering prominent technology and products.

To promote the interests of stockholders and respect each employee's personality.

To pursue prosperity in harmony with the environment and in accordance with global standards.

1. Company Profile

(4) Business Policy and Long-term Vision

Business Policy

Under our corporate principle "Ingenuity", we respond to customers' demands and reliance with unique technology and products.

As an active corporation in the world, we organize all of our knowledge and efforts for the development of new products and demands.

We educate employees and promote their talents, while eliminating all wastefulness and pursuing high productivity and profits.

Long-term Vision

We aspire to be a company that contributes to society by creating a comfortable environment with our mainstay products of paints, coatings, and soundproof materials.

We aim to make a further leap forward so that we will be needed and trusted all over the world.

We create a vibrant company with job satisfaction where employees are valued according to their achievements.

1. Company Profile

(5) Major facilities in Japan

■ Head Office and R&D Division/Center



Head Office



R&D Center



R&D Laboratory for
Paints and Coatings



■ Six Plants in Japan



Hiratsuka Plant



Shizuoka Plant



Aichi Plant



Hiroshima Plant



Kyushu Plant



Higashi Kyushu Plant

1. Company Profile

(6) History (a)

■ History of paints & coatings business from its founding

1929: Started with the development of paints for aircraft as a limited partnership company.

1930: Developed the TT METAL PAINT.

1951: Developed the SLECOAT, paints for cement roofs.

1966: Entered the construction industry with the development of the PROOFLOON waterproof roof coating products.

1973: Developed the U-TACK, floor-coating products.

1975: Polyurethane coating for aircraft used for Japan Airlines jumbo jets.

1983: Nittoku's reputation was further solidified as the technical specialist through the development of the HI-PROOF, superelastic waterproof wall-coating products.

1995: Developed the SKY-HULLO TOPCOAT FLV.

1999: The SKY-HULLO E used on the H-II rockets.

2001: Developed the PARATHERMO thermal-insulating paints for roof and exterior walls.

2011: Developed the SILVIA CERATY with function of ultra low contamination equivalent to photocatalytic coating.

2012: Developed the U-TACK COMPLETE, organic/inorganic hybrid floor-coating products.

2013: Developed the WIND-HULLO TOPCOAT F for wind power generation blades.

2014: Developed the PROOFRON ECO DX, environmentally responsive waterproofing coating material for construction.

2017: Developed the POOL ACE ECO which meets school environmental hygiene standards and other standards.

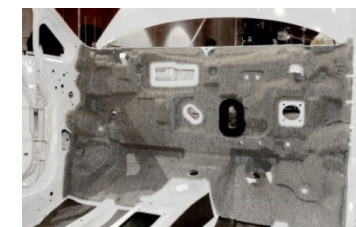


1. Company Profile

(6) History (b)

■ Entering the automotive products business and establishing coating and sound-insulating material technology

- 1953: Developed the NITTOKU-UNDERSEAL, automotive soundproof and rustproof coating products).
- 1964: Launched the MELSHEET, automotive vibration-damping sheets, and began operations as a manufacturer of soundproof materials.
- 1967: Signed a technology agreement with Matec Holding AG (presently Autoneum Holding AG), a manufacturer of soundproof materials.
- 1968: Developed the TACA, sound-absorbing material.
- 1969: Established basic technology in the field of automotive soundproof materials with the development of the TACAPOR, sound-insulating material.
- 1970: Developed Dash Insulators, automotive sound-insulating materials.
- 1978: Developed Bonnet Liner, automotive sound-absorbing materials.
Developed NT Guard Coat, automotive rust-proof materials.
- 1985: Developed Bitumen Wax, automotive wax.
- 1988: Signed a cross-licensing agreement with Ems-Togo Holding AG (presently EFTEC).
- 2001: Achieved a weight reduction of 30% to 60% compared to conventional products with the development of RIETER ULTRA LIGHT™*, ultra-light soundproof system parts.
- 2003: Developed Wheelhouse Liners, automotive sound-absorbing materials.
- 2005: Developed NT Damping Coat, automotive sprayable damping material.
- 2010: Developed Floor Carpets and Floor Undercovers, automotive sound-absorbing and sound-insulating materials.
- 2016: Introduced the Injection Fiber Process (IFP) for variation of Floor Carpets and the Hybrid Acoustics (HA) technology for variation of RIETER ULTRA LIGHT™*.
- 2022: Developed Sealtop (two-component pre-gel type), automotive sealants.
- 2023: Developed soundproof floor spacer made of the material recycled from our soundproof parts production.



* RIETER ULTRA LIGHT™ is a registered trademark of Autoneum Management AG.

1. Company Profile

(7) Global Development (Automotive Products-related Business)

■ History

- 1967  Signed a technology agreement with Matec Holding AG (presently Autoneum Holding AG).
- 1986  Established UGN, Inc. in the U.S.
- 1994  Established SNC Sound Proof Co., Ltd. in Thailand.
- 2003  Established Autoneum Nittoku (Guangzhou) Automotive Sound-Proof Co., Ltd. (ANG) in China.
- 2004  Established Tianjin Autoneum Nittoku Automotive Sound-Proof Co., Ltd. (TAN) in China.
- 2005  Established SRN Sound Proof Co., Ltd. in Thailand.
- 2008  Established Autoneum Nittoku Sound Proof Products India Pvt. Ltd. (ANIS) in India.
- 2010  Established Wuhan Nittoku Autoneum Sound-Proof Co., Ltd. (WNA) in China.
- 2012  Established PT. Tuffindo Nittoku Autoneum (TNA) in Indonesia.
- 2013  UGN, Inc. established a new plant in Mexico (plant relocated in 2017).
- 2019  Established Wuhan Nittoku Autoneum Auto Parts Co., Ltd. (a subsidiary of WNA) in China.



▲ Unikeller Institute in Switzerland (at the time)



▲ United Globe Nippon, Inc. (at the time)



▲ SNC Sound Proof Co., Ltd.



▲ Autoneum Nittoku (Guangzhou) Automotive Sound-Proof Co., Ltd. (ANG)



▲ Tianjin Autoneum Nittoku Automotive Sound-Proof Co., Ltd. (TAN)



▲ SRN Sound Proof Co., Ltd.



▲ Autoneum Nittoku Sound Proof Products India Pvt. Ltd. (ANIS)



▲ Wuhan Nittoku Autoneum Sound-Proof Co., Ltd. (WNA)



▲ P.T. Tuffindo Nittoku Autoneum (TNA)



▲ UGN Mexico

1. Company Profile

(7) Global Development (Automotive Products-related Business)

■ Global network (current situation)



Consolidated subsidiary

Wuhan Nittoku Autoneum Sound-Proof Co., Ltd. (China)
Wuhan Nittoku Autoneum Auto Parts Co., Ltd. (China)



Company accounted for using equity method

Tianjin Autoneum Nittoku Automotive Sound-Proof Co., Ltd. (China)



Company accounted for using equity method

UGN, Inc. Head Office (U.S.)



Company accounted for using equity method

Autoneum Nittoku (Guangzhou) Automotive Sound-Proof Co., Ltd. (China)



Consolidated subsidiary

PT. Tuffindo Nittoku Autoneum (Indonesia)



Company accounted for using equity method

SNC Sound Proof Co., Ltd. (Thailand)



Company accounted for using equity method

SRN Sound Proof Co., Ltd. (Thailand)



Non-consolidated subsidiary

Autoneum Nittoku Sound Proof Products India Pvt. Ltd. (India)

1. Company Profile

(7) Global Development (Automotive Products-related Business)

■ Global partner

Autoneum Holding AG



1) Technical alliance with Autoneum (soundproof parts)

Alliance over 50 years since 1967

- Global strategies
- Sharing of acoustic analysis technology, evaluation technology, and product development
- Establishment of JV with us in North America and other Asian countries

2) Overview of Autoneum Holding AG

- A listed company (SIX Swiss Exchange)
- Net sales of CHF 2,302.3 million (approx. 400.0 billion yen)
- Headquartered in Switzerland, globally operating in 25 countries
- Number of employees (group-wide): Approx. 16,500
- A leading manufacturer of soundproof materials that supplies products to the global automotive industry in the fields of automotive acoustic products and thermal management measures, with the world's leading acoustic analysis and evaluation technologies and thermal analysis technology

1. Company Profile

(7) Global Development (Automotive Products-related Business)

■ Global partner

EMS-EFTEC



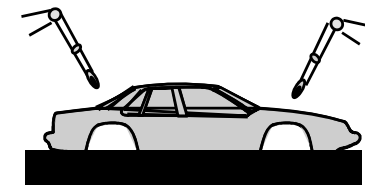
1) Overview of EMS-EFTEC

- A subsidiary of EMS-CHEMIE HOLDING AG
- High Performance Polymers business of the EMS Group
- Net sales of approx. CHF 2,200 million* (approx. 380.0 billion yen) * Entire business including EFTEC
- Headquartered in Switzerland, expanding into North, Central and South America, China, Thailand, India, etc., mainly in Europe

EMS Group

2) Product Line of EMS-EFTEC

- Adhesives, coatings, sealants, and vibration-damping materials for sheet metal, assembly, and painting processes



2. Key Financial Performance Indicators (Consolidated)

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Net sales (Million yen)	39,570	43,812	47,998	57,260	59,417	57,191	48,004	54,779	60,738	64,693
Operating profit (Million yen)	1,629	2,961	3,162	3,286	2,973	2,827	858	1,482	1,631	3,905
Ordinary profit (Million yen)	4,036	5,533	6,741	5,881	4,734	4,303	2,403	2,625	3,141	5,963
Profit (Million yen)	3,029	3,966	4,778	3,960	2,795	2,318	1,301	1,300	2,103	3,947
Basic earnings per share (yen)	137.00	179.37	216.11	179.12	126.74	105.34	59.27	59.90	96.77	181.57
Total assets (Million yen)	53,428	56,894	66,987	76,655	73,572	72,067	75,502	79,792	82,033	87,456
Net assets (Million yen)	31,385	34,235	39,539	43,674	43,958	45,062	47,154	49,725	52,211	59,565
Dividends (yen)	12.0	20.0	28.0	32.0	36.0	40.0	38.0	40.0	42.0	46.0
Payout ratio (%)	8.8	11.2	13.0	17.9	28.4	38.0	64.1	66.8	43.4	25.3
Equity ratio (%)	56.2	57.1	54.9	52.5	54.7	56.8	56.4	55.5	56.3	61.1
ROE (%)	10.9	12.7	13.8	10.3	6.9	5.7	3.1	3.0	4.6	7.9

Contact for IR

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