Financial Results Presentation for the Fiscal Year Ended March 31, 2026

June 5, 2026

NIHON TOKUSHU TORYO CO., LTD.
(Stock Exchange Code: 4619, Tokyo Stock Exchange Standard Market)

Financial Results Summary

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Performance overview

- While efforts to optimize the product portfolio and develop new products, targets of the Medium-Term Management Plan, progressed to a certain extent, net sales and operating profit declined 6.3% and 10.1%, respectively, due in part to a reversal of the previous fiscal year's significant increase in large-scale renovation and repair work in the paints & coatings-related business.
- Ordinary profit increased 1.9%, as overseas business centered on North America performed solidly, leading to an increase in share of profit of entities accounted for using equity method.
- The sale of idle fixed assets and investment securities was carried out as planned, and profit increased 6.1%.

Financial forecast for FY26

- Despite the uncertain outlook in the Middle East, we forecast net sales to increase 7.3%, driven by increased sales of automotive parts, and operating profit to increase 1.1%, although rising raw material costs will have some impact.
- Despite the unstable external environment, we project profit to increase 1.1%, by advancing efforts to maximize sales opportunities domestically and internationally and optimize the product portfolio as set out in the Medium-Term Management Plan.

Medium-Term Management Plan progress

- Steadily executing key measures in business strategies and financial strategies toward the Medium-Term Management Plan targets of net sales of ¥80.0 billion and ROE of 10.0% or above.
- In the paints & coatings-related business, steadily executing the optimization of the product portfolio, resulting in an increased composition of net sales of floor coating materials, an existing highly profitable product. Also initiating a review of the sales and production systems, with the aim of achieving net sales growth and cost ratio improvements.
- In the automotive products-related business, structural reforms of production lines and expansion of overseas business are progressing. Promoting activities to encourage domestic OEMs to adopt new products leveraging the noise and vibration (NV) technology, and continuing sales activities to further expand sales.
- Regarding shareholder returns, determined to pay an annual dividend of ¥125 per share, an increase of ¥15 per share annually (year-end dividend: ¥75 per share, an increase of ¥15 per share). Total payout ratio reached 71%, exceeding the 70% target set in the Medium-Term Management Plan, steadily executing capital efficiency toward achieving ROE of 10.0% or above.

01 Overview of Financial Results for the Fiscal Year Ended March 31, 2026 (FY25)

02 Financial Forecast for the Fiscal Year Ending March 31, 2027 (FY26)

03 Medium-Term Management Plan: Progress

Overview of Consolidated Financial Results

- While efforts to optimize the product portfolio and develop new products, targets of the Medium-Term Management Plan, progressed to a certain extent, net sales and operating profit declined, due to a reversal of the previous fiscal year's significant increase in large-scale renovation and repair work in the paints & coatings-related business and other factors.
- Ordinary profit increased 1.9%, as overseas business centered on North America performed solidly, leading to an increase in share of profit of entities accounted for using equity method.
- The sale of idle fixed assets and investment securities was carried out as planned, and profit increased 6.1%.

(Million yen)	FY24		FY25		YoY change	
	Actual results	Ratio to net sales	Actual results	Ratio to net sales	Amount	%
Net sales	66,060	—	**61,889**	—	(4,171)	(6.3)%
Operating profit	4,456	6.8%	**4,004**	**6.5%**	(452)	(10.1)%
Ordinary profit	6,709	10.2%	**6,834**	**11.0%**	+125	+1.9%
Profit attributable to owners of parent	4,942	7.5%	**5,244**	**8.5%**	+302	+6.1%
Basic earnings per share	¥227.24	—	**¥242.39**	—	+¥15.15	+6.7%
ROE	8.9%		**8.9%**			+0.0%

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Overview of Performance by Segment

- In the paints & coatings-related business, net sales and profit declined mainly due to a reversal of the previous fiscal year's significant increase in large-scale renovation and repair work, although sales of paints for buildings and structures remained largely unchanged from the previous fiscal year.
- In the automotive products-related business, net sales increased mainly due to robust automobile market conditions in North America and Japan, which offset sluggish sales in Asia, while profit declined slightly due to higher selling expenses related to new product development and production rationalization.

(Million yen)		FY24	FY25	YoY change (%)
Paints & coatings	Net sales	23,722	19,311	**(18.6)%**
	Segment profit	953	566	**(40.6)%**
	Profitability	4.0%	2.9%	**(1.1)pt**
Automotive products	Net sales	42,321	42,561	**+0.6%**
	Segment profit	3,493	3,429	**(1.8)%**
	Profitability	8.3%	8.1%	**(0.2)pt**
Other	Net sales	15	16	**+2.0%**
	Segment profit	9	9	**(5.2)%**
	Profitability	62.3%	58.0%	**(4.3)pt**

Overview of Performance by Segment: Paints & Coatings-Related Business

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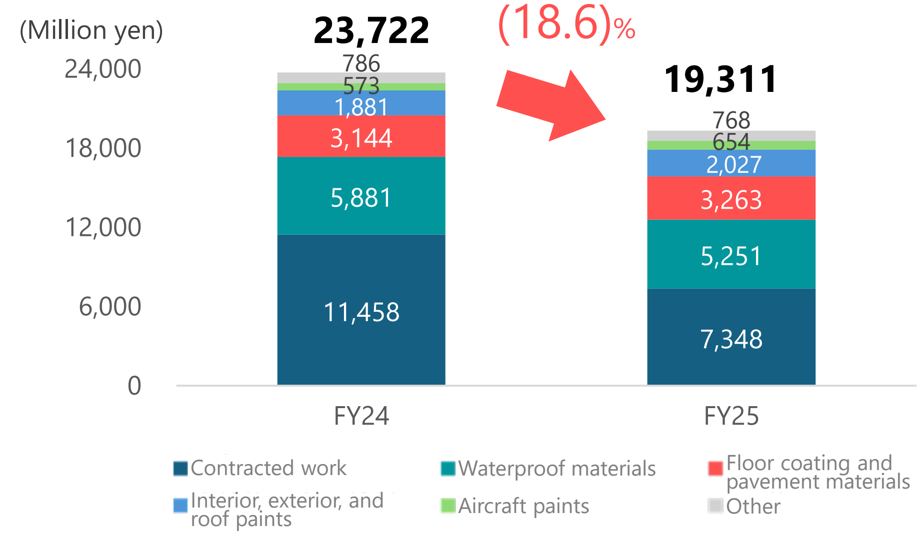
Net sales

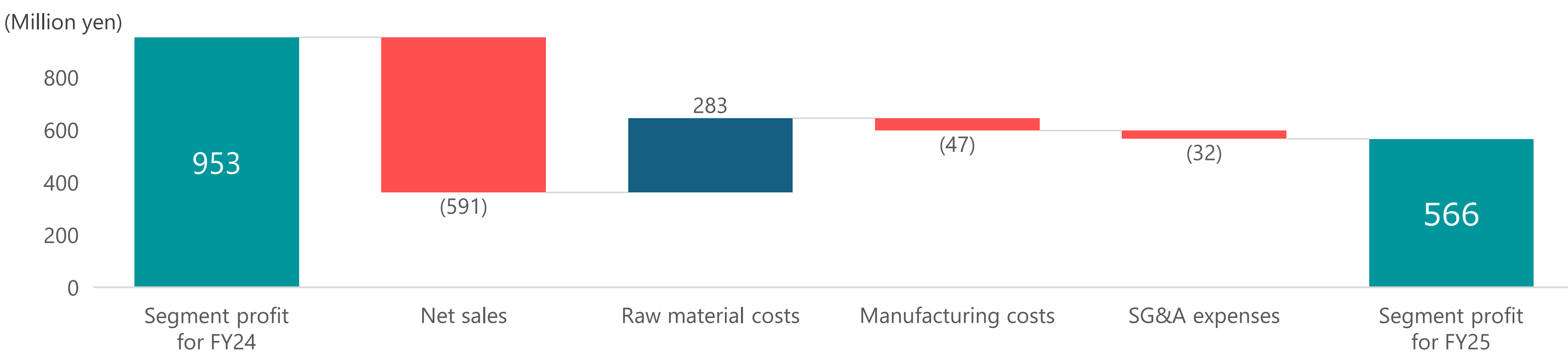


Performance overview

Factors behind decline in net sales and profit

- Contracted work saw a decline in net sales due to a reversal of the previous fiscal year's significant increase in large-scale renovation and repair work, impacting profit.
- Although waterproof materials sales declined, this was partially offset by increased sales of floor coating materials, building materials, and aircraft paints.
- Segment profit declined 40.6% year on year due to the decrease in contracted work.

Segment profit (analysis of changes)



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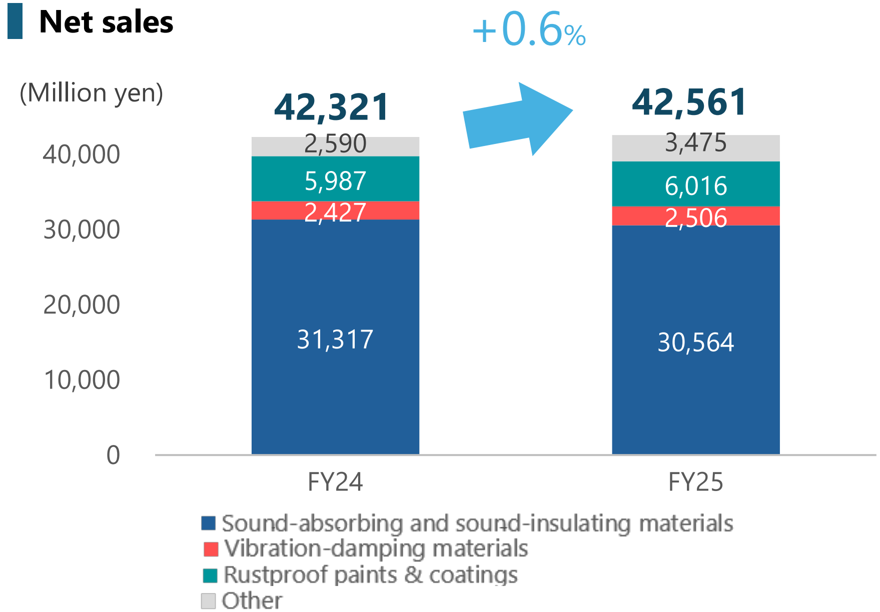
Overview of Performance by Segment: Automotive Products-Related Business

Net sales

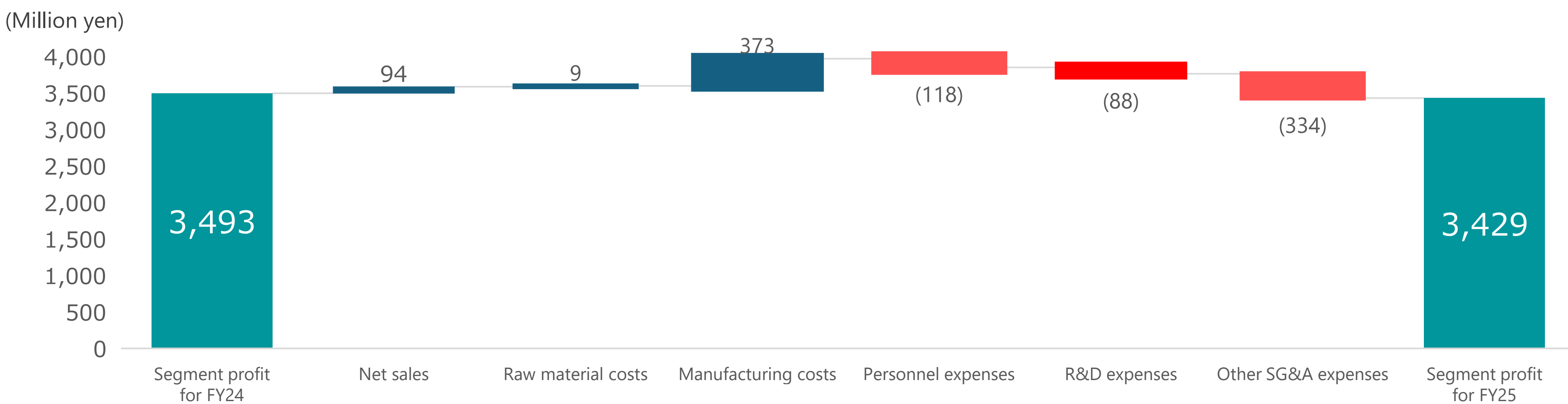


Performance overview

Factors behind increase in net sales and decline in profit

- Sales of sound-absorbing and sound-insulating materials, a key product, declined due to automobile production adjustments in Asia, particularly China.
- Despite no significant growth in domestic sales volume, net sales for the automotive products-related business increased 0.6%, partly due to price adjustments.
- Segment profit declined 1.8%, as higher selling expenses related to new product development, production rationalization, and other factors could not be fully absorbed.

Segment profit (analysis of changes)



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Consolidated Balance Sheets

(Million yen)	As of March 31, 2025		As of March 31, 2026		YoY change amount
	Actual results	Ratio	Actual results	Ratio	
Current assets	38,327	45.0	**37,410**	**43.8**	**(917)**
Non-current assets	46,916	55.0	**47,964**	**56.2**	**1,048**
Property, plant and equipment	21,399	25.1	**21,383**	**25.0**	**(16)**
Intangible assets	1,292	1.5	**1,215**	**1.4**	**(77)**
Investments and other assets	24,224	28.4	**25,365**	**29.7**	**1,141**
Total assets	85,243	100.0	**85,375**	**100**	**132**
Current liabilities	16,122	18.9	**13,898**	**16.3**	**(2,224)**
Non-current liabilities	5,006	5.9	**4,453**	**5.2**	**(553)**
Total liabilities	21,129	24.8	**18,352**	**21.5**	**(2,777)**
Shareholders' equity	46,531	54.6	**48,422**	**56.7**	**1,891**
Accumulated other comprehensive income	10,926	12.8	**11,809**	**13.8**	**883**
Non-controlling interests	6,656	7.8	**6,791**	**8.0**	**135**
Total net assets	64,114	75.2	**67,023**	**78.5**	**2,909**

Shareholder Return Results for the Fiscal Year Ended March 31, 2026

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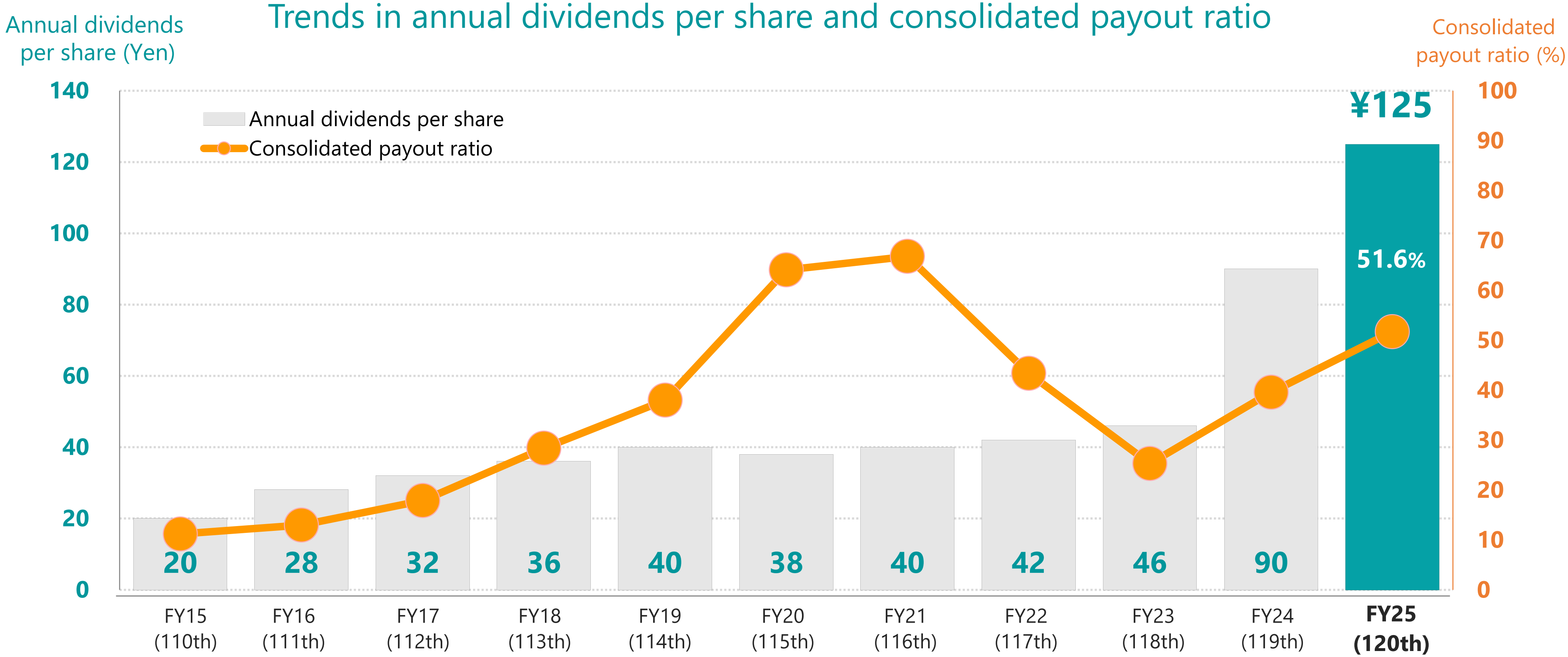
Shareholder returns

- The annual dividend for FY25 is ¥125 per share, up ¥35 YoY, in line with the shareholder returns policy set out in the Medium-Term Management Plan (year-end dividend: ¥75 per share).
- The consolidated total payout ratio has reached 71%, achieving the 70% target set in the Medium-Term Management Plan.

Trends in annual dividends per share and consolidated payout ratio



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

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Summary of Consolidated Financial Forecast for the Fiscal Year Ending March 31, 2027

- Despite the uncertain outlook in the Middle East, we forecast net sales to increase 7.3%, driven by increased sales of automotive parts, and operating profit to increase 1.1%, as rising raw material costs will have some impact.
- Despite the unstable external environment, we project profit to increase 1.1%, by advancing efforts to maximize sales opportunities domestically and internationally and optimize the product portfolio as set out in the Medium-Term Management Plan.

(Million yen)	FY25		FY26 (Forecast)		YoY change	
	Actual results	Ratio to net sales	Forecast	Ratio to net sales	Amount	%
Net sales	61,889	–	**66,400**	**–**	+4,511	+7.3%
Operating profit	4,004	6.5%	**4,050**	**6.1%**	+46	+1.1%
Ordinary profit	6,834	11.0%	**7,350**	**11.1%**	+516	+7.5%
Profit attributable to owners of parent	5,244	8.5%	**5,300**	**8.0%**	+56	+1.1%
Basic earnings per share	¥242.39	–	**¥248.86**	**–**	+¥6.47	+2.7%

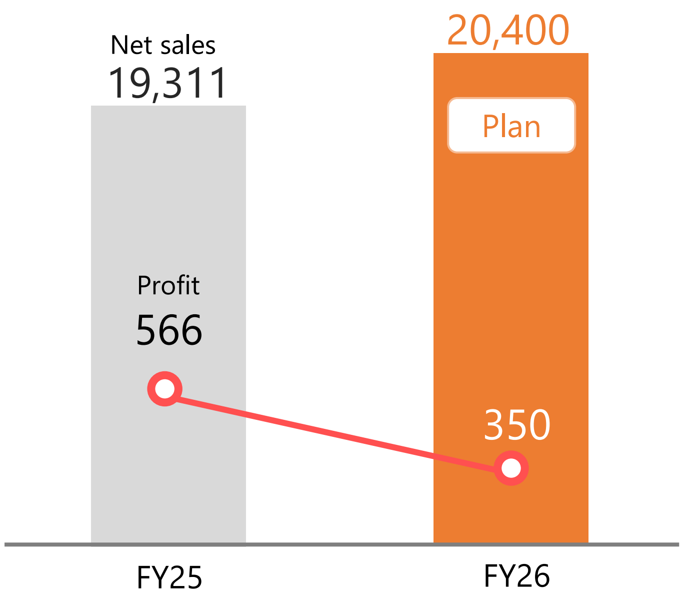
* Forecast for FY26
Share of profit of entities accounted for using equity method: Approx. ¥2.87 billion
Assumed exchange rate: US$1 = ¥154

Results by Segment

- Both businesses are expected to see net sales growth on the back of a gradual economic expansion, although rising raw material costs caused by the Middle East situation and declining sales to the Middle East region will have some impact.
- Profit as a whole is expected to remain at a similar level to the previous fiscal year, reflecting the impact of the situation in the Middle East to a certain extent.

Paints & coatings-related business

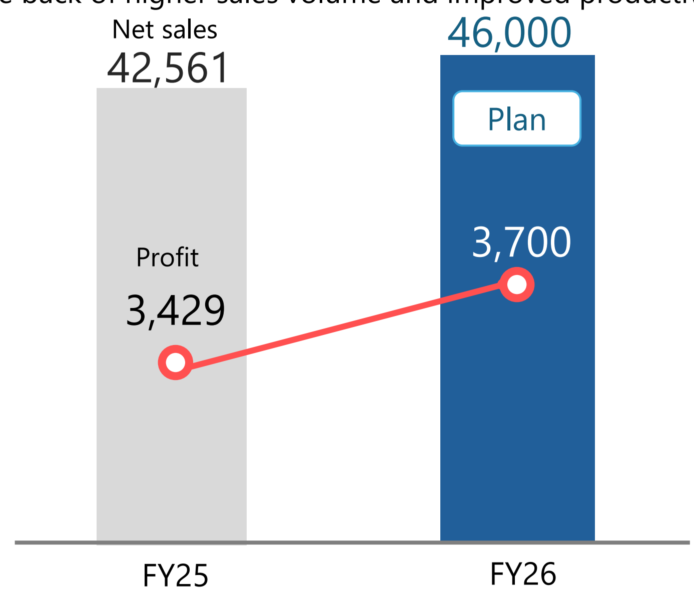
- Net sales expected to increase, driven by expansion of sales in key areas and a recovery in architectural paints.
- Profit expected to decline, reflecting rising raw material and personnel costs.



(Million yen)	FY25	FY26	YoY change
Net sales	19,311	**20,400**	+5.6%
Segment profit	566	**350**	(38.2)%
Profitability	2.9%	**1.7%**	(1.2)pt

Automotive products-related business

- Net sales expected to increase, driven by higher production volumes and adoption of parts for new vehicle models.
- Profit expected to increase, despite continued cost increases, on the back of higher sales volume and improved productivity.

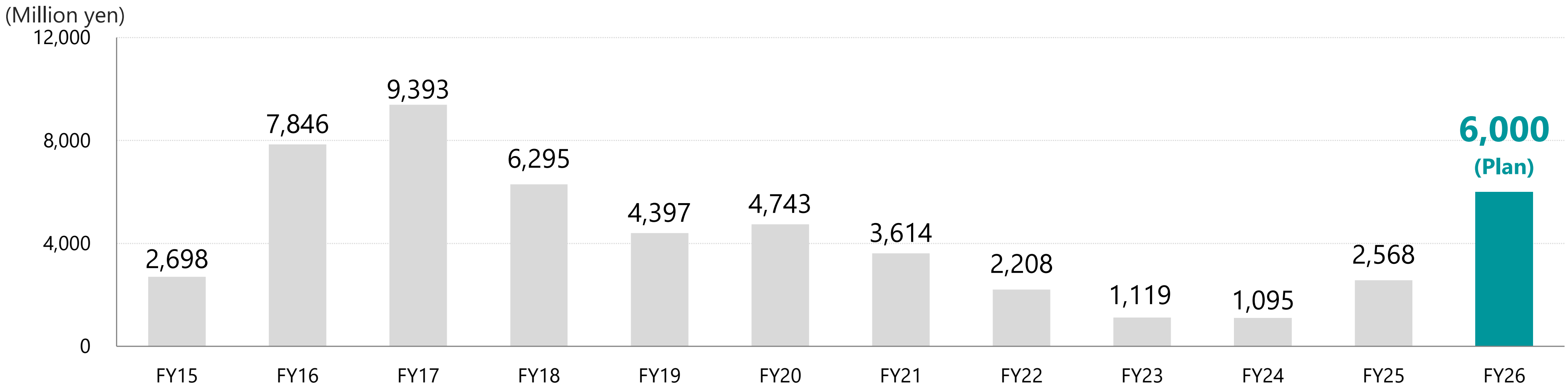


(Million yen)	FY25	FY26	YoY change
Net sales	42,561	**46,000**	+8.1%
Segment profit	3,429	**3,700**	+7.9%
Profitability	8.1%	**8.0%**	(0.1)pt

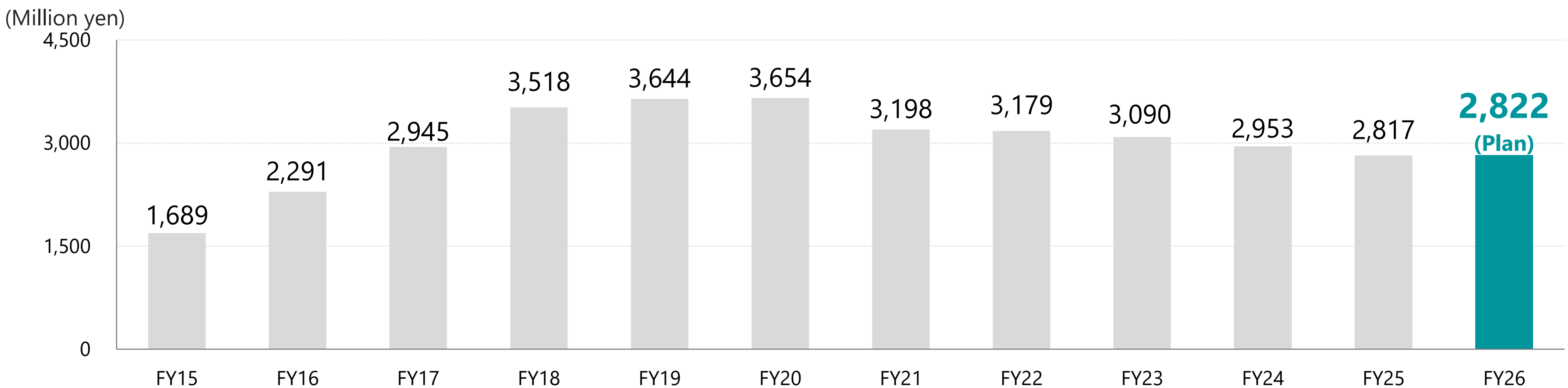
Plan for Capital Expenditures and Depreciation

- In FY26, we plan to invest ¥6.0 billion in capital expenditures for expansion of production facilities and renewal of aging facilities.

Capital expenditures (Construction basis)



Depreciation



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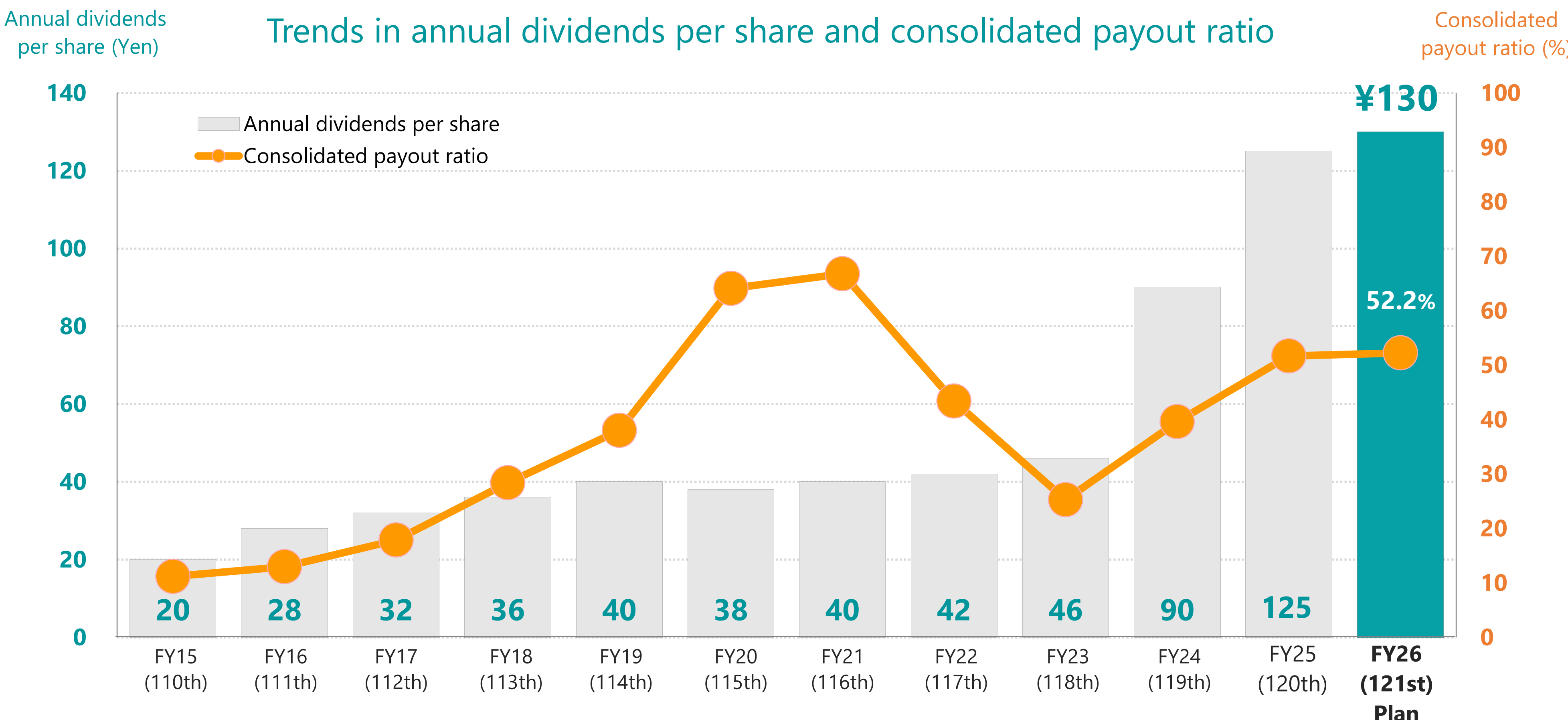
Plan for Shareholder Returns

- We plan an annual dividend of ¥130 per share for FY26, up ¥5 from the previous fiscal year (interim dividend: ¥55; year-end dividend: ¥75).
- We also plan to implement flexible share buybacks toward achieving the 70% total payout ratio target set in the Medium-Term Management Plan.



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

03 Medium-Term Management Plan: Progress

[Reposted] Positioning the Medium-Term Management Plan (FY25-FY29)

FY29 target: Growth through business field expansion

Achieve ¥80.0bn net sales and 10.0%+ ROE

Phase 01

Achieved

Previous Medium-Term Management Plan

FY21 to FY24

Phase 02

Expand business fields and strengthen the revenue base

Medium-Term Management Plan

FY25 to FY29

Net sales	¥80.0bn
Operating Profit	¥6.1bn
Operating profit ratio	7.6%
ROE	10.0%+

Phase 03

Enter a new stage by developing and expanding new businesses

Our vision

FY30 to FY34

Pursue sustainable growth and greater corporate value through new business development and expansion of existing operations, targeting ¥100.0 billion in sales by FY34

Phase 01 Phase 02 Phase 03

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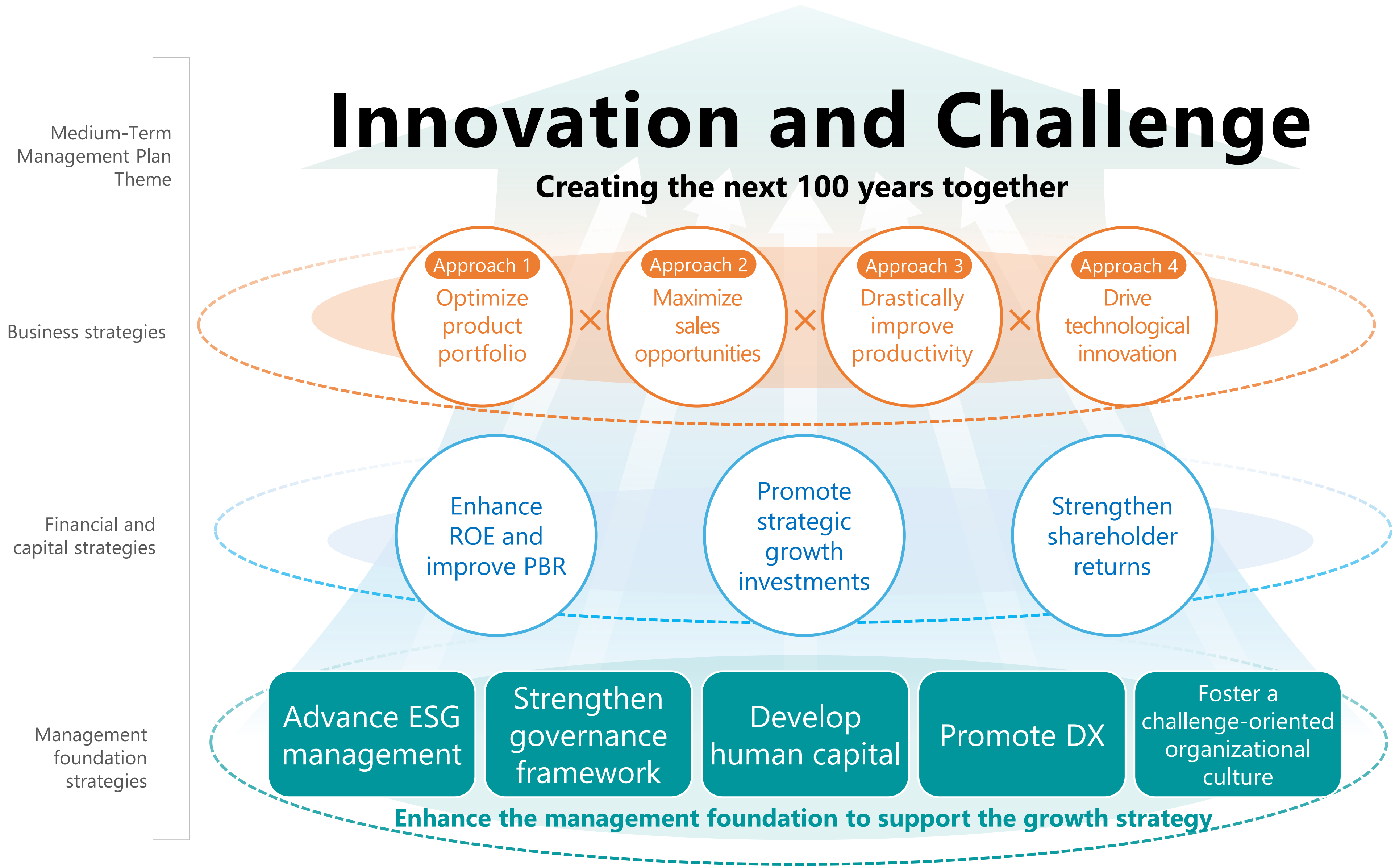
[Reposted] Medium-Term Management Plan (FY25-FY29) : Basic Policy



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Paints and Coatings
Expanding Market Share in Existing Businesses: Growing Core Businesses

Demonstrated the diversification effect of the product portfolio,

supported by aircraft paints, floor coating materials, paints and coatings used in building and wall materials, and others

Floor-coating materials

Built a foundation toward becoming a core business

- Advancing product development with a view to expanding into growing demand sectors such as food, medical, and data centers
- Net sales increased approximately 4% YoY, with composition of net sales by product group rising 1.0pt

Roof materials

Expanded sales through growing demand for thermal insulation and cross-divisional collaboration

- Sales in the roof materials segment expanded, capturing demand for high solar-reflectance paints amid growing needs for protection against extreme heat and heatstroke
- Shipment volume of thermal insulating paints for roofs increased through strengthened proposals for factories via collaboration with the automotive products group and acquisition of new projects for specific users

Aircraft-related

Performed above expectations due to increased defense-related demand

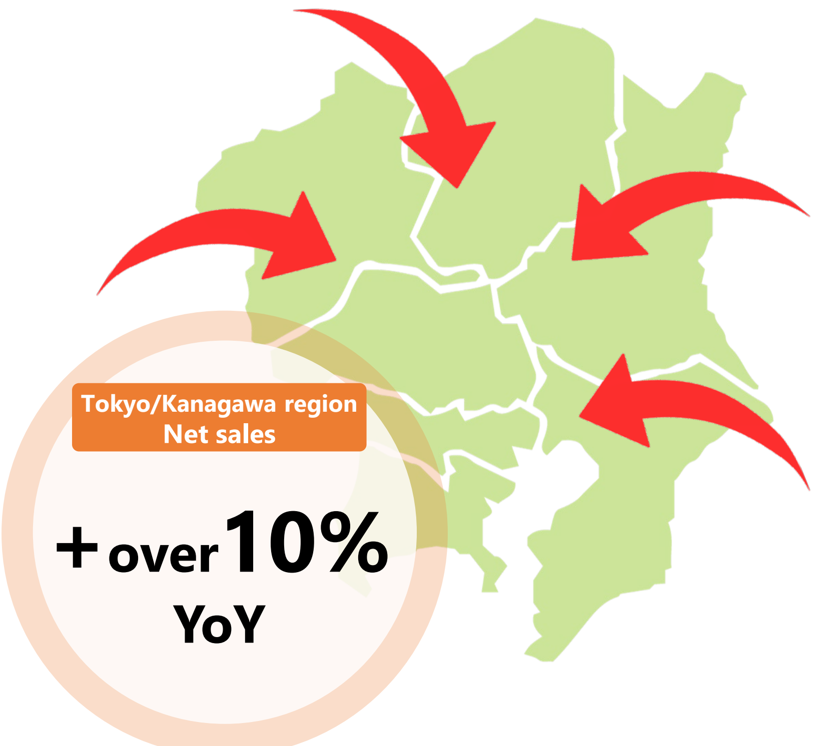
- Profitability improved, supported by solid demand for aircraft-related products
- Paints for aerial vehicles requiring high performance and durability grew, against a backdrop of expanding demand for advanced materials

Paints and Coatings
Strengthening Sales Capabilities in the Tokyo Metropolitan Area and Surrounding Eastern Japan Region

Strengthened sales capabilities in the Tokyo Metropolitan Area, a priority area, by increasing core personnel

Strengthened sales structure at Tokyo Sales Operation Div.

Added 3 employees to sales offices in the Tokyo Metropolitan Area



Continuing to develop new customers through trade shows and external channels

- Promoted new customer development through participation in related trade shows and cross-industry trade shows across business divisions
- Proposals for problem-solving attracted attention from capital investment decision-makers, generating a response exceeding expectations.

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Paints and Coatings
Establishing a Vertically Integrated Value Chain

- Advanced initiatives toward establishing a stable raw material procurement system, driving improvements in profitability
- Raw material cost ratio improved 3.0pt from the previous fiscal year

STEP 01

R&D

Strengthen the technology base via in-house production

- Started production of raw materials for some products at contract manufacturers based on in-house designs

STEP 02

Raw materials procurement

Enhance supply chain resilience

- Advanced efforts to establish a stable supply system and reduce costs by leveraging contract manufacturing of raw materials

STEP 04

Sales

Launch differentiated products utilizing in-house technologies

- Established a proprietary undercoat treatment technology for floor coating using a laser marking machine
- Introduced a fluid pumping system aimed at automating on-site waterproofing application, with operations set to begin in FY26

Paints and Coatings
Developing High-Value-Added Products

- Launched "U-TACK COMPLETE Nan-Ohen BIO U" (low-yellowing biomass-based product)
- Application development of high-performance technologies also progressed toward achieving an operating profit ratio of 6.0% for FY29

Launch of "U-TACK COMPLETE Nan-Ohen BIO U"

- Earned high evaluation for both performance and finish as a biomass-based floor coating material
- In addition to the product for the mortar coating launched earlier, started sales of the product for the smooth finish from FY26, aiming to improve profitability going forward

Other ongoing product development

1. Developing and pursuing certification for paints compliant with aircraft standards (Boeing Material Specification (BMS) and U.S. Military Standard (MIL))

- ➢ Newly acquired MIL certification, stepping up efforts to promote adoption by domestic customers
- ➢ Accelerated efforts to acquire certification for "waterborne strippable paint for aircraft*"

* Strippable paint: a specialty paint used to temporarily protect the surface of aircraft parts, with the protective coating able to be easily removed after use

2. Exploring market deployment of high-performance paints

- ➢ Developed high-performance paints, including superhydrophobic, superhydrophilic, low NIR reflection, and wind turbine blade applications

3. Developed new inorganic paints for exterior use

- ➢ Developed inorganic paints for exterior use and formulated new branding strategy

Automotive Products
Developing New Products Leveraging NV Technology

Promoting activities to encourage domestic OEMs to adopt the floor module with integrated vibration-damping function, leveraging NV technology

- Developed the floor module with integrated vibration-damping function for domestic OEMs
- Amid growing needs for improved NV-control performance to help vehicles compete with Chinese models, our products, known for excellent mass efficiency, have been well-received, and consideration for some high-performance vehicles is underway
- Continuing sales activities to expand their adoption

Product features

- High-performance soundproofing material combining sound-absorbing/sound-insulating and vibration-damping performance
- Confirmed performance exceeding conventional technology in application evaluations across multiple vehicles


Dashboard inner part


Carpet part

+


Vibration-damping part

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Automotive Products
Strengthening Collaboration with Technical Partners and Overseas JVs

India

- Began deliveries to a major overseas automaker, with profit contribution starting from FY25

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

Profit contribution starting from FY25

Sales
+9.2%

Profit
+10.6%

Equity-method gain
+47.9%

North America

- Secured new orders for carpet parts for Japanese OEMs
- Strengthened collaboration with North American customers and local production sites, promoting order-acquisition activities for new models

Company accounted for using equity method — **UGN**

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

Southeast Asia

- Secured additional orders by expanding into derivative models, starting from carpet part orders for new vehicle models
- Promoting sales expansion in the region by securing new part orders for multiple models from local automakers

Consolidated subsidiary — **TNA**

PT.TUFFINDO NITTOKU AUTONEUM (Indonesia)

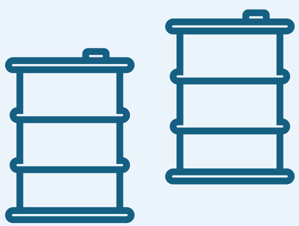
* FY25 results

* Figures show YoY change

Automotive Products
Reforming Structure to Enhance Profitability

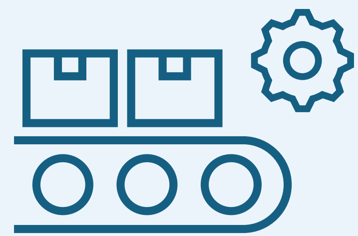
- Actively promoting labor-saving, space-saving, and energy-saving initiatives to enhance profitability
- Achieved certain cost reduction effects (including projected effects)

Reducing costs through review of raw materials procurement



- Promoting review of raw materials procurement to enhance profitability
- Projecting cost reduction effects approximately 2.5 times the level planned during the current Medium-Term Management Plan period

Achieved labor efficiency through review of production processes



- Achieved efficiency improvements exceeding the level planned for FY25 through labor savings resulting from a review of production processes; planning further efficiency improvements from FY26 onward
- In the Kyushu region, sequentially implementing the relocation plan from this fiscal year, promoting enhanced production capacity and improved profitability

Promoting efforts for waste reduction and resource recycling

- At Shizuoka Plant, planning to introduce equipment in FY26 to reduce waste generated in the production process; targeting a reduction of facility waste by over 20% and reuse
- At Aichi Plant, completed technical study of a process to reuse industrial scrap generated in the production process, now moving to implementation stage

Implementation Status of Capital Policy to Improve Return on Capital

- Annual dividends per share for FY25 were ¥125
- Conducted share buybacks totaling ¥1.02 billion throughout FY25
- In the first year of the Medium-Term Management Plan, total payout ratio reached 71%, steadily achieved the target total payout ratio toward reaching 10% ROE

Shareholder Returns Policy during the Medium-Term Management Plan Period

Shareholder returns policy	FY25 to FY29: **Total payout ratio 70%**
Total shareholder returns	5-year cumulative total during Medium-Term Management Plan period: **¥16.0bn – ¥17.0bn**
Approach to shareholder returns	■ Achieve appropriate financial condition based on the profit levels, and implement bold shareholder returns to reach a 10% ROE by FY29 ■ Prioritize dividends for shareholder returns; conduct share buybacks as needed after the elimination of cross-shareholdings with business corporations

Total shareholder returns for FY25: ¥3.73 billion

Achieved the target total payout ratio of 70%

(Total payout ratio: 71%)

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Advancing ESG Management

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Also gradually improving ESG-focused management as a foundation for enhancing corporate value

Environment

Environmental protection initiatives

- ✓ Developed undercover base material using 95% recycled material, promoting advanced use of recycled materials and contributing to a resource-circulating society
- ✓ Established carbon neutrality project and strengthened the energy-saving promotion system through energy management committees at each business site
- ✓ Expanded use of renewable energy through the purchase of carbon-free electricity and the installation of solar power panels at domestic and overseas sites

Social

Social responsibility initiatives

- ✓ Implemented measures against heat at factories, restroom renovations, etc. Began renovating and improving on-site manufacturing offices and constructing new dormitories, building a comfortable working environment
- ✓ Actions taken in response to the Proper Transactions Act* (shortened payment terms, mold storage fee payments, etc.)
- ✓ Contributed to coexistence with local communities, including participation in community clean-up activities

* Abbreviation for the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators

Governance

Corporate governance initiatives

- ✓ Appointment of new Outside Director: Yoshihiro Takatori scheduled to be newly appointed as Outside Director (appointment effective June 23, 2026)
- ✓ Increased the proportion of Outside Directors to a majority on the Nomination and Remuneration Advisory Committee (internal : outside = 2:3)
- ✓ Reviewed the implementation method of Board of Directors evaluations

Expanding Human Capital

Implementing multiple measures to enhance human capital that achieves both sustainable growth and “Innovation”

Securing and developing talent with **performance capability to promote solid growth**

Autonomous career development

- Revised the system for senior positions to promote utilization of diverse talent, including the establishment of senior management, expert, and advisor positions, and review of the compensation structure
- Introduced a management training program for evaluators. Began considering the introduction of a training system by position level

Maximizing individual potential

- Introduced an Employee Stock Ownership Plan (ESOP) trust for all employees (approx. 700 employees) from April 26. By linking share compensation with achievement of the Medium-Term Management Plan, promoting a “sense of ownership” in enhancing corporate value and improving engagement
- Expanded mid-career hiring for executive positions (management level)

Contact for IR

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