

Leaders  
in Trusted  
Technologies

**NISSHA**

# Financial Results for FY2025.12

Ended December 31, 2025

February 12, 2026

(Corrected on March 23, 2026)

Junya Suzuki

Chairman of the Board and Group CEO  
Nissha Co., Ltd.

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# FY2025 Results

## FY2025 Results

### ● Tailwinds

- Industrial Materials: Steady demand continued for decorative products, mass production of new mobility products (exterior functional components) started in Q3
- Devices: The impact of demand decrease mitigated by the factory consolidation, resulting in profit increase
- Medical Technologies: Demand for medical devices CDMO remained solid
- Pharmaceuticals CDMO: Shigaken Pharm. (OTC Pharmaceuticals CDMO, acquired in 1/2025) contributed to the consolidated results, record-high profit, decided to invest in capacity expansion (conversion and restart of Tsu factory of Devices)

### ● Headwinds

- Industrial Materials: Upfront costs for the mobility exterior functional components put pressure on profit
- Medical Technologies: Profitability of our own brand products deteriorated, temporary costs recorded in Q4
- Pharmaceuticals CDMO: Impairment loss on legacy equipment at the Tsu factory to be converted and restart

## Forecast for FY2026 (Full-year)

- Decrease in net sales, increase in profit
- Net sales 191.5 billion yen, operating profit 6.6 billion yen, profit attributable to owners of parent 2.3 billion yen
- Devices: Acquired USM Healthcare (Vietnam), to be consolidated from March 2026
- Assumed exchange rate: JPY145/USD

# FY2025 (Full-year) Results

Leaders in Trusted Technologies

(Millions of JPY)

	2024		2025		
	Results	Previous Forecast	Results	YoY	Vs. Previous forecast
Net sales	195,598	191,300	194,898	-0.4%	+1.9%
Industrial Materials	74,090	74,300	76,315	+3.0%	+2.7%
Devices	67,542	58,000	58,452	-13.5%	+0.8%
Medical Technologies	45,622	46,000	47,130	+3.3%	+2.5%
Others	8,343	13,000	13,000	+55.8%	+0.0%
Of which, Pharmaceuticals	1,824	7,000	✓ 6,978	+282.6%	-0.3%
Operating profit	5,457	3,800	✓ 4,040	-26.0%	+6.3%
Operating profit margin	2.8%	2.0%	2.1%	-0.7pt	+0.1pt
Industrial Materials	4,871	3,400	✓ 3,741	-23.2%	+10.1%
Devices	1,798	2,000	✓ 2,130	+18.5%	+6.5%
Medical Technologies	2,388	2,600	✓ 2,035	-14.8%	-21.7%
Others	-731	300	✓ 390	✓ Turn positive	+30.0%
Reconciliations	*1 -2,869	-4,500	*3 ✓ -4,258	-	-
Profit before tax	*2 6,202	2,200	*4 3,551	-42.7%	+61.4%
Profit attributable to owners of parent	3,851	0	1,001	-74.0%	-
Forex (Average)	¥149/\$	¥146/\$	¥148/\$		
Forex (End of previous period → End of current period)	¥142/\$ → ¥158/\$		¥158/\$ → ¥157/\$		

\*1 Forex gain 0.01 bn yen included \*2 Forex gain (financial income) 1.55 bn yen included

\*3 Legacy equipment impairment loss 0.7 bn yen (restart of Tsu factory) and forex loss 0.15 bn yen included

\*4 Fair value measurement gain on financial liabilities 0.7 bn yen and forex gain (financial income) 0.1 bn yen included

# FY2025 Q4 (3 months) Results

Leaders in Trusted Technologies

(Millions of JPY)

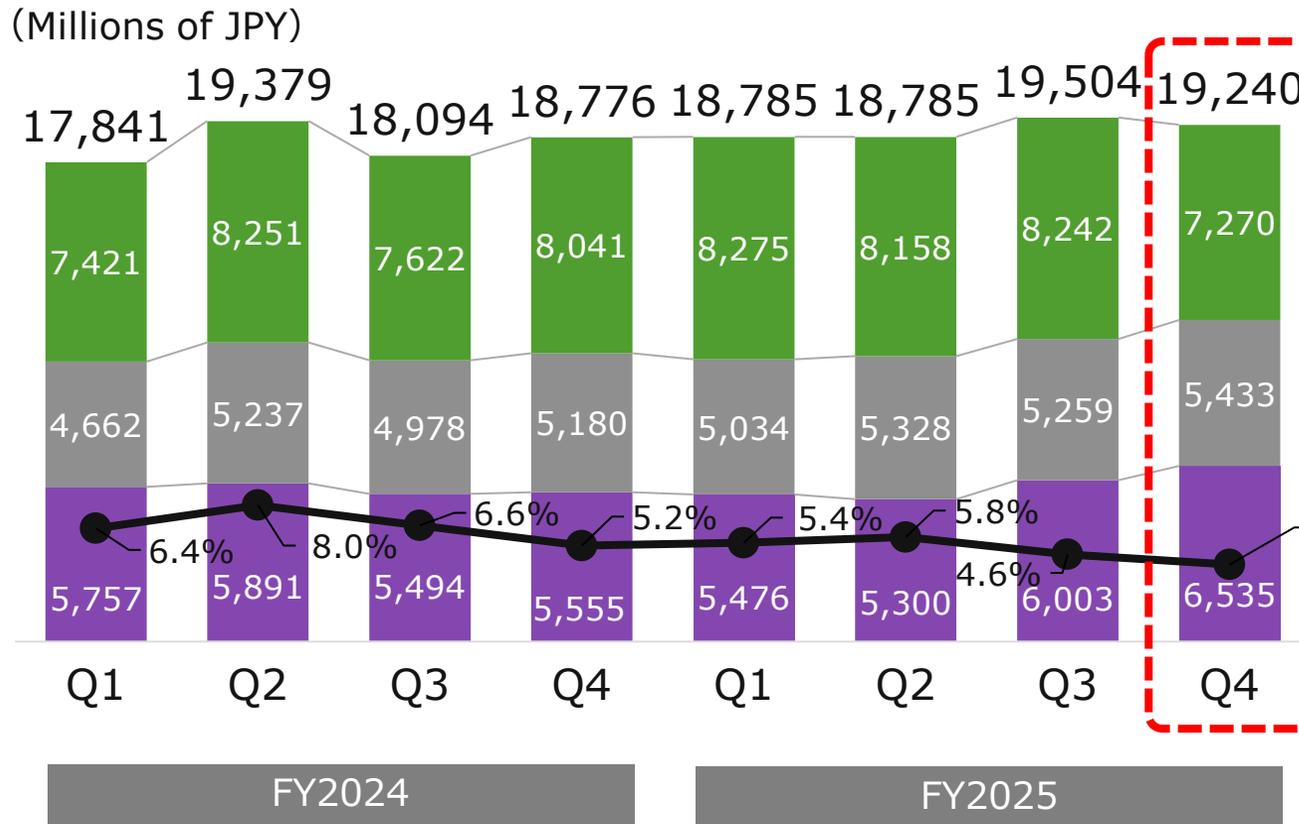
	2024 Q4 Results		2025 Q3 Results		2025 Q4 Results		YoY	QoQ
Net sales		47,196		48,221		49,627	+5.1%	+2.9%
Industrial Materials		18,776		19,504		19,240	+2.5%	-1.4%
Devices		14,161		14,074		14,625	+3.3%	+3.9%
Medical Technologies		11,984		11,588		12,083	+0.8%	+4.3%
Others		2,274		3,055		3,677	+61.7%	+20.4%
Of which, Pharmaceuticals		487		1,660		1,890	+240.8%	+13.8%
Operating profit		-446		949		532	Turn positive	-43.9%
Operating profit margin		-0.9%		2.0%		1.1%	+2.0pt	-0.9pt
Industrial Materials		977		887		747	-23.6%	-15.8%
Devices		-996		369		663	Turn positive	+79.8%
Medical Technologies		549		567		201	-63.4%	-64.5%
Others		-172		-42		140	Turn positive	Turn positive
Reconciliations	*1	-805	*3	-832	*5	-1,220	-	-
Profit before tax	*2	887	*4	1,120	*6	1,337	+50.7%	+19.4%
Profit attributable to owners of parent		-416		484		496	Turn positive	+2.4%
Forex (Average)		¥148/\$		¥145/\$		¥150/\$		
Forex (End of previous period → End of current period)		¥143/\$→¥158/\$		¥145/\$→¥149/\$		¥149/\$→¥157/\$		

\*1 Forex gain 0.1 bn yen included \*2 Forex gain (financial income) 1.6 bn yen included \*3 Forex gain 0.05 bn yen included \*4 Forex gain (financial income) 0.4 bn yen included  
 \*5 Legacy equipment impairment loss 0.7 bn yen (restart of Tsu factory) and forex gain 0.3 bn yen included  
 \*6 Fair value measurement gain on financial liabilities 0.65 bn yen and forex gain (financial income) 0.55 bn yen included

# Industrial Materials: FY2025 Q4 (3 months) Results

Quarterly net sales and operating profit margin

- Sustainable Materials (Metallized paper and others)
- Decoration (Home appliances and others)
- Decoration (Mobility)
- Operating profit margin



● Net sales QoQ (Forex: JPY150/\$)

- Decoration: Sales lifted by new mobility products (exterior functional components)
- Sustainable Materials (Metallized paper): Reactionary decline following front-loaded demand in Q3 (as assumed)

● Operating profit QoQ

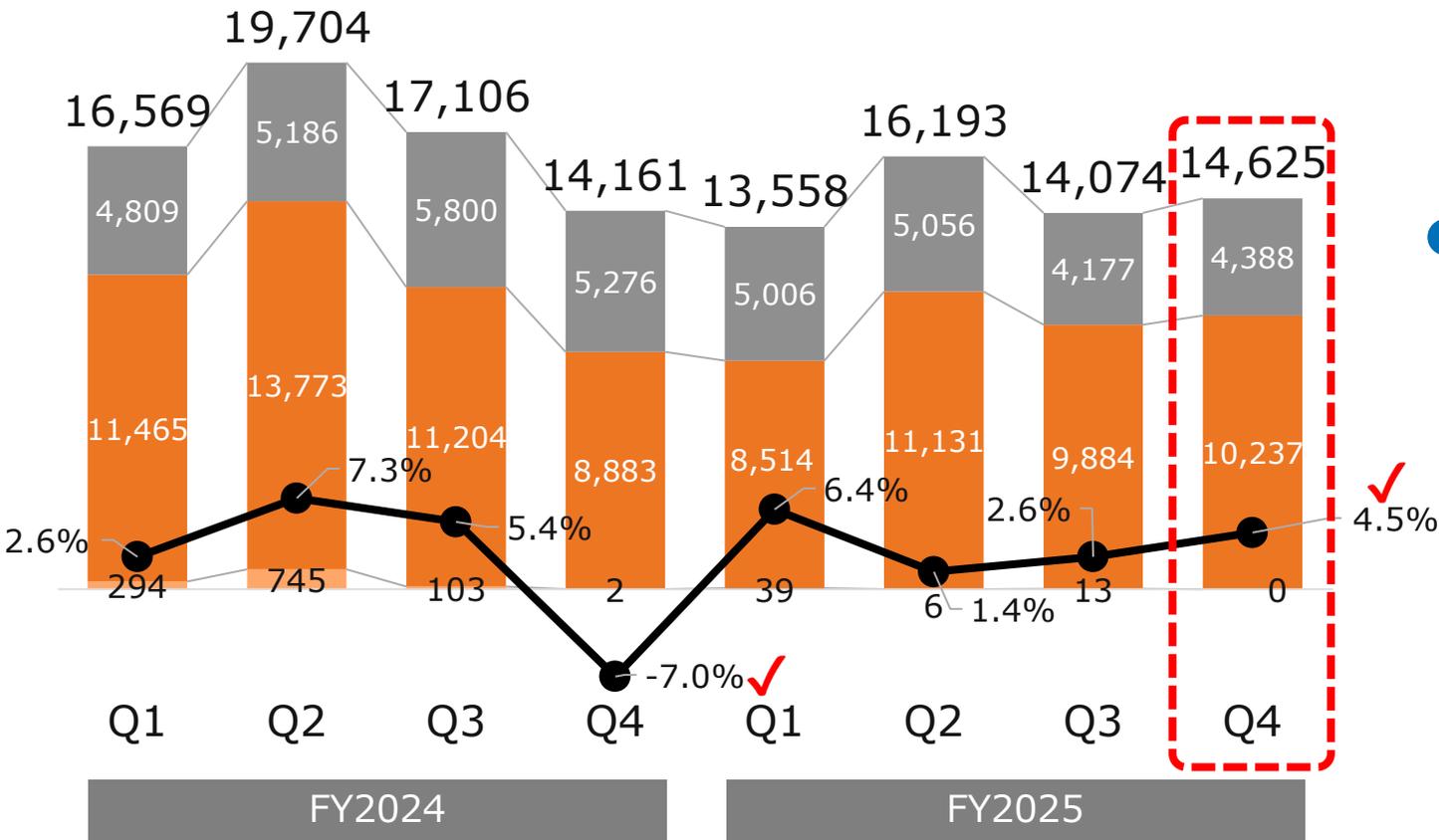
- Profit increase from higher demand for decoration offset the impact of lower demand for sustainable materials (metallized paper)

# Devices: FY2024 Q4 (3 months) Results

Quarterly net sales and operating profit margin

- Handheld terminals (logistics related), Mobility, Gaming devices, Gas sensors and others
- Tablet devices
- Smartphones
- Operating profit margin

(Millions of JPY)



- Net sales QoQ (Forex: JPY150/\$)

- Tablets: Steady demand
- Others: Demand for handheld terminals remained firm

- Operating profit

- QoQ: Demand increased, and the improved product mix for tablets contributed to profit improvement
- YoY: Profitability improved through factory consolidation

# Medical Technologies: FY2025 Q4 (3 months) Results

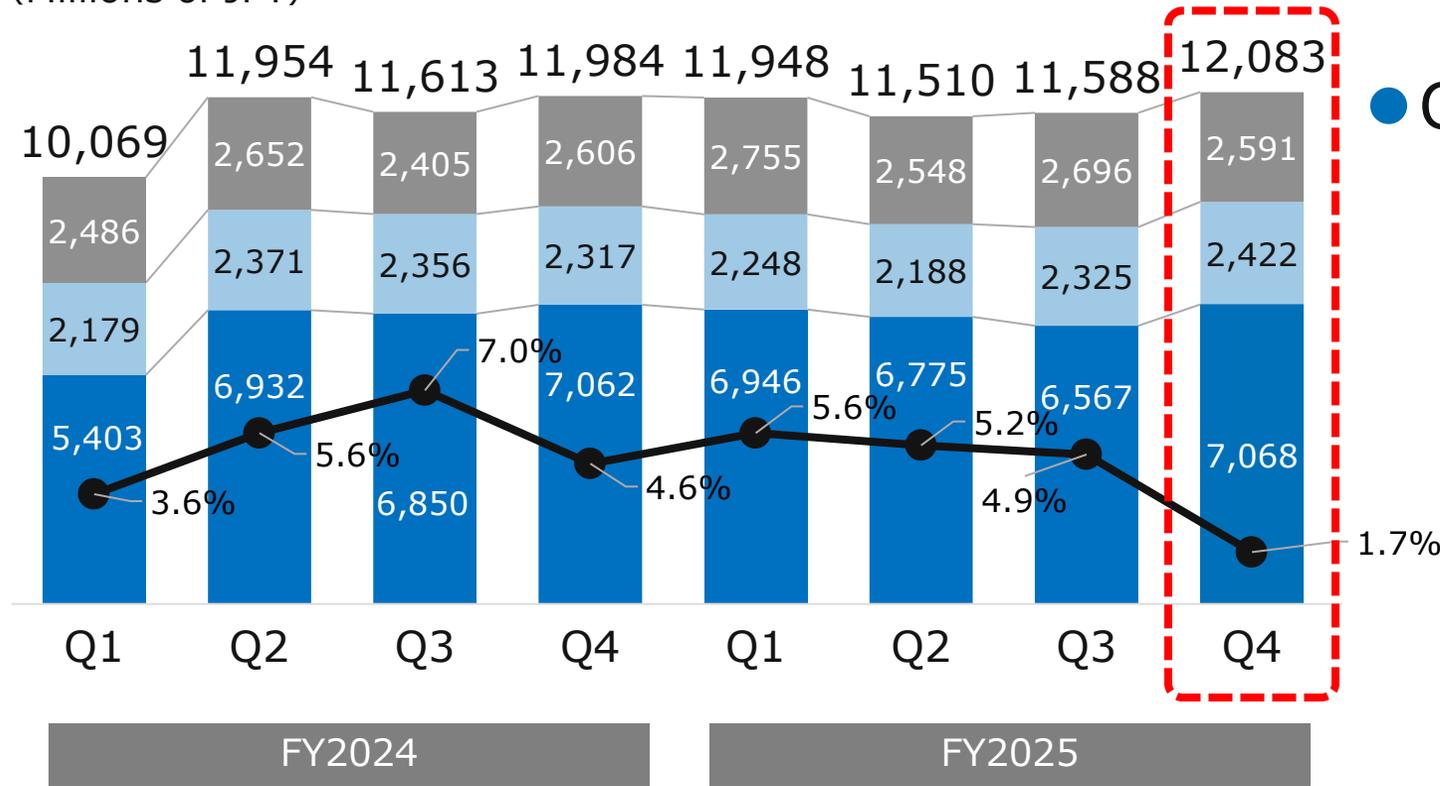
Quarterly net sales and operating profit margin

- Business media
- Medical devices (Own brand)
- Medical devices (CDMO)
- Operating profit margin

2025	Q3	Q4
Forex (Average)	¥145/\$	¥150/\$

- Net sales QoQ (Forex: JPY150/\$)
  - Medical devices (CDMO): Demand recovered

(Millions of JPY)



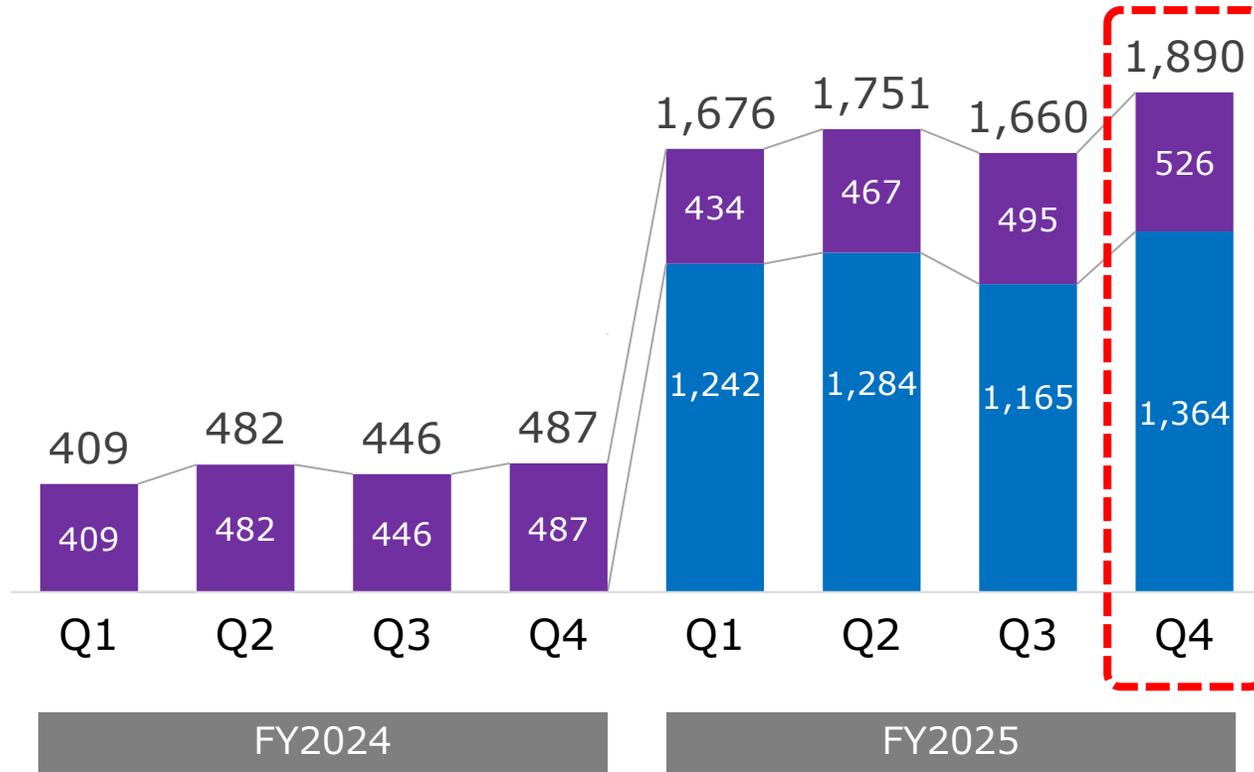
- Operating profit QoQ
  - Restructuring cost 0.45bn yen

# Pharmaceuticals: FY2025 Q4 (3 months) Results

Quarterly net sales

- Pharmaceuticals, etc.
- OTC Pharmaceutical CDMO (Shigaken Pharm.)

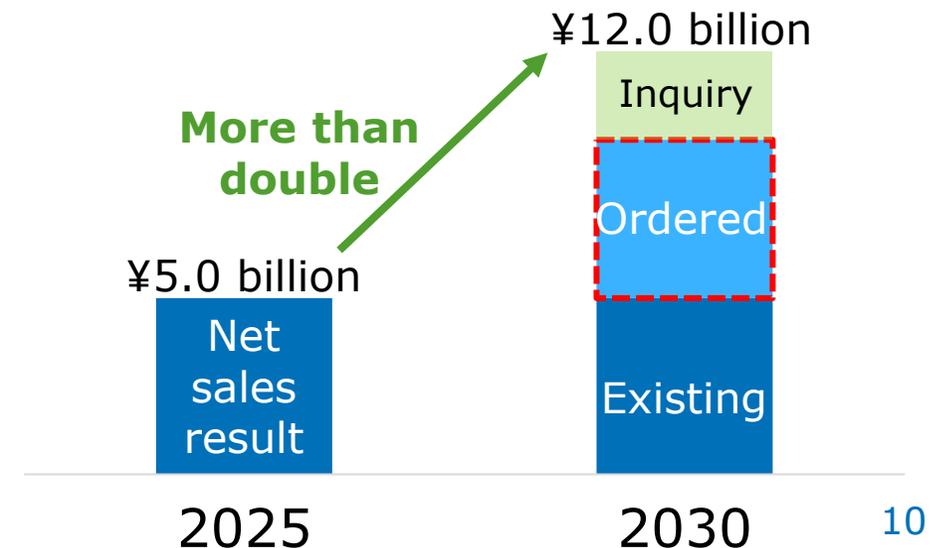
(Millions of JPY)



- Net sales QoQ
  - New items launched, in addition to steady demand

- OTC Pharmaceutical CDMO: Ordered business expanded

- Ordered business increased, following to the decision for capacity expansion (conversion and restart of Tsu factory of Devices)



# FY2026 Plan

# FY2026 Plan

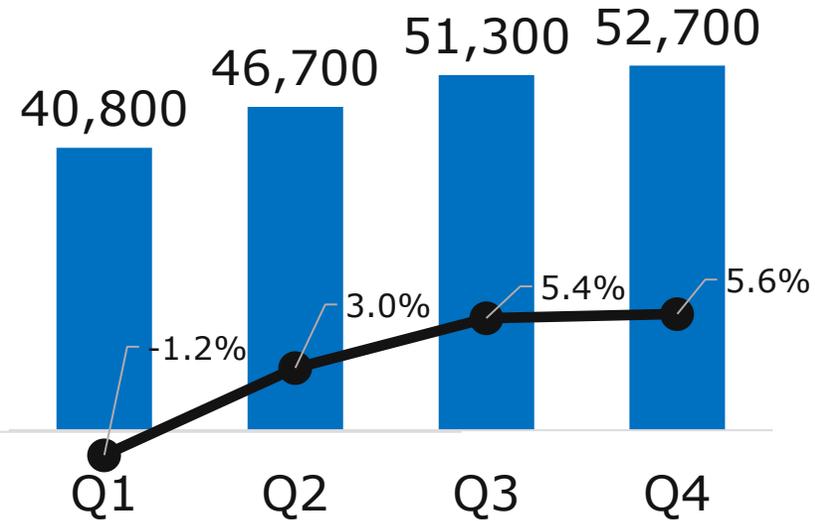
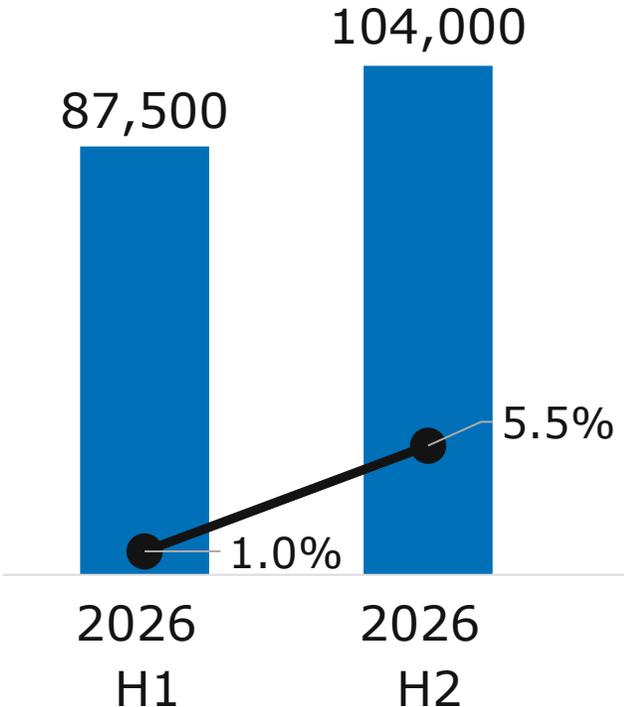
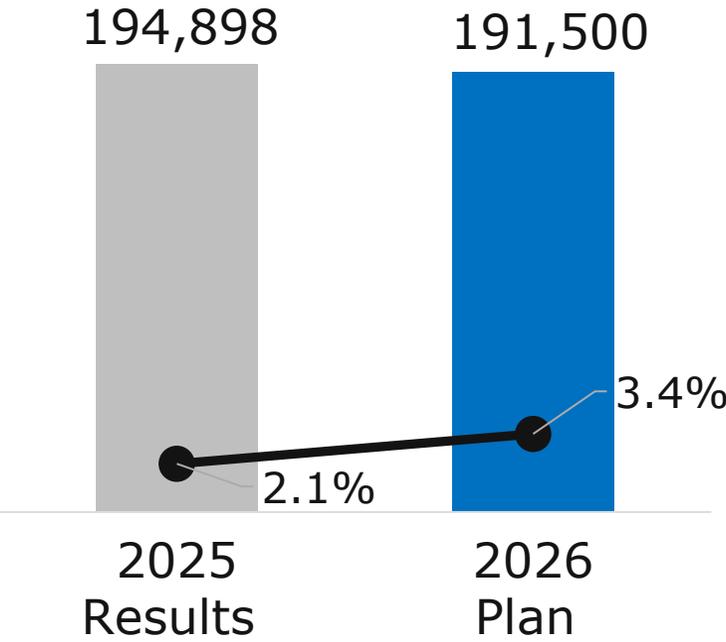
- Full-year: YoY decrease in net sales, increase in operating profit
- Half-year: Demand increase in H2, resulting in operating profit improving
- Quarter: Weak demand for tablets in Devices in Q1, resulting in operating loss in Q1 forecasted

## Full-year

## Half-year

## Quarter

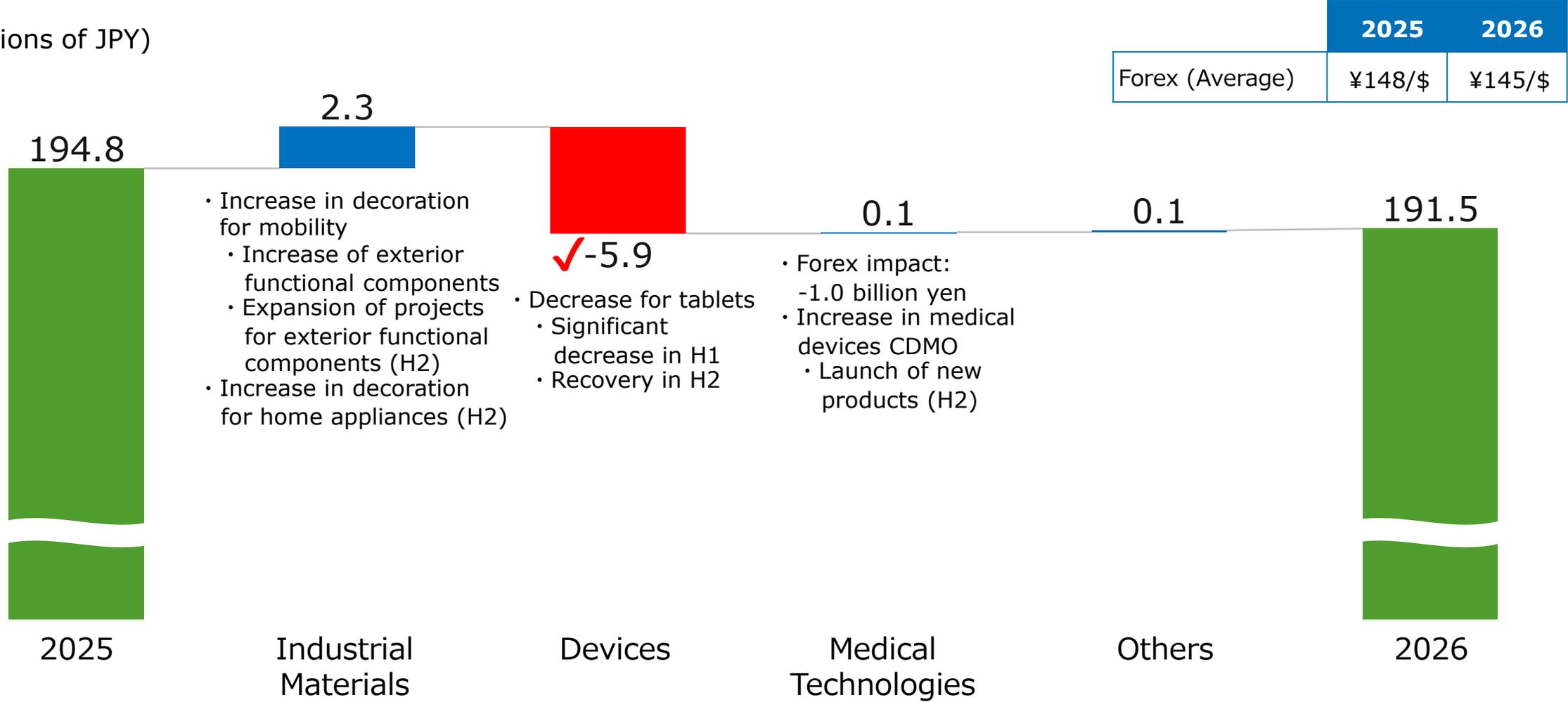
■ Net sales (Millions of JPY)  
● Operating profit margin



Forex	¥148/\$	¥145/\$
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# FY2026 Net Sales Variance: YoY decrease, recovery in H2

(Billions of JPY)



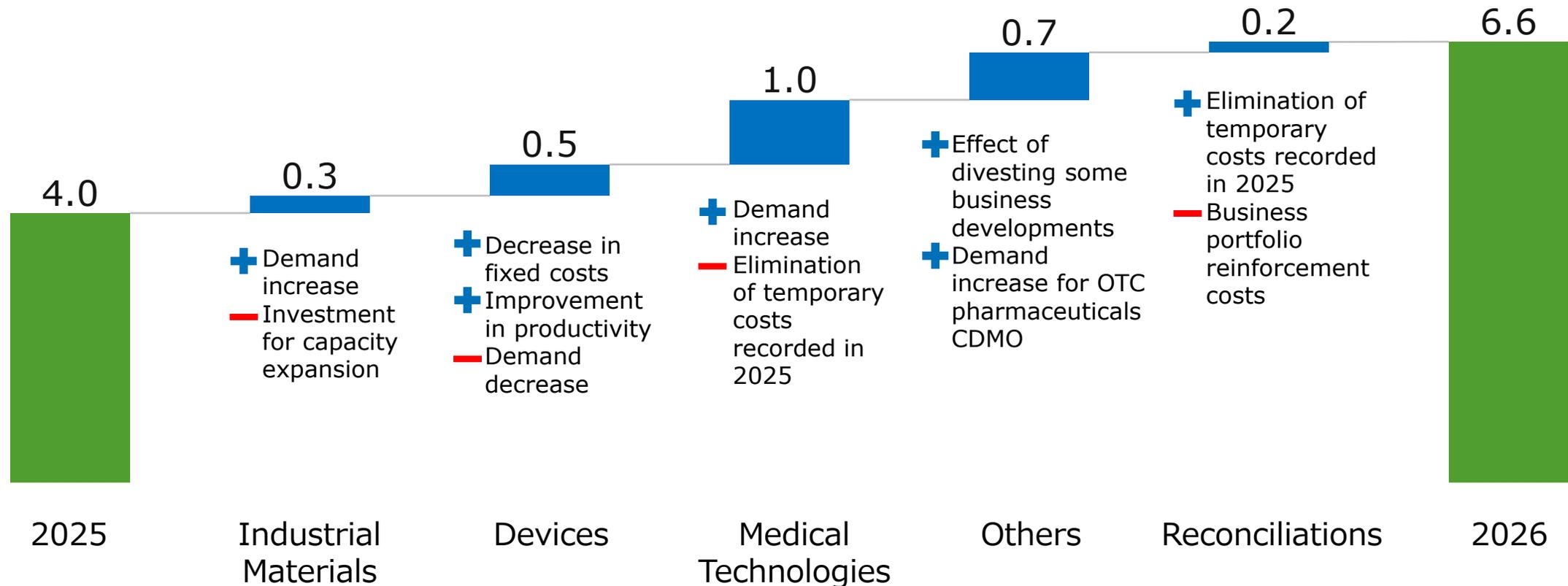
- Increase in decoration for mobility
- Increase of exterior functional components
- Expansion of projects for exterior functional components (H2)
- Increase in decoration for home appliances (H2)

- Decrease for tablets
- Significant decrease in H1
- Recovery in H2

- Forex impact: -1.0 billion yen
- Increase in medical devices CDMO
- Launch of new products (H2)

# FY2026 Operating Profit Variance: YoY increase

(Billions of JPY)



## FY2026 Plan

(Millions of JPY)

	FY2025 Full-year Results	FY2025 H1 Results	FY2025 H2 Results	FY2026 Full-year Plan	FY2026 H1 Plan	FY2026 H2 Plan	YoY
Net Sales	194,898	97,049	97,849	191,500	87,500	104,000	-1.7%
Industrial Materials	76,315	37,570	38,745	78,600	37,000	41,600	+3.0%
Devices	58,452	29,752	28,700	52,600	21,900	30,700	-10.0%
Medical Technologies	47,130	23,459	23,671	47,200	22,700	24,500	+0.1%
Others	13,000	6,267	6,733	13,100	5,900	7,200	+0.8%
Of which, Pharmaceuticals	6,978	3,427	3,551	7,400	3,200	4,200	+6.0%
Operating profit	4,040	2,558	1,482	6,600	900	5,700	+63.4%
Operating profit margin	2.1%	2.6%	1.5%	3.4%	1.0%	5.5%	+1.3pt
Industrial Materials	3,741	2,107	1,634	4,000	1,200	2,800	+6.9%
Devices	2,130	1,097	1,033	2,600	300	2,300	+22.0%
Medical Technologies	2,035	1,267	768	3,000	1,300	1,700	+47.3%
Others	390	291	99	1,100	400	700	+181.7%
Reconciliations	-4,258	-2,205	-2,053	-4,100	-2,300	-1,800	-
Profit before tax	3,551	1,092	2,458	5,000	100	4,900	+40.8%
Profit attributable to owners of parent	1,001	20	981	2,300	-1,100	3,400	+129.6%
Forex (Average)	¥148/\$	¥149/\$	¥148/\$	¥145/\$	¥145/\$	¥145/\$	

# Reinforcing and Rationalizing the Business Portfolio

# Reinforcing and Rationalizing the Business Portfolio: Disciplined diversification

2010s

Overreliance on the IT devices



Highly volatile business environment

2020s (through the present)

Building a business portfolio through selective focus and diversification



Selective diversification helps mitigate demand volatility, while performance variance among businesses becomes more apparent

Toward 2030

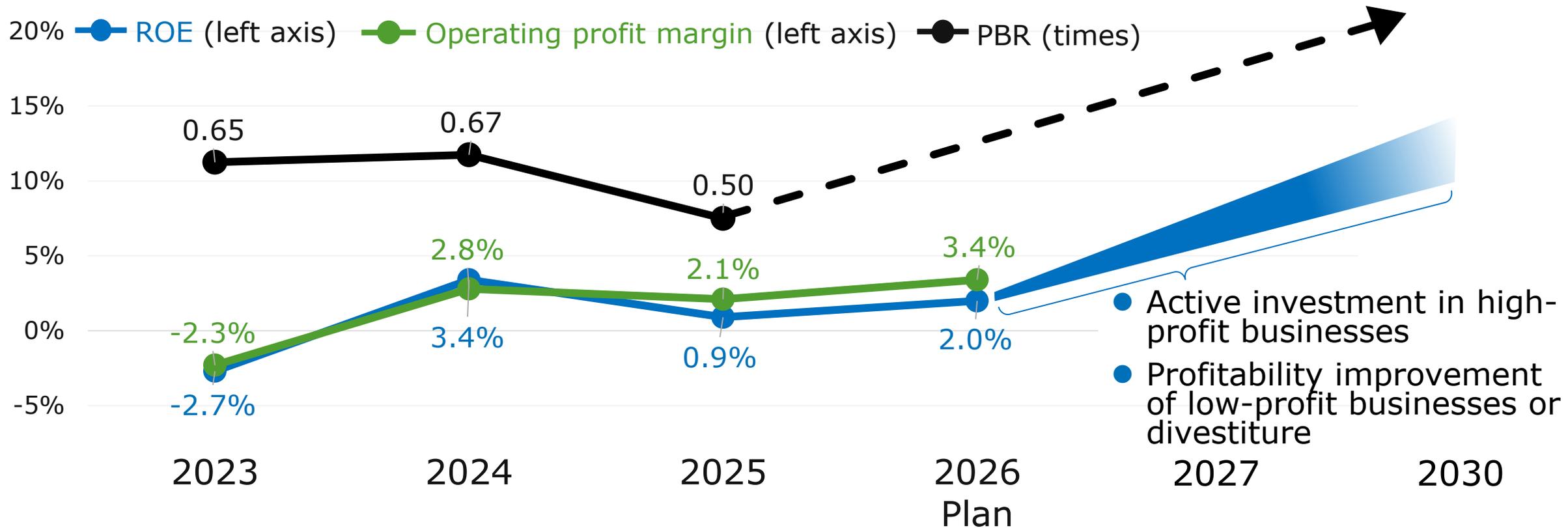
Selective and disciplined diversification



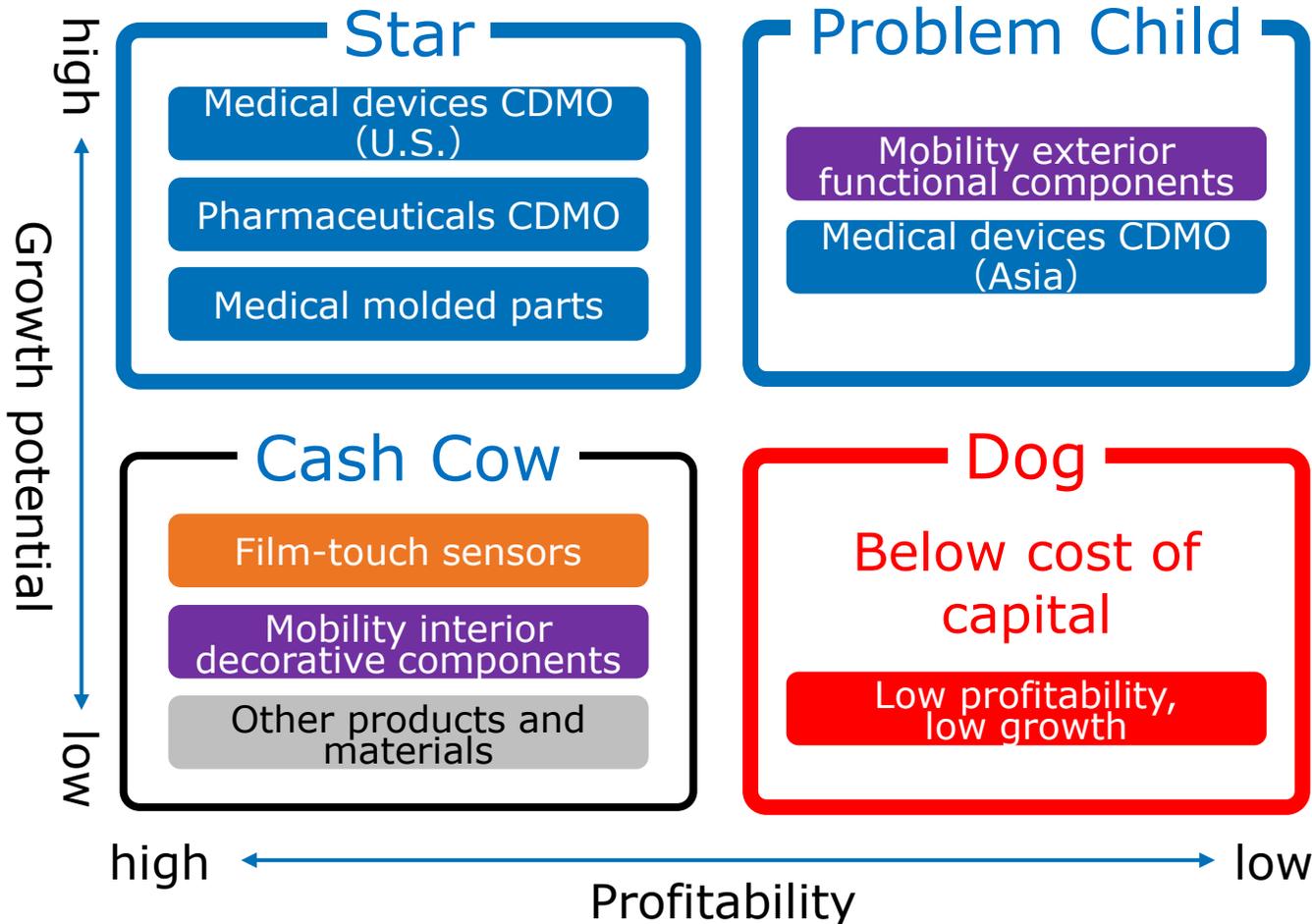
Stable growth expected

# Enhancing ROE through improving operating profit margin

- ROE has remained low, falling below the cost of equity (6-8%\*)
- ROE has been linked to the operating profit margin
- Improving operating profit margin through selective and disciplined diversification



# Selective and disciplined diversification, prioritizing profitability over business expansion



## Active investment in high-profit business

- Company-wide commitment to the medical market
- Acquisition of USM Healthcare (Vietnam)

## Profitability improvement or divestiture

- Impact by profitability improvement: Consolidated operating profit margin +1-2 percentage points
- 2025: Terminated two business developments

# Company-wide Commitment to the Medical Market

Contributing to solving medical issues and enriching people's healthy and affluent lives

Medical devices market

Pharmaceuticals market

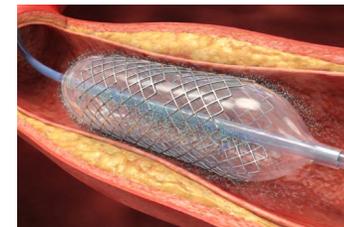
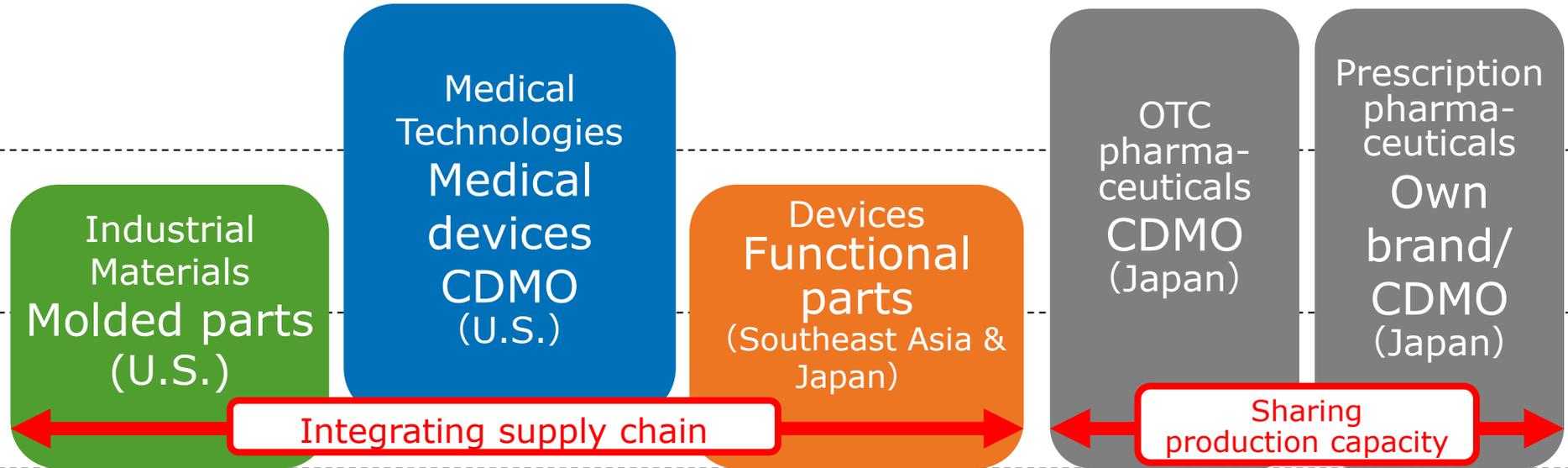
High turnover of existing assets

Expansion through investment

Design & Development

Assembly

Components



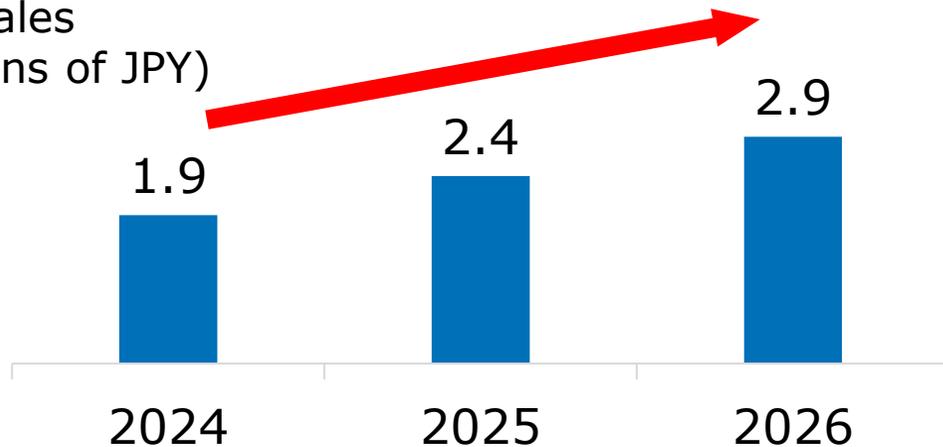
# Acquisition of USM Healthcare, Vietnamese medical devices manufacturer

- A new business platform in Southeast Asia
- Sole domestic stent manufacturer in Vietnam
- Expanding medical devices CDMO business in the region

## Outlook for growth

- Medical device market in Southeast Asia expected to grow at +10%
- Growth of current products of USM Healthcare as domestic manufacturer in Vietnam
- Utilization of our customer network in the U.S. and Japan, leveraging our medical device CDMO capabilities

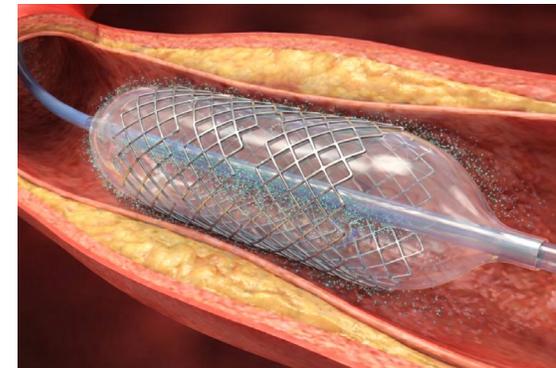
Net sales  
(Billions of JPY)



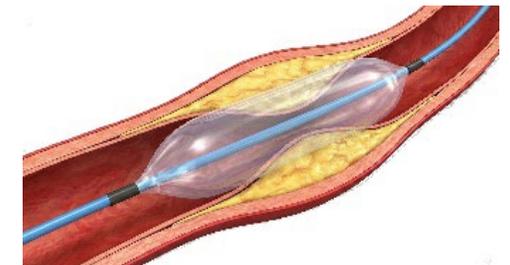
Company Name	USM Healthcare Medical Devices
Location	Ho Chi Minh City, Vietnam
Established	2012
Net sales EBITDA	417.0 billion VND (JPY 2.4 bn) 89.0 billion VND (JPY 0.5 bn) (FY2025.12)
Business Description	Manufacturing and sales of medical devices / CDMO



USM Healthcare products



Drug-eluting stent \*



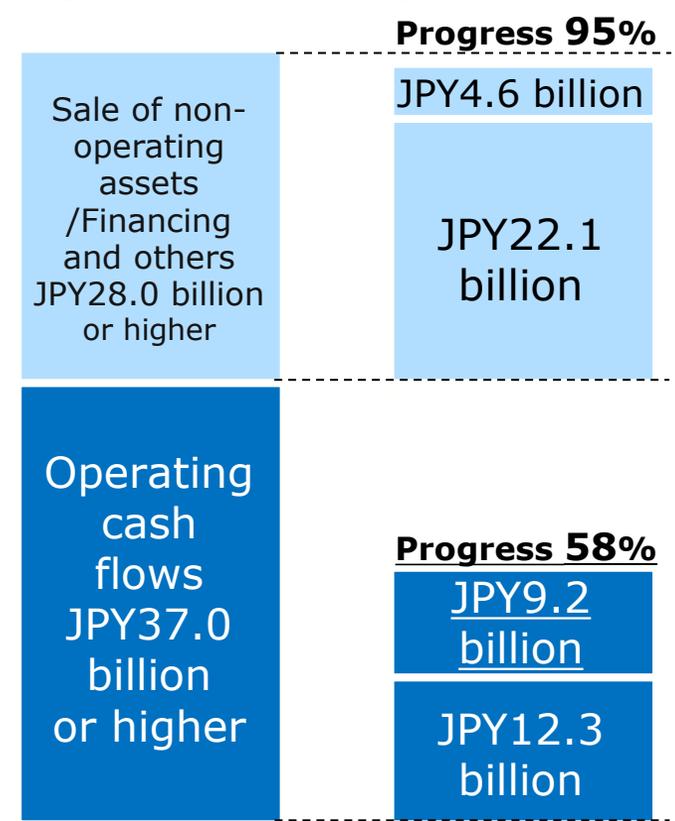
PTCA balloon \*

\* These images are for illustrative purposes only and were created with generative AI

# Cash allocation (progress in the second year of the 8<sup>th</sup> medium-term business plan)

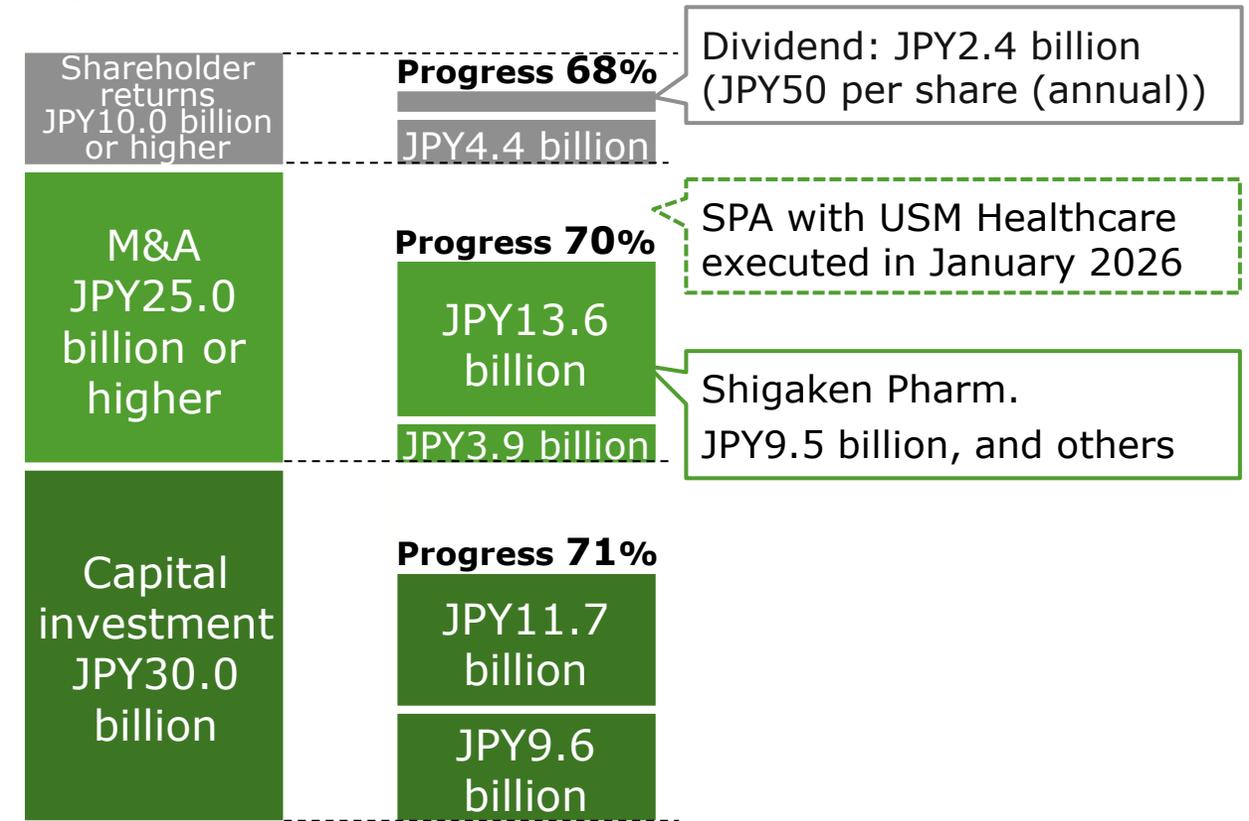
## Cash-in

FY2024-2026 3-year plan    FY2024/2025 2-year results



## Cash-out

FY2024-2026 3-year plan    FY2024/2025 2-year results

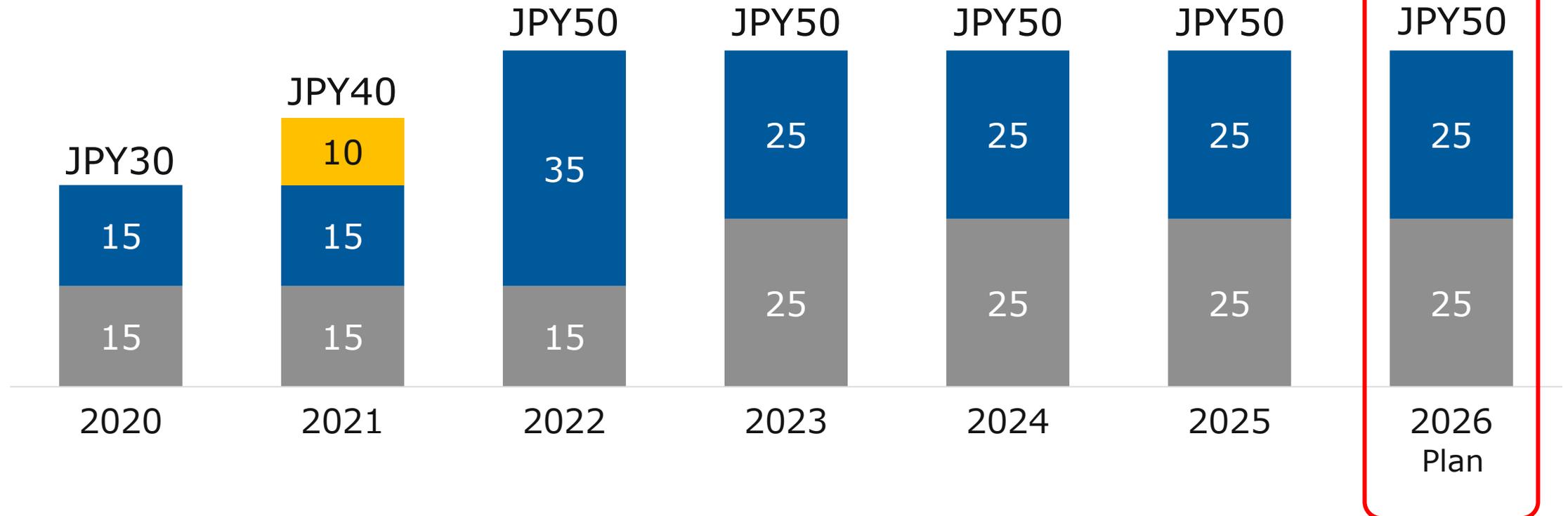


# Dividend

- Plan to continue annual dividend of 50 yen per share, looking to medium- to long-term growth

Annual dividends per share

Ordinary dividend (Interim)
  Ordinary dividend (Year-end)
  Special dividend



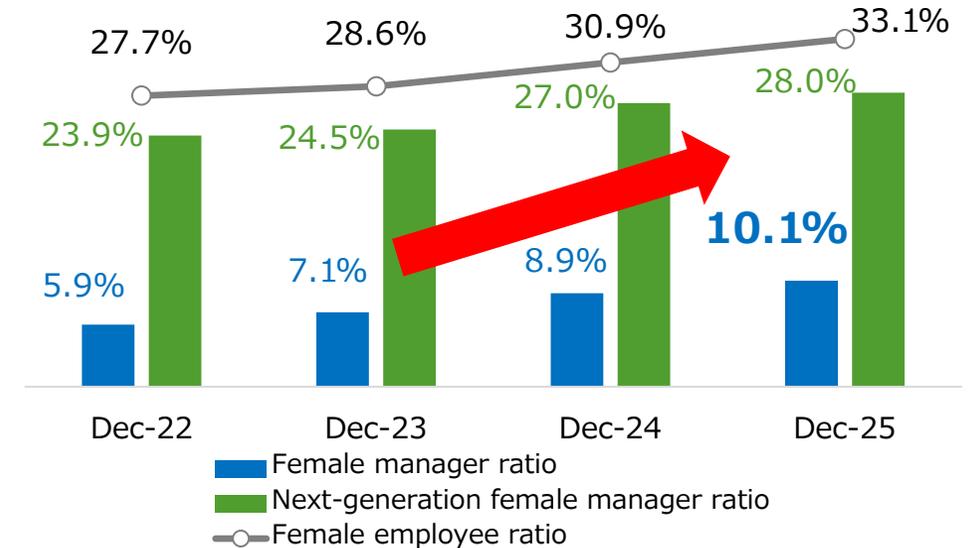
# Initiatives enabling portfolio management

## Utilizing diverse human capital

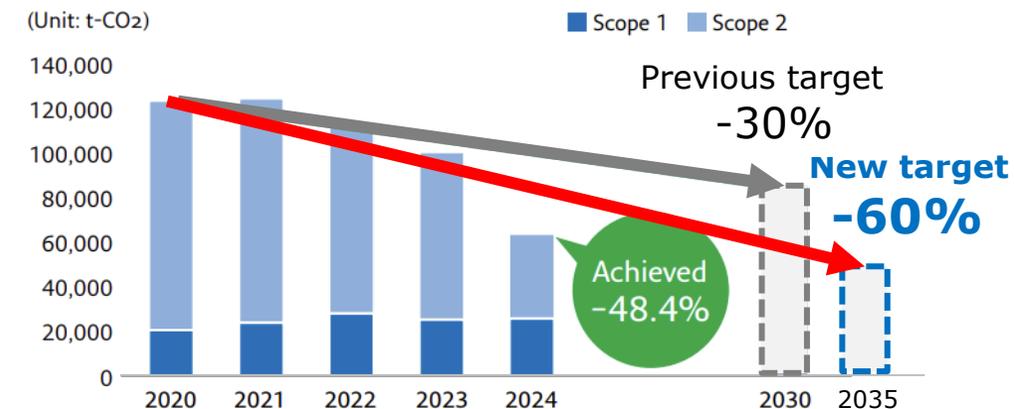
- Female manager ratio (Japan, Nissha non-consolidated): reached 10%
- Next-generation female manager ratio: steadily increasing

## Responding to climate change

- Achieved the emission reduction target, -30%, ahead of schedule
  - 2024: -48.4% reduction
- Revised the target: -60% by 2035 (vs.2020) (Scope 1 and 2)
- CDP
  - Selected for the A List for the first time with the top rating "Climate Change A"



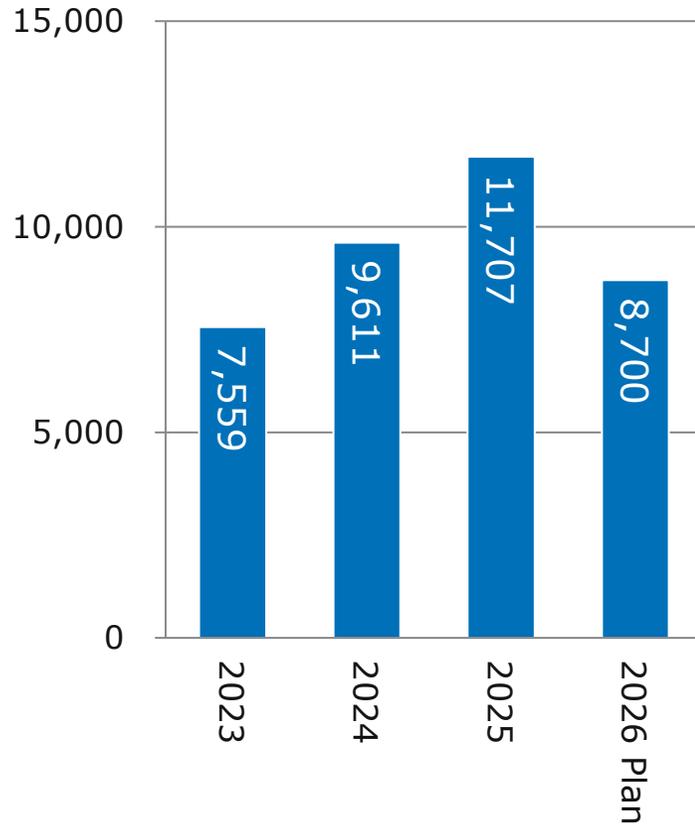
CO2 Emission Reduction Targets and Results (Scope 1 and 2)



# (Reference) Capital investment, Depreciation and amortization, R&D

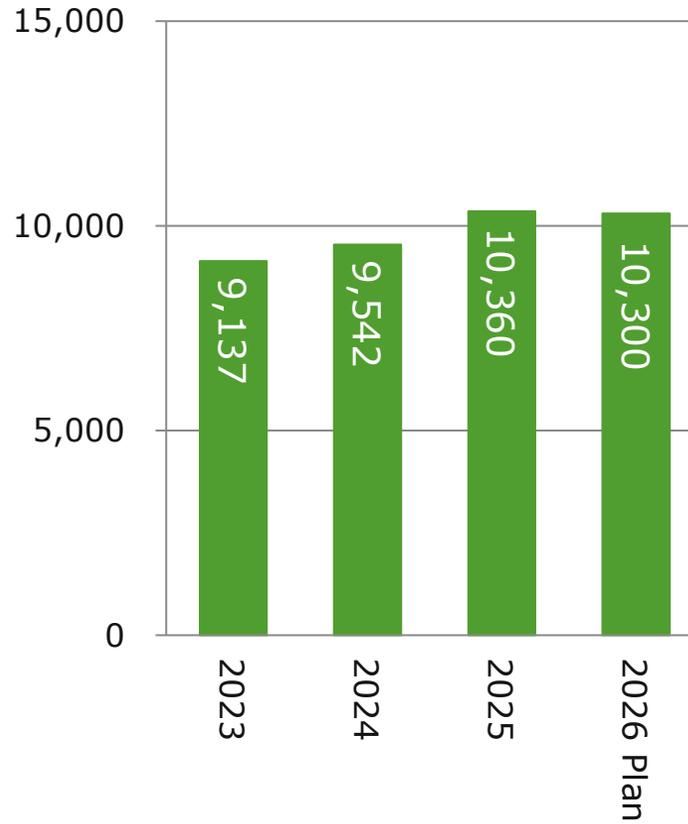
## Capital investment

(Millions of JPY)



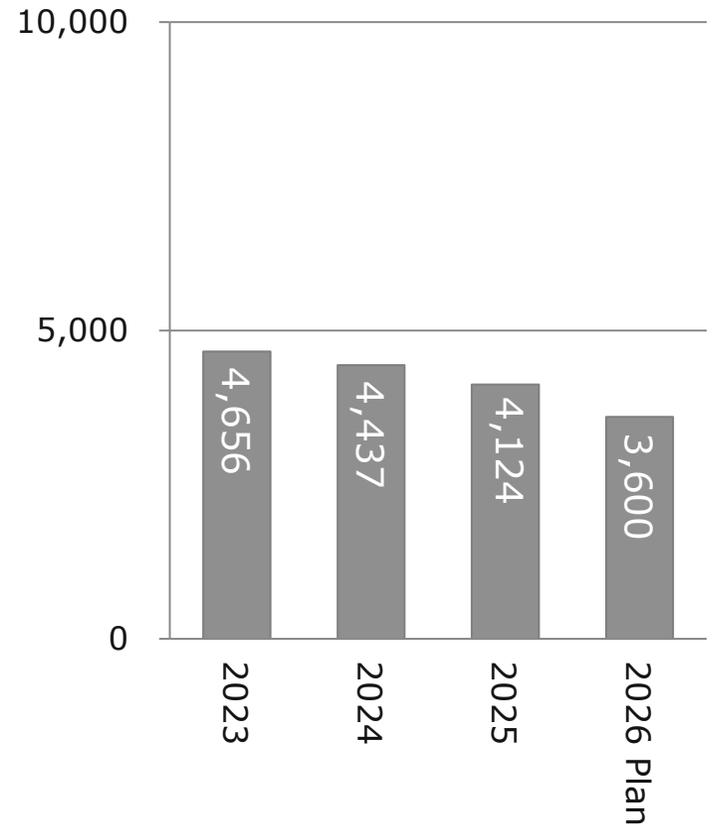
## Depreciation and amortization

(Millions of JPY)



## R&D

(Millions of JPY)



# (Reference) Capital investment, Depreciation and amortization, M&A investment, R&D (FY2025)

(Millions of JPY)

	Q1 Results	Q2 Results	Q3 Results	Q4 Results
Capital investment	3,033	3,413	2,728	2,532
Depreciation and amortization	2,506	2,464	2,689	2,700
M&A investment	9,500	291	0	3,840
R&D	1,034	1,051	1,033	1,005

# (Reference) External ESG evaluations

- ESG rating agencies

- MSCI ESG Ratings: "AA"



- Index

- Selected in 4 out of the 6 ESG indexes adopted by GPIF

- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- MSCI Japan ESG Select Leaders Index
- S&P/JPX Carbon Efficient Index



FTSE JPX Blossom Japan Index



FTSE JPX Blossom Japan Sector Relative Index



S&P/JPX Carbon Efficient Index

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

- Others

- SOMPO Sustainability Index
- Health and Productivity Management Outstanding Organization
- Kurumin Certification



Sompo Sustainability Index



2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門



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# Leaders in Trusted Technologies

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