Business Results: 10-Year Summary

		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 (Millions of yen)	2025 (U.S. dollars in Thousands (Note 1))
Statement of profit or loss												
Revenue		767,710	857,376	806,495	741,018	761,321	853,448	929,036	915,139	1,013,878	1,028,171	6,847,170
Operating profit		92,589	125,722	92,777	69,733	93,809	132,260	147,173	139,132	185,667	183,615	1,222,796
(ratio to revenue)		(12.1%)	(14.7%)	(11.5%)	(9.4%)	(12.3%)	(15.5%)	(15.8%)	(15.2%)	(18.3%)	(17.9%)	(–)
Profit before income taxes		91,791	126,168	91,910	69,013	93,320	132,378	146,840	138,901	185,329	184,976	1,231,859
Net profit		63,690	87,463	66,616	47,224	70,308	97,234	109,264	102,755	137,307	133,537	889,298
Net profit attributable to owners of the parent company		63,453	87,377	66,560	47,156	70,235	97,132	109,173	102,679	137,237	133,498	889,038
(ratio to revenue)		(8.3%)	(10.2%)	(8.3%)	(6.4%)	(9.2%)	(11.4%)	(11.8%)	(11.2%)	(13.5%)	(13.0%)	(–)
Total comprehensive income		63,344	83,907	62,060	35,359	89,796	136,323	137,177	164,910	132,869	203,629	1,356,080
Cash flows from operating activities		119,939	122,551	98,569	123,641	116,309	144,489	181,702	155,521	217,908	192,183	1,279,855
Cash flows from investing activities		-49,739	-50,215	-49,955	-59,991	-57,538	-57,594	-159,906	-67,927	-115,105	-107,436	-715,477
Cash flows from financing activities		-28,884	-44,919	-58,419	-51,637	-68,297	-36,639	-57,627	-90,784	-78,890	-106,597	-709,889
Cash and cash equivalents at the end of period		280,343	304,709	297,682	304,922	300,888	362,046	329,966	342,269	363,344	359,805	2,396,144
Segment information by geographic area (Millions of yen)												
Japan	Revenue	186,979	200,556	194,087	166,419	173,918	195,642	200,634	184,662	192,852	172,839	1,151,032
	Operating profit	51,979	75,982	53,545	51,149	54,526	75,205	103,806	91,867	123,813	109,673	730,374
Americas	Revenue	80,123	82,568	75,967	66,659	58,425	83,334	100,730	88,058	90,094	96,929	645,505
	Operating profit	16,570	12,225	7,928	2,429	2,162	9,897	1,957	-6,419	-8,617	-1,138	-7,579
Europe	Revenue	40,521	45,578	45,683	40,402	38,806	42,127	75,188	85,146	88,934	96,494	642,608
	Operating profit	3,727	4,218	3,071	-1,460	3,580	3,064	-1,740	1,597	-1,244	4,853	32,319
Asia & Oceania	Revenue	460,085	528,672	490,757	467,536	490,172	532,344	552,483	557,272	641,997	661,908	4,408,018
	Operating profit	22,905	32,793	26,065	21,419	34,659	47,586	39,902	60,258	73,465	71,942	479,102

(Notes) 1. The exchange rate used was JPY150.16 to USD1.00, which was the rate as at March 31, 2026.
2. From the fiscal year ended March 31, 2019, "royalty income," which was previously included in "other income" on the consolidated statement of profit or loss, is included in "revenue." Accordingly, the above numbers for the fiscal year ended March 31, 2018, have been reclassified to reflect the change.
3. The above 10-year Summary is presented based on the International Financial Reporting Standards (IFRS). The term based on the Japanese standard for "Revenue" is "Net sales," "Net profit attributable to owners of the parent company" is "Net income," "Equity attributable to owners of the parent company per share" is "Net assets per share," "Basic earnings per share" is "Net income per share," "Equity attributable to owners of the parent company" is "Equity," "Ratio of profit attributable to owners of the parent company to total assets" is "Return on assets," "Return on equity attributable to owners of the parent company" is "Return on equity" and "Ratio of equity attributable to owners of the parent company to total assets" is "Equity to total assets."

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	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2025
Per share information (Yen)											(U.S. dollars)
Equity attributable to owners of the parent company per share	805.5	865.7	893.1	895.9	967.6	1,109.6	1,236.6	1,391.4	1,502.4	1,704.2	11.35
Basic earnings per share	78.2	107.8	84.7	60.3	94.5	131.3	147.8	143.9	195.7	197.2	1.31
Diluted earnings per share	78.1	107.7	84.6	60.2	94.5	131.2	147.7	143.9	195.7	197.1	1.31
Price earnings ratio	22.0	14.8	13.7	16.0	20.0	13.4	11.6	19.2	14.0	15.5	–
Dividends per share	30.0	32.0	36.0	40.0	40.0	44.0	48.0	52.0	56.0	60.0	0.40
Dividend payout ratio (Consolidated)	(38.4)	(29.7)	(42.5)	(66.4)	(42.3)	(33.5)	(32.5)	(36.1)	(28.6)	(30.4)	–
Issued shares (thousands)	868,792	868,792	793,792	793,792	748,792	748,792	748,792	717,758	706,760	678,659	–
Number of treasury shares at the end of the period (thousands)	57,170	67,962	9,543	24,198	8,963	8,723	19,202	10,521	11,826	4,999	–
Average number of issued shares during the period (thousands)	811,556	810,560	785,826	782,508	742,900	739,980	738,881	713,483	701,124	676,979	–
Number of shareholders	29,742	35,847	37,684	36,871	28,456	28,802	28,984	22,746	32,334	34,172	–
(Millions of yen)											(U.S. dollars in Thousands)
Total assets	879,899	937,796	913,418	921,900	965,901	1,094,469	1,153,647	1,251,087	1,321,920	1,441,757	9,601,472
Equity attributable to owners of the parent company	653,772	693,278	700,443	689,446	715,868	821,192	902,211	984,020	1,044,083	1,148,027	7,645,358
Ratio of profit attributable to owners of the parent company to total assets (ROA)	7.4%	9.6%	7.2%	5.1%	7.4%	9.4%	9.7%	8.5%	10.7%	9.7%	–
Return on equity attributable to owners of the parent company (ROE)	10.0%	13.0%	9.6%	6.8%	10.0%	12.6%	12.7%	10.9%	13.5%	12.2%	–
Ratio of equity attributable to owners of the parent company to total assets	74.3%	73.9%	76.7%	74.8%	74.1%	75.0%	78.2%	78.7%	79.0%	79.6%	–
Capital investment	36,538	47,193	64,353	58,930	50,597	56,496	50,789	83,445	92,976	86,841	578,323
Depreciation cost	48,556	49,283	45,904	49,390	47,950	50,211	57,362	60,811	65,595	70,677	470,678
R&D expenses	30,366	31,243	31,990	33,765	35,261	37,271	40,175	43,485	46,771	48,025	319,826
Number of employees (Note 4)	29,617	29,704	29,019	28,751	28,289	28,438	28,371	27,426	27,915	28,006	–

4. Part-time employees are included.
5. The Company has implemented the stock split with an effective date of October 1, 2024, and a record date of September 30, 2024. Each share of common stock has been split into five shares. The above per share information are based on the assumption that the stock split is conducted at the beginning of the fiscal year ended March 31, 2017.

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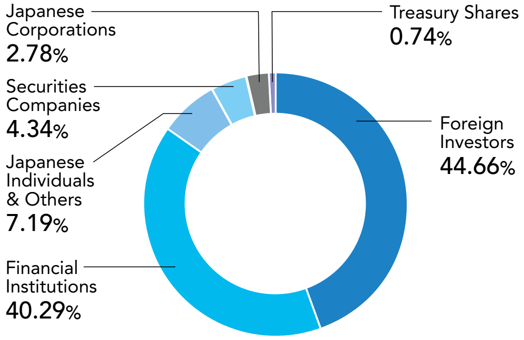
Shareholder/Stock Information (as of March 31, 2026)

Code number	6988
Stock exchange listing	Prime Market, Tokyo Stock Exchange
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation
Total number of authorized shares	2,000,000,000 shares
Total number of issued shares	678,659,700 shares (Of which, number of treasury shares: 4,999,950 shares)
Number of shareholders	34,172
One unit of shares	100 shares

Ownership and Distribution of Shares



Major Shareholders (top 10)

Name of shareholding party	Number of shares held (Thousands of shares)	Ownership percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	170,514	25.31
Custody Bank of Japan (Trust Account)	68,890	10.23
THE CHASE MANHATTAN BANK,N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	14,049	2.09
STATE STREET BANK AND TRUST COMPANY 505223	13,539	2.01
JPMorgan Securities Japan Co., Ltd.	13,128	1.95
STATE STREET BANK AND TRUST COMPANY 505001	12,620	1.87
STATE STREET BANK AND TRUST COMPANY 505103	12,039	1.79
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	11,258	1.67
Nippon Life Insurance Company	10,410	1.55
JP MORGAN CHASE BANK 385781	9,961	1.48

Note: The ownership percentage has been calculated based on the number of issued shares, excluding treasury shares.

IR Activities

In following the “Policies Related to Constructive Dialogue with Shareholders,” we reflect the opinions received from our shareholders and investors at the Ordinary General Meeting of Shareholders, company information meetings, and IR activities in our management.

	The 158th meeting (June 23, 2023)	The 159th meeting (June 21, 2024)	The 160th meeting (June 20, 2025)	The 161st meeting (June 19, 2026)
Number of attendees at the Ordinary General Meeting of Shareholders	128	83	114	136

Events	Target audiences	Frequency (per year)
Company information meetings	Japanese/overseas institutional investors	2
Financial results conference calls	Japanese institutional investors/ analysts	4
Overseas IR roadshows	Institutional investors in North America and Europe	3
Conferences hosted by securities companies	Japanese/overseas institutional investors	5
Information meetings for individual investors hosted by securities company	Individual investors	1

Note: The above events include IR meetings held by the CEO or CFO.

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Social Contribution Activities

Social Contribution Activities at the Nitto ATP Finals

The Nitto Group has served as the title partner of the Nitto ATP Finals, the season-ending tournament of men's professional tennis, since 2017. As part of its partnership, the Group has undertaken a range of social contribution activities that support environmental sustainability and community engagement.

● Nitto ATP Finals Torino Green Project

Together with the ATP (Association of Tennis Professionals), FITP (Italian Tennis and Padel Federation), and the host city of Turin, the Nitto Group is promoting the Nitto ATP Finals Torino Green Project, an initiative aimed at mitigating the environmental impact of the tournament. This project promotes the expansion of green spaces in Turin through activities such as tree-planting in a park adjacent to the venue, rooftop greening of tram stops, and the relocation of a plant wall installed at the tournament venue (The Green Wall) to public elementary schools within the city.

At the 2025 tournament, local artists collaborated with children supported by U.G.I. ODV, an organization that assists pediatric cancer patients, to create a "Green Art Wall" using paint that promotes the absorption of CO_2 from the atmosphere. In addition, the Nitto Group donated 40,320 paper napkins made from its CAC nonwoven fabric* for use in the tournament venue's food court and other areas.

*CAC nonwoven fabric: A sustainable and biodegradable nonwoven fabric containing no plastic

Green Art Wall using paint that promotes the absorption of CO_2 from the atmosphere

● Inviting Children to Watch the Matches

In cooperation with U.G.I. ODV, which is based in Turin, the Nitto Group invited 84 children supported by the organization, along with their families and others, to attend the matches. Furthermore, through fundraising activities conducted by Nitto Group employees, the Group contributes to organizations that support children around the world.

Invited children and their families

Disclaimer

This report contains future projections as well as past and present facts related to Nitto Denko Corporation (non-consolidated) and the Nitto Group (consolidated). These statements are based on information at the time of creation and may not be completely accurate at the time of reading. Please be advised that actual business activity results may differ materially from those described in the projections. All chapters of this report are also available in Japanese. In the event of any discrepancies between the two versions, the Japanese version will prevail.

Trademarks

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