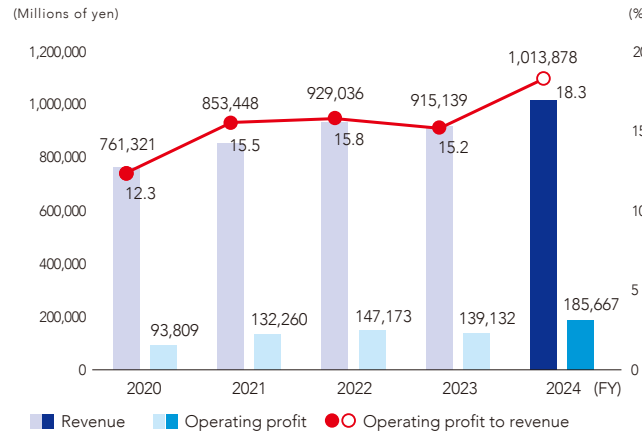
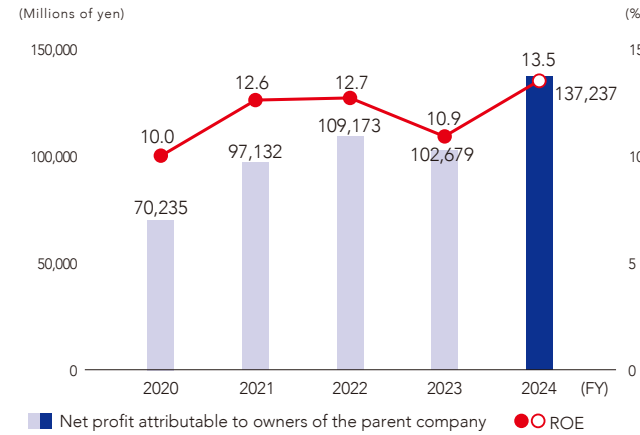


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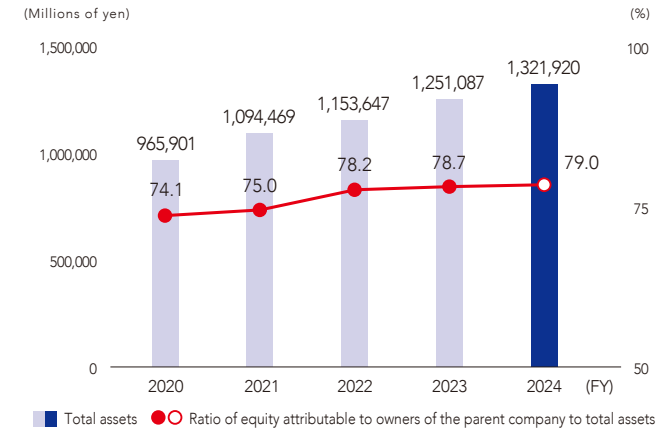
Revenue, Operating Profit, Operating Profit to Revenue



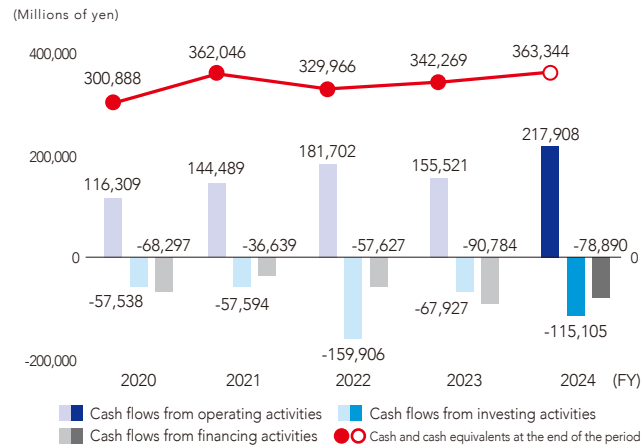
Net Profit Attributable to Owners of the Parent Company, ROE



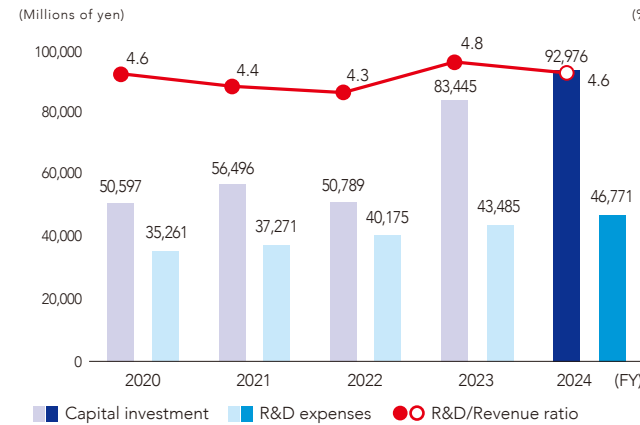
Total Assets, Ratio of Equity Attributable to Owners of the Parent Company to Total Assets



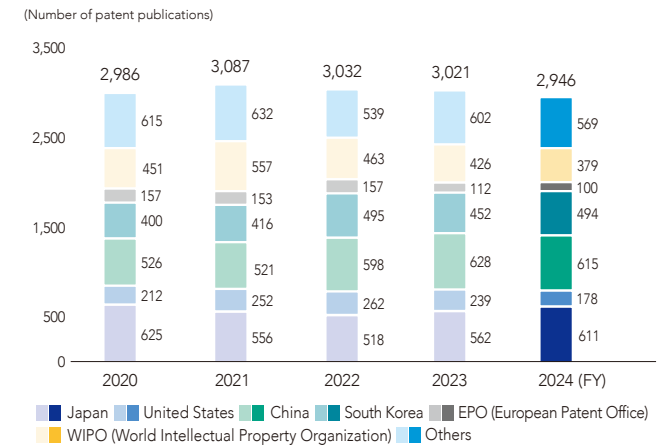
Cash Flows



Capital Investment, R&D Expenses



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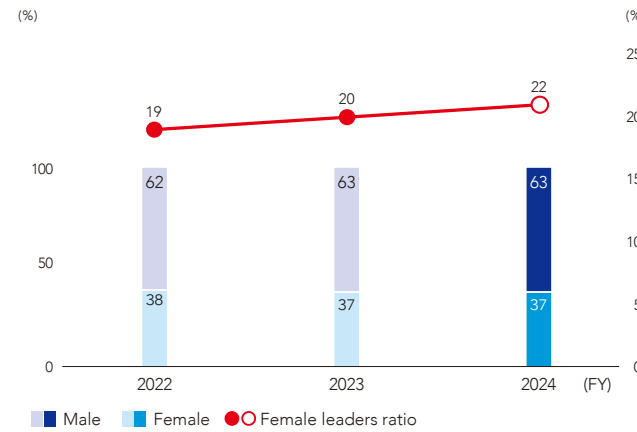
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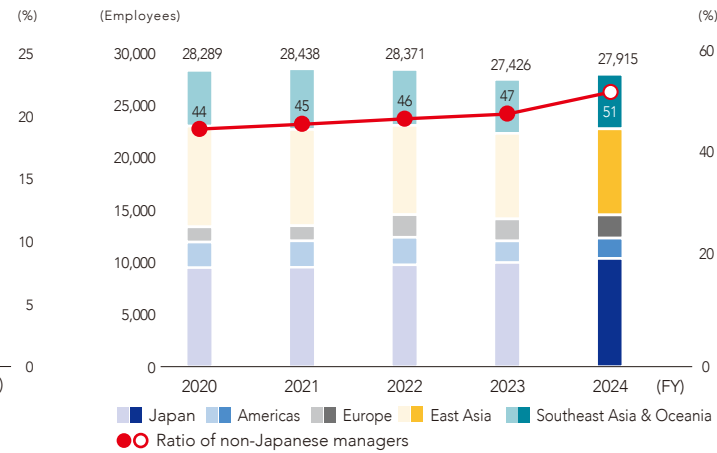
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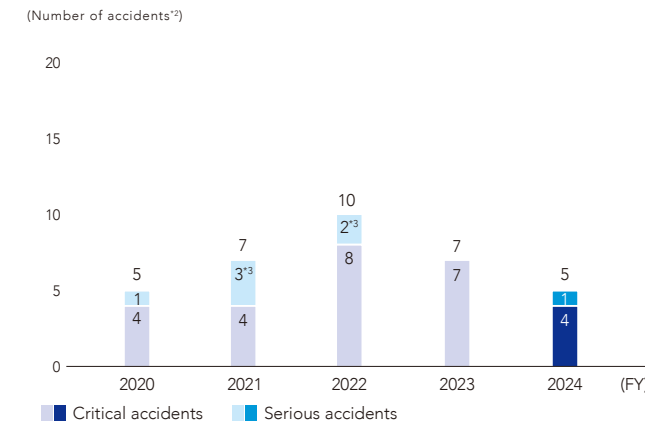
Gender Ratio of Employees, Female Leaders Ratio



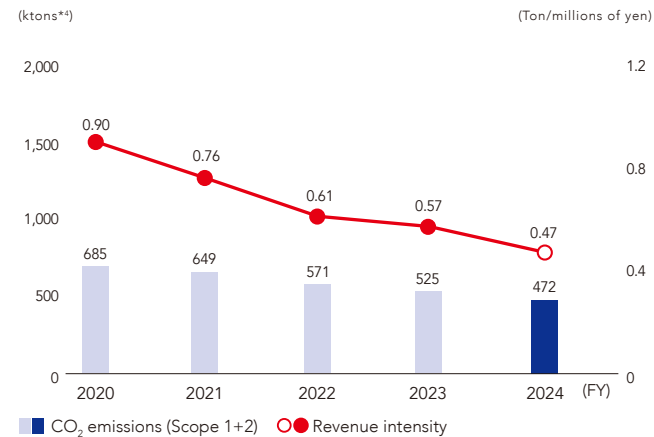
Number of Employees by Region



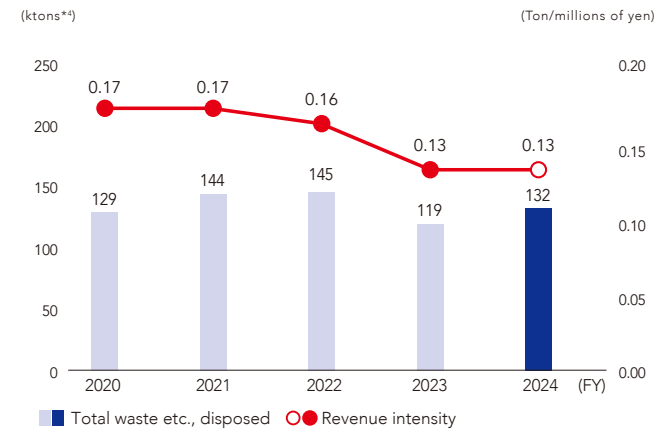
Number of Critical/Serious Occupational Accidents**



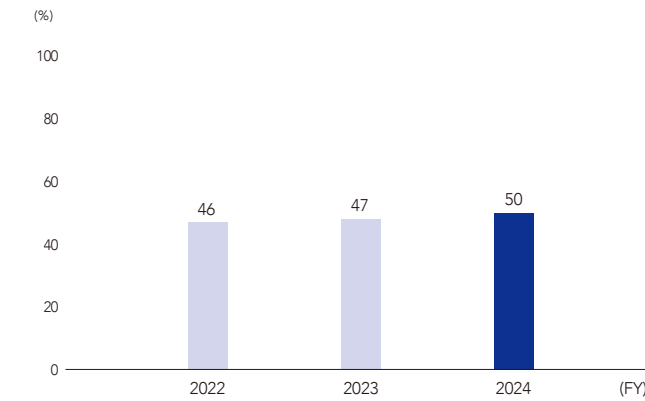
CO₂ Emissions (Scope 1+2)



Total Waste Etc., Disposed



Waste Plastics Recycling Ratio



*1 Critical accidents: Accidents resulting in death or permanent disability. Serious accidents: Accidents that could develop into critical accidents. *2 Including all the persons working on the Nitto Group's premises. *3 Some accidents that occurred in FY2021 and FY2022 were recategorized as critical occupational accidents based on follow-up observation. *4 kton: kiloton (1,000 ton)

Business Results: 10-Year Summary

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2024	
	Millions of yen										U.S. dollars in thousands ⁽¹⁾	
Statement of profit or loss												
Revenue	793,054	767,710	857,376	806,495	741,018	761,321	853,448	929,036	915,139	1,013,878	6,632,289	
Operating profit (ratio to revenue)	102,397 (12.9%)	92,589 (12.1%)	125,722 (14.7%)	92,777 (11.5%)	69,733 (9.4%)	93,809 (12.3%)	132,260 (15.5%)	147,173 (15.8%)	139,132 (15.2%)	185,667 (18.3%)	1,214,542 (-)	
Profit before income taxes	101,996	91,791	126,168	91,910	69,013	93,320	132,378	146,840	138,901	185,329	1,212,331	
Net profit	81,989	63,690	87,463	66,616	47,224	70,308	97,234	109,264	102,755	137,307	898,195	
Net profit attributable to owners of the parent company (ratio to revenue)	81,683 (10.3%)	63,453 (8.3%)	87,377 (10.2%)	66,560 (8.3%)	47,156 (6.4%)	70,235 (9.2%)	97,132 (11.4%)	109,173 (11.8%)	102,679 (11.2%)	137,237 (13.5%)	897,737 (-)	
Total comprehensive income	44,552	63,344	83,907	62,060	35,359	89,796	136,323	137,177	164,910	132,869	869,163	
Cash flows from operating activities	140,658	119,939	122,551	98,569	123,641	116,309	144,489	181,702	155,521	217,908	1,425,446	
Cash flows from investing activities	- 57,085	- 49,739	- 50,215	- 49,955	- 59,991	- 57,538	- 57,594	- 159,906	- 67,927	- 115,105	- 752,960	
Cash flows from financing activities	- 44,902	- 28,884	- 44,919	- 58,419	- 51,637	- 68,297	- 36,639	- 57,627	- 90,784	- 78,890	- 516,059	
Cash and cash equivalents at the end of period	240,891	280,343	304,709	297,682	304,922	300,888	362,046	329,966	342,269	363,344	2,376,817	
Segment information by geographic area												
Japan	Revenue	180,987	186,979	200,556	194,087	166,419	173,918	195,642	200,634	184,662	192,852	1,261,542
	Operating profit	60,793	51,979	75,982	53,545	51,149	54,526	75,205	103,806	91,867	123,813	809,923
Americas	Revenue	75,344	80,123	82,568	75,967	66,659	58,425	83,334	100,730	88,058	90,094	589,350
	Operating profit	12,241	16,570	12,225	7,928	2,429	2,162	9,897	1,957	- 6,419	- 8,617	- 56,368
Europe	Revenue	42,750	40,521	45,578	45,683	40,402	38,806	42,127	75,188	85,146	88,934	581,762
	Operating profit	3,081	3,727	4,218	3,071	- 1,460	3,580	3,064	- 1,740	1,597	- 1,244	- 8,138
Asia & Oceania	Revenue	493,972	460,085	528,672	490,757	467,536	490,172	532,344	552,483	557,272	641,997	4,199,627
	Operating profit	24,410	22,905	32,793	26,065	21,419	34,659	47,586	39,902	60,258	73,465	480,572

<Notes>

- The exchange rate used was JPY152.87 to USD1.00, which was the rate as at March 31, 2025.
- 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.
- 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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	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	U.S. dollars in thousands 2024
Per share information (Yen)											
Equity attributable to owners of the parent company per share	757.2	805.5	865.7	893.1	895.9	967.6	1,109.6	1,236.6	1,391.4	1,502.4	9.83
Basic earnings per share	99.1	78.2	107.8	84.7	60.3	94.5	131.3	147.8	143.9	195.7	1.28
Diluted earnings per share	98.9	78.1	107.7	84.6	60.2	94.5	131.2	147.7	143.9	195.7	1.28
Price earnings ratio	12.6	22.0	14.8	13.7	16.0	20.0	13.4	11.6	19.2	14.0	–
Dividends per share	28.0	30.0	32.0	36.0	40.0	40.0	44.0	48.0	52.0	56.0	0.37
Dividend payout ratio (Consolidated)	(28.3)	(38.4)	(29.7)	(42.5)	(66.4)	(42.3)	(33.5)	(32.5)	(36.1)	(28.6)	–
Issued shares (thousands)	868,792	868,792	868,792	793,792	793,792	748,792	748,792	748,792	717,758	706,760	–
Number of treasury shares at the end of the period (thousands)	57,327	57,170	67,962	9,543	24,198	8,963	8,723	19,202	10,521	11,826	–
Average number of issued shares during the period (thousands)	824,701	811,556	810,560	785,826	782,508	742,900	739,980	738,881	713,483	701,124	–
Number of shareholders	37,694	29,742	35,847	37,684	36,871	28,456	28,802	28,984	22,746	32,334	–
(Millions of yen)											
Total assets	825,905	879,899	937,796	913,418	921,900	965,901	1,094,469	1,153,647	1,251,087	1,321,920	8,647,347
Equity attributable to owners of the parent company	614,425	653,772	693,278	700,443	689,446	715,868	821,192	902,211	984,020	1,044,083	6,829,875
Ratio of profit attributable to owners of the parent company to total assets (ROA)	9.7%	7.4%	9.6%	7.2%	5.1%	7.4%	9.4%	9.7%	8.5%	10.7%	–
Return on equity attributable to owners of the parent company (ROE)	13.3%	10.0%	13.0%	9.6%	6.8%	10.0%	12.6%	12.7%	10.9%	13.5%	–
Ratio of equity attributable to owners of the parent company to total assets	74.4%	74.3%	73.9%	76.7%	74.8%	74.1%	75.0%	78.2%	78.7%	79.0%	–
Capital investment	60,420	36,538	47,193	64,353	58,930	50,597	56,496	50,789	83,445	92,976	608,203
Depreciation cost	48,537	48,556	49,283	45,904	49,390	47,950	50,211	57,362	60,811	65,595	429,090
R&D expenses	32,120	30,366	31,243	31,990	33,765	35,261	37,271	40,175	43,485	46,771	305,953
Number of employees ^(Note 4)	30,007	29,617	29,704	29,019	28,751	28,289	28,438	28,371	27,426	27,915	–

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, 2016.

Consolidated Financial Statements

Consolidated Statements of Financial Position (Millions of yen)

	Amount			Amount	
	As of March 31, 2025	As of March 31, 2024		As of March 31, 2025	As of March 31, 2024
(Assets)			(Liabilities)		
Current assets	750,209	717,957	Current liabilities	221,735	206,856
Cash and cash equivalents	363,344	342,269	Trade and other payables	100,508	98,965
Trade and other receivables	210,418	209,341	Borrowings	455	345
Inventories	142,932	136,804	Income tax payables	28,183	13,402
Other financial assets	7,732	5,220	Other financial liabilities	36,102	38,396
Other current assets	25,781	24,321	Other current liabilities	56,485	55,746
Non-current assets	571,711	533,130	Non-current liabilities	55,070	59,182
Property, plant and equipment	417,636	378,535	Other financial liabilities	20,160	20,843
Right-of-use assets	19,058	19,321	Defined benefit liabilities	28,991	33,130
Goodwill	57,167	66,056	Deferred tax liabilities	3,856	3,427
Intangible assets	17,026	20,674	Other non-current liabilities	2,062	1,779
Investments accounted for using equity method	7,319	2,115	Total liabilities	276,806	266,038
Financial assets	11,096	9,192	(Equity)		
Deferred tax assets	17,873	20,985	Equity attributable to owners of the parent company	1,044,083	984,020
Other non-current assets	24,533	16,248	Share capital	26,783	26,783
Total assets	1,321,920	1,251,087	Capital surplus	49,934	49,928
			Retained earnings	890,040	808,062
			Treasury shares	-31,799	-23,298
			Other components of equity	109,124	122,544
			Non-controlling interests	1,031	1,028
			Total equity	1,045,114	985,048
			Total liabilities and equity	1,321,920	1,251,087

Consolidated Statements of Changes in Equity April 1, 2024–March 31, 2025 (Millions of yen)

	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total equity attributable to owners of the parent company	Non-controlling interests	Total equity
Balance at the beginning of current year	26,783	49,928	808,062	-23,298	122,544	984,020	1,028	985,048
Net profit			137,237			137,237	70	137,307
Other comprehensive income					-4,454	-4,454	15	-4,438
Total comprehensive income	-	-	137,237	-	-4,454	132,783	86	132,869
Share based remuneration transactions					123	123		123
Dividends			-38,040			-38,040	-20	-38,060
Changes in treasury shares		-26,308		-8,501		-34,809		-34,809
Transfer from other components of equity to retained earnings			9,089		-9,089	-		-
Acquisition of NCI without change in control		6				6	-63	-56
Transfer from retained earnings to capital surplus		26,308	-26,308			-		-
Total transactions with owners	-	6	-55,259	-8,501	-8,965	-72,720	-83	-72,803
Balance at the end of current year	26,783	49,934	890,040	-31,799	109,124	1,044,083	1,031	1,045,114

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Consolidated Statements of Profit or Loss (Millions of yen)

	Amount	
	April 1, 2024 – March 31, 2025	April 1, 2023 – March 31, 2024
Revenue	1,013,878	915,139
Cost of sales	618,365	584,280
Gross profit	395,513	330,858
Selling, general and administrative expenses	151,835	146,143
Research and development expenses	46,771	43,485
Other income	11,827	9,914
Other expenses	23,066	12,012
Operating profit	185,667	139,132
Finance income	2,901	2,195
Finance expenses	3,131	2,460
Share of profit of investments accounted for using the equity method	-108	34
Profit before income taxes	185,329	138,901
Income tax expenses	48,021	36,146
Net profit	137,307	102,755
Net profit attributable to:		
Owners of the parent company	137,237	102,679
Non-controlling interests	70	75

Consolidated Statements of Cash Flows (Millions of yen)

	Amount	
	April 1, 2024 – March 31, 2025	April 1, 2023 – March 31, 2024
I Cash flows from operating activities		
Profit before income taxes	185,329	138,901
Depreciation and amortization	65,595	60,811
Impairment losses	12,339	1,651
Increase (decrease) in defined benefit liabilities	1,048	1,371
Decrease (increase) in trade and other receivables	-3,791	-19,033
Decrease (increase) in inventories	-8,526	11,769
Increase (decrease) in trade and other payables	2,369	3,804
Increase (decrease) in advances received	-413	-1,312
Interest and dividend income	2,849	2,065
Interest expenses paid	-809	-609
Income taxes (paid) refunded	-34,304	-41,030
Other	-3,779	-2,868
Net cash provided by (used in) operating activities	217,908	155,521
II Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	-106,003	-67,774
Proceeds from sale of property, plant and equipment and intangible assets	208	602
Decrease (increase) in time deposits	-2,371	-2,465
Purchase of investment securities	-762	-723
Proceeds from sale of investment securities	55	551
Purchase of shares of subsidiaries and affiliates	-6,256	-
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	-	1,871
Others	23	10
Net cash provided by (used in) investing activities	-115,105	-67,927

	Amount	
	April 1, 2024 – March 31, 2025	April 1, 2023 – March 31, 2024
III Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	109	72
Repayment of lease liabilities	-5,822	-7,631
Decrease (increase) in treasury shares	-35,062	-47,167
Cash dividends paid	-38,040	-36,041
Others	-75	-16
Net cash provided by (used in) financing activities	-78,890	-90,784
IV Effect of exchange rate changes on cash and cash equivalents	-2,837	13,573
V Reclassification of cash and cash equivalents included in assets held for sale in the opening balance	-	1,920
VI Net increase (decrease) in cash and cash equivalents	21,074	12,302
VII Cash and cash equivalents at the beginning of the period	342,269	329,966
VIII Cash and cash equivalents at the end of the period	363,344	342,269

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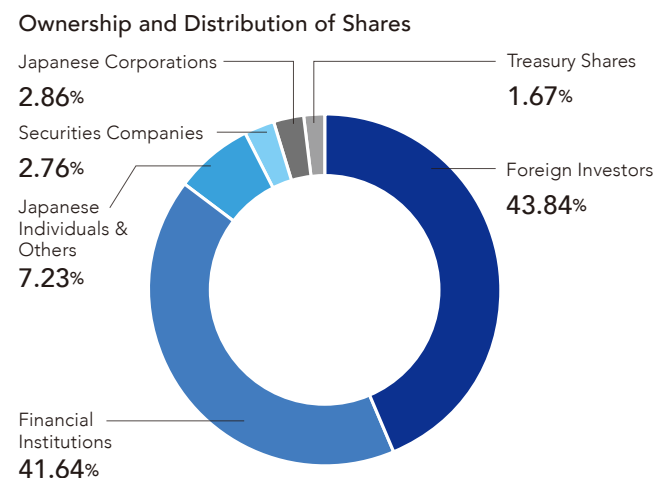
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Shareholder/Stock Information (as of March 31, 2025)

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	706,760,750 shares (Of which, number of treasury shares: 11,826,050 shares)
Number of shareholders	32,334
One unit of shares	100 shares



Note: 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.

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)	177,242	25.50
Custody Bank of Japan (Trust Account)	74,648	10.74
JP MORGAN CHASE BANK 385632	34,152	4.91
STATE STREET BANK AND TRUST COMPANY 505001	14,808	2.13
STATE STREET BANK WEST CLIENT - TREATY 505234	14,477	2.08
STATE STREET BANK AND TRUST COMPANY 505223	13,434	1.93
STATE STREET BANK AND TRUST COMPANY 505103	10,997	1.58
Nippon Life Insurance Company	10,410	1.50
HSBC HONG KONG - TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	10,050	1.45
JP MORGAN CHASE BANK 385781	10,037	1.44

Note: The Company holds a total of 11,826,050 treasury shares, but are excluded from the list above.

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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 157th meeting: (June 17, 2022)	The 158th meeting: (June 23, 2023)	The 159th meeting: (June 21, 2024)	The 160th meeting: (June 20, 2025)
Number of attendees at the Ordinary General Meeting of Shareholders	83	128	83	114



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 attended by the CEO or CFO.

Social Contributions Through Sponsorship of the Nitto ATP Finals

The Nitto Group implemented the following social contribution programs as part of its sponsorship of the Nitto ATP Finals.

• Nitto ATP Finals Torino Green Project

Together with the Association of Tennis Professionals (ATP), the Italian Tennis and Padel Federation (FITP), and the host city of Turin, Nitto organizes a project aimed at reducing CO₂ emissions in the city. At the venue of the Nitto ATP Finals, held from November 10–17, 2024, we installed The Green Wall, a plant-decorated feature that was donated to an elementary school in Turin after the event. At the tournament's food court, a total of 18,720 paper napkins made from Nitto's compostable materials (CAC non-woven fabrics*) were used.



The Green Wall at the tournament venue

• Inviting Children to the Tournament

Working in cooperation with U.G.I. ODV, a childhood cancer support group based in Turin, we invited the children receiving their support, as well as their families, to attend the tournament. Employees of the Nitto Group also take the lead in fundraising efforts to support organizations that assist children around the world.



Enjoying the experience of being invited to the matches

*Sustainable non-woven fabric that is biodegradable and made without plastic

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.

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