

11-Year Summary

11-Year Financial Highlights

Fiscal Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Management results (¥ million)											
Sales	109,837	108,463	106,627	108,080	116,984	139,421	137,902	132,735	146,698	160,709	184,683
Operating profit	13,851	11,264	6,598	5,751	6,472	12,402	12,333	8,637	8,172	11,967	13,432
Ordinary income	14,146	10,937	6,402	5,625	6,405	12,038	12,660	9,412	9,056	12,566	13,516
Profit attributable to owners of parent	7,390	7,402	4,506	2,883	4,046	8,048	8,827	6,607	5,479	8,715	12,097
Capital investment	3,400	2,944	6,059	2,588	2,518	7,153	4,984	5,183	12,102	18,540	6,481
Depreciation	2,692	2,740	2,891	3,756	3,533	4,034	3,857	4,283	4,209	4,858	6,512
EBITDA ¹	17,112	14,602	10,342	11,981	10,911	17,153	17,050	13,408	12,698	17,034	20,114
R&D expenses	1,588	1,973	2,014	2,154	2,466	2,876	2,642	2,778	2,970	3,059	3,193
Overseas sales	788	687	4,090	3,542	5,426	9,360	9,394	11,703	14,537	15,441	15,129
Overseas sales ratio (%)	0.7	0.6	3.8	3.3	4.6	6.7	6.8	8.8	9.9	9.6	8.2
Financial Condition (¥ million)											
Net assets	74,926	79,146	82,152	83,061	98,588	90,895	98,746	99,221	101,370	108,696	116,507
Total assets	95,577	100,106	101,871	103,886	141,971	123,212	127,812	124,316	135,579	161,742	183,897
Equity	74,908	79,137	82,147	83,032	85,046	90,629	98,539	99,063	101,166	108,488	115,135
Interest-bearing debt	58	1,405	1,452	1,664	19,280	4,882	3,262	282	6,627	18,558	28,565
Cash flow (¥ million)											
Cash flows from operating activities	13,939	8,242	9,787	6,616	8,046	12,649	12,250	8,471	3,751	12,321	18,637
Cash flows from investing activities	- 6,279	- 2,874	- 4,336	- 1,882	- 13,308	4,920	- 3,857	- 4,966	- 13,899	- 14,429	- 12,450
Cash flows from financing activities	- 2,386	- 2,520	- 1,771	- 1,716	16,048	- 26,925	- 3,880	- 10,022	1,449	6,929	974
Free cash flow	7,660	5,368	5,451	4,733	- 5,261	17,570	8,393	3,504	- 10,148	- 2,108	6,186
Cash equivalents at end of period	18,839	21,606	25,138	28,283	38,934	29,620	34,301	28,319	20,098	25,411	33,132
Information per share (¥)											
Book value per share	1,854.72	1,955.84	2,030.28	2,052.18	2,101.99	2,239.98	2,435.33	2,611.64	2,667.12	2,860.19	3035.00
Earnings per share	183.29	183.00	111.37	71.26	100.02	198.93	218.16	164.75	144.45	229.77	318.91
Dividend per share	56	57	50	40	40	60	66	50	145	230	160
Payout ratio (%)	30.6	31.1	44.9	56.1	40.0	30.2	30.3	30.3	100.4	100.1	50.2
Closing price at end of term	2,236	1,794	1,536	1,650	2,214	1,729	2,028	1,576	2,642	4,140	3,115
Index (%)											
Operating profit margin	12.6	10.4	6.2	5.3	5.5	8.9	8.9	6.5	5.6	7.4	7.3
ROE	10.2	9.6	5.6	3.5	4.8	9.2	9.3	6.7	5.5	8.3	10.8
ROA	15.3	11.2	6.3	5.5	5.2	9.1	10.1	7.5	7.0	8.5	7.8
Equity ratio	78.4	79.1	80.6	79.9	59.9	73.6	77.1	79.7	74.6	67.1	62.6
PBR (based on closing price at end of term) (ratio)	1.21	0.92	0.76	0.80	1.05	0.77	0.83	0.60	0.99	1.45	1.03
PER (based on closing price at end of term) (ratio)	12.20	9.80	13.79	23.15	22.14	8.69	9.30	9.57	18.29	18.02	9.77
Total return ratio ²	30.6	31.2	44.9	56.2	40.1	30.2	30.3	90.3	100.7	100.4	50.3

¹In calculating EBITDA, depreciation cost and depreciation of goodwill are based on the amounts shown in the consolidated statements of cash flows.

²In calculating the total return ratio, acquisition of shares under the share buyback program for shares less than one unit is included, but acquisition of treasury stock by the Board Benefit Trust (BBT) is not included.

11-Year Summary

11-Year Key Non-financial Data

Fiscal Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Governance											
No. of directors	12	12	10	10	10	11	12	11	12	12	12
No. of outside directors	4	4	3	3	3	4	4	4	4	4	4
Ratio of outside directors (%)	33.3	33.3	30.0	30.0	30.0	36.4	33.3	36.4	33.3	33.3	33.3
Society											
No. of employees (consolidated)	2,689	3,157	3,168	3,100	3,700	3,942	4,062	4,120	4,261	4,528	5,338
No. of employees (NITTO KOGYO non-consolidated)	1,612	1,725	1,721	1,761	1,842	1,918	1,960	1,989	2,148	2,170	2,216
Ratio of women in management roles (NITTO KOGYO nonconsolidated) (%)	–	–	–	–	–	1	3	3	4	4	4
Ratio of overseas employees (NITTO KOGYO non-consolidated) (%)	–	–	–	–	–	1	1	1	2	2	3
Percentage of males who take childcare leave (NITTO KOGYO non-consolidated) (%)	0	1	0	4	7	1	4	5	28	40	57
Percentage of females who take childcare leave (NITTO KOGYO non-consolidated) (%)	100	100	100	100	100	100	93	100	91	100	100
Environment											
GHG emissions (Scope1, 2) ^③ (t-CO ₂)	25,777	24,817	23,294	23,424	22,917	22,290	25,975	25,113	27,360	26,578	23,528
GHG emissions (Scope3) (t-CO ₂)	–	–	–	–	–	–	399,109	418,665	551,010	559,296	541,110
Waste emissions (non-consolidated) (t)	1,472.5	1,499.6	1,432.9	1,300.0	1,266.1	1,377.9	1,406.0	1,258.0	1,233.0	1,356.5	1,638.3
Solar power generation (kWh)	4,764,352	4,679,451	4,834,774	4,605,036	4,689,978	4,437,402	4,302,862	4,346,650	4,555,753	5,654,349	7,009,950

*3 FY2013 to FY2019 covers NITTO KOGYO on a non-consolidated basis; FY2020 and thereafter covers the NITTO KOGYO Group.

Company Overview (as of March 31, 2025)

Company name	NITTO KOGYO CORPORATION
Established	November 24, 1948
President & COO	Toru Kurono
Location of headquarters	2201 Kanihara, Nagakute-shi, Aichi 480-1189
Capital stock	6,578 million yen
No. of employees	Consolidated: 5,338 Non-consolidated: 2,216
Details of Business	The manufacture and sales of electric and mechanical equipment such as high-voltage power receiving equipment, panel boards, home panel boards, EV/PHEV general charging stands, optical boxes, metal enclosures, plastic enclosures, system racks, breakers, switches, thermal management products, and so on. Power generation and sales business.

Stock Overview (as of March 31, 2025)

Total number of authorized shares	96,203,000
Number of issued shares	40,458,000 (including treasury shares)
No. of Shareholders	18,435

Overview of major shareholders

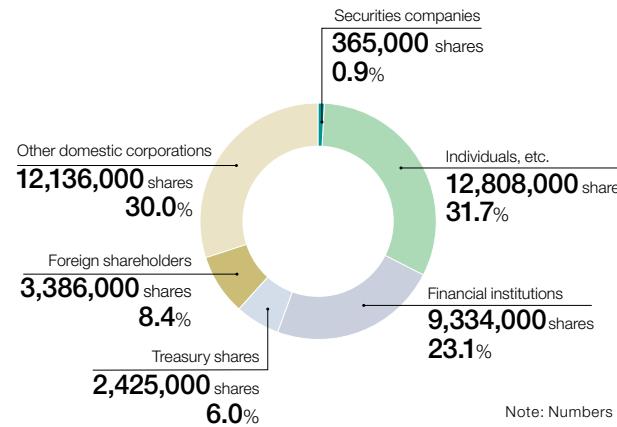
Name of shareholder	No. of shares held (thousand)	Shareholding ratio (%)
Meito Kousan, Ltd.	6,918	18.2
The Master Trust Bank of Japan, Ltd. (Trust)	4,804	12.6
NITTO KOGYO Shareholders' Association of Business Partners	2,432	6.4
Meiji Yasuda Life Insurance Company	1,586	4.2
Shinwa Kousan, Ltd.	1,050	2.8
Custody Bank of Japan, Ltd. (Trust)	962	2.5
NITTO KOGYO Employee Stock Ownership Association	802	2.1
The Nitto Foundation	779	2.0
The Bank of Nagoya, Ltd.	586	1.5
Yokoyama Estate Agents, Ltd.	515	1.4

Notes: 1. The Company owns 2,425,000 shares of treasury stock but is excluded from the major shareholders listed above.
2. Shareholding ratios are calculated excluding treasury stock.
3. The company adopted a performance-linked stock compensation system, known as the Board Benefit Trust (BBT), under which the Custody Bank of Japan, Ltd. (Trust E account) (hereinafter referred to as "Trust E") acquired 96,000 shares of the company's stock. Note that the shares of the company's stock held by Trust E are not treated as treasury shares.

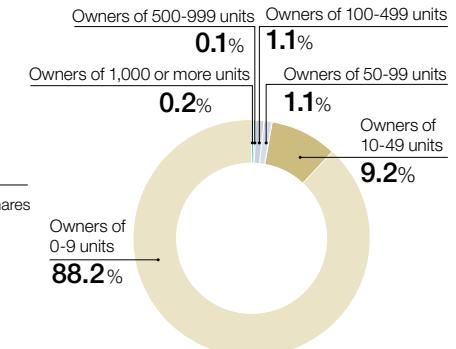
List of Group Companies

• Aichi Electric Works Co., Ltd.	• SunTelephone Co., Ltd.
• Tempearl Industrial Co., Ltd.	• KITAGAWA INDUSTRIES CO., LTD.
• NANKAIDENSETSU Co., Ltd.	• NITTO KOGYO (CHINA) CORPORATION
• Taiyo Electric Mfg. Co., Ltd.	• GATHERGATES GROUP PTE. LTD.
• EM solutions CO.,Ltd.	• ELETTA (THAILAND) CO.,LTD.
• ECAD Solutions Co., Ltd.	• NITTO KOGYO BM (THAILAND) CO.,LTD.
22 other companies	

Distribution of shares by owner



Shareholder distribution by owned share units (1 unit: 100 shares)



Note: Numbers are rounded off, so the total may not amount to 100%.