



Financial Results Presentation Materials: Fiscal Year Ending December 2025

February 10, 2026
Nisshinbo Holdings Inc.



1. **Financial Results for FY2025**
2. Outlook for FY2026 and business direction
3. Progress of Medium-Term Management Plan 2026
4. "Blueprint for Management"

The performance forecasts contained in this document are based on judgments made by the Company using information currently available and do not constitute a promise of their achievement.

1. Financial Results for FY2025

Business Performance Highlights

(Millions of yen)

	FY2024	FY2025	Change		FY2025 Initial Forecast
				Rate	
Net Sales	494,746	502,339	+7,593	+1.5%	506,000
Operating income	16,581	26,401	+9,820	+59.2%	19,700
Ordinary income	24,403	29,327	+4,924	+20.2%	21,600
Net income attributable to Owners of Parent	10,277	13,920	+3,642	+35.4%	18,300

- Sales: Increased due to higher revenue in the Wireless and Communications Business, among other factors
- Operating profit, ordinary profit, and net income attributable to owners of parent increased due to significant profit growth in the Wireless and Communications Business, among other factors

1. Financial Results for FY2025


Segment Results

(Millions of yen)

Segment	Sub-segment	FY2024		FY2025 (Current Period)		Change	
		Sales	Operating income	Sales	Operating income	Sales	Operating income
Wireless and Communications	(JRC)	63,814	233	76,272	6,535	12,458	6,302
	(KDE)	71,061	3,742	78,149	6,934	7,088	3,192
	Solutions & Defense Total	134,875	3,975	154,421	13,469	19,546	9,494
	Marine Systems	51,413	4,537	56,027	6,018	4,614	1,481
	Mobility and others	51,599	-862	44,430	-1,676	-7,169	-814
	Eliminations, etc.	-3,372	-73	-3,041	-143	331	-70
	Total	234,515	7,577	251,837	17,668	17,322	10,091
MicroDevices		64,225	-7,093	62,400	-5,505	-1,825	1,588
Material	Brakes	58,188	2,333	57,795	3,385	-392	1,052
	Precision Instruments	54,161	1,641	55,442	2,976	1,280	1,334
	Chemicals	11,040	655	9,736	-56	-1,304	-711
	Textiles	36,842	193	33,345	98	-3,497	-95
Real estate		23,539	17,694	17,939	12,667	-5,600	-5,027
Other Businesses, Corporate costs		12,232	-6,421	13,841	-4,834	1,609	1,587
Total		494,746	16,581	502,339	26,401	7,593	9,820

1. Financial Results for FY2025(Comparison by Segment)

(Millions of yen)


Segment	Sub-segment	FY24/12		FY2025		Change	
		Sales	Operating income	Sales	Operating income	Sales	Operating income
 <div>Wireless and Communications Business</div>	(JRC)	63,814	233	76,272	6,535	12,458	6,302
	(KDE)	71,061	3,742	78,149	6,934	7,088	3,192
	Solutions & Defense Total	134,875	3,975	154,421	13,469	19,546	9,494
	Marine Systems	51,413	4,537	56,027	6,018	4,614	1,481
	Mobility and others	51,599	-862	44,430	-1,676	-7,169	-814
	Eliminations, etc.	-3,372	-73	-3,041	-143	331	-70
Total		234,515	7,577	251,837	17,668	17,322	10,091

Wireless and Communications Business

- Solutions & Defense Total**
 Increased revenue and profits driven by higher orders for municipal disaster prevention systems due to renewal demand, plus increased orders for Ministry of Defense equipment and maintenance materials
- Marine Systems**
 Revenue and profits increased due to strong orders for equipment for new merchant ships, as well as for equipment for retrofitting merchant ships and aftermarket services such as maintenance.
- Mobility and Others**
 Revenue decreased and profitability deteriorated due to a decline in orders for repeaters (mobile phone relay equipment) caused by specification changes and project delays, coupled with weak performance in commercial wireless equipment for overseas markets.

1. Financial Results for FY2025(Comparison by Segment)

(Millions of yen)




Segment		FY24/12		FY2025		Change	
		Sales	Operating income	Sales	Operating income	Sales	Operating income
	Micro Devices Business	64,225	-7,093	62,400	-5,505	-1,825	1,588

Micro Devices Business

- **Electronic Devices Business**
 - **Industrial Machinery**
Revenue increased due to higher orders for domestic office automation equipment products, etc.
 - **Consumer**
Revenue decreased due to sluggish performance, excluding amusement-related and smartphone-related products.
 - **Automotive**
Revenue decreased due to reduced orders caused by the sluggish EV market and inventory adjustments by sensor-related customers.
- **Microwave Business**
Revenue and profit decreased due to stagnant shipments of maintenance parts for electron tubes, caused by difficulties in obtaining components due to rare earth restrictions.

1. Financial Results for FY2025(Comparison by Segment)

(Millions of yen)

Segment	FY24/12		FY2025		Change	
	Sales	Operating income	Sales	Operating income	Sales	Operating income
 Materials Business						
Brakes	58,188	2,333	57,795	3,385	-392	1,052
Precision Instruments	54,161	1,641	55,442	2,976	1,280	1,334
Chemicals	11,040	655	9,736	-56	-1,304	-711
Textiles	36,842	193	33,345	98	-3,497	-95
 Real estate	23,539	17,694	17,939	12,667	-5,600	-5,027
 Other Businesses, Corporate costs	12,232	-6,421	13,841	-4,834	1,609	1,587
Consolidated Total	494,746	16,581	502,339	26,401	7,593	9,820

Materials Business

- **Brakes**
Japan/US: Increased revenue and profit
Korea: Decreased revenue, reduced loss
- **Precision Instruments**
Increased revenue and profit in molded products for automotive and medical applications
- **Chemicals**
Decreased revenue and expanded losses for carbon separators for fuel cells due to stagnation in the overall hydrogen market
- **Textiles**
Decreased revenue and worsened profitability due to reduced orders in the shirt business, etc.

Real estate

- **Real estate**
Shrinkage in condominium sales projects compared to the previous period
- **Corporate costs**
Decrease in R&D expenses, etc.

1. Financial Results for FY2025
- 2. Outlook for FY2026 and business direction**
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2. Outlook for FY2026 and business direction

Outlook for FY2026

(Millions of yen)

	FY2025	FY2026 Forecast	Change	
				rate
Net Sales	502,339	511,000	+8,661	+1.7%
Operating income	26,401	21,000	-5,401	-20.5%
Ordinary income	29,327	21,500	-7,827	-26.7%
Net income attributable to Owners of Parent	13,920	10,000	-3,920	-28.2%
Exchange Rate (JPY/USD)	149.78	145	(Sensitivity to exchange rate: A 1-yen depreciation of the yen results in+¥200 million)	

- Sales: Expected increase due to higher orders for wireless and communications and Micro Devices
- Operating income: Expected to decrease due to reduced scale of Real estate sales, etc.
- Extraordinary Loss: Approximately ¥6 billion is expected due to restructuring costs for the microdevice business and other factors.


2. Outlook for FY2026 and business direction

(Millions of yen)

Segment	Sub-segment	FY2025		FY2026 Forecast	
		Sales	Operating income	Sales	Operating income
Wireless and Communications	(JRC)	76,272	6,535	82,600	6,100
	(KDE)	78,149	6,934	80,000	7,200
	Solutions & Defense Total	154,421	13,469	162,600	13,300
	Marine Systems	56,027	6,018	57,100	4,800
	Connected (formerly Mobility) and others	44,430	-1,676	47,300	-900
	Eliminations, etc.	-3,041	-143	-1,300	-100
	Total	251,837	17,668	265,700	17,100
Micro Devices		62,400	-5,505	67,900	-500
Materials	Brakes	57,795	3,385	57,800	3,000
	Precision Instruments	55,442	2,976	51,500	1,700
	Chemicals	9,736	-56	10,200	0
	Textiles	33,345	98	34,600	200
Real estate		17,939	12,667	9,900	6,400
Other Businesses, Corporate costs		13,841	-4,834	13,400	-6,900
Consolidated Total		502,339	26,401	511,000	21,000

2. Outlook for FY2026 and business direction (Comparison by Segment)

(Millions of yen)

Segment	Sub-segment	FY2025		FY2026/12 Forecast	
		Sales	Operating income	Sales	Operating income
 <div>Wireless and Communications</div>	(JRC)	76,272	6,535	82,600	6,100
	(KDE)	78,149	6,934	80,000	7,200
	Solutions & Defense Total	154,421	13,469	162,600	13,300
	Marine Systems	56,027	6,018	57,100	4,800
	Connected (formerly Mobility) and others	44,430	-1,676	47,300	-900
	Eliminations, etc.	-3,041	-143	-1,300	-100
	Total	251,837	17,668	265,700	17,100

Wireless and Communications Business

■ Sales

Despite fluctuations in the market environment and changes in product mix, revenue growth is anticipated against the backdrop of stable demand in the public sector.

Solutions & Defense

Disaster prevention networks for government agencies and similar systems continue to perform well.

Marine Systems:

New shipbuilding, small and medium-sized vessels, and the aftermarket also remain robust.

Connected:


Anticipating a recovery in customer demand for smart meters and other product

■ Operating income

While profitability has improved due to increased revenue and reduced personnel expenses from implementing early retirement programs, we anticipate a decline in profits due to research and development investments aimed at future growth.

2. Outlook for FY2026 and business direction (Comparison by Segment)

(Millions of yen)

Segment	Sub-segment	FY2025		FY26/12 Forecast	
		Sales	Operating income	Sales	Operating income
	Micro Devices Business	62,400	-5,505	67,900	-500

Micro Devices Business

■ Sales

Industrial Machinery:

In addition to the market recovery, we anticipate new orders.

Consumer:

Anticipates increased revenue due to the market recovery and the bottoming out of inventories.

Automotive:

Anticipating a recovery in the European market and expanding demand for hybrid vehicles




■ Operating income

In addition to increased profits driven by higher revenue, we anticipate reductions in fixed costs through structural reforms.

The effect of personnel cost reductions from the early retirement incentive program announced in December 2025 will contribute from the second half of the fiscal year..

2. Outlook for FY2026 and business direction (Comparison by Segment)

(Millions of yen)

Segment		FY2025		FY2026 Forecast	
		Sales	Operating income	Sales	Operating income
 Materials Business	Brakes	57,795	3,385	57,800	3,000
	Precision Instruments	55,442	2,976	51,500	1,700
	Chemicals	9,736	-56	10,200	0
	Textiles	33,345	98	34,600	200
	Real estate	17,939	12,667	9,900	6,400
	Other Businesses, Corporate costs	13,841	-4,834	13,400	-6,900
Consolidated Total		502,339	26,401	511,000	21,000

Materials Business

- Brakes**
 Demand remains solid, but profits are expected to decline due to the backlash from the price increases implemented in the previous period.
- Precision Instruments**
 We anticipate a decline in both revenue and profit due to a decrease in market share in the home appliance sector and a reduction in the housing equipment and infrastructure sector for molded products.
- Chemicals**
 Despite the continued slump in the fuel cell business, profitability is expected due to new projects in the functional chemicals business.
- Textiles**
 Increased revenue and profits are expected due to higher sales in the shirt business.

Real estate

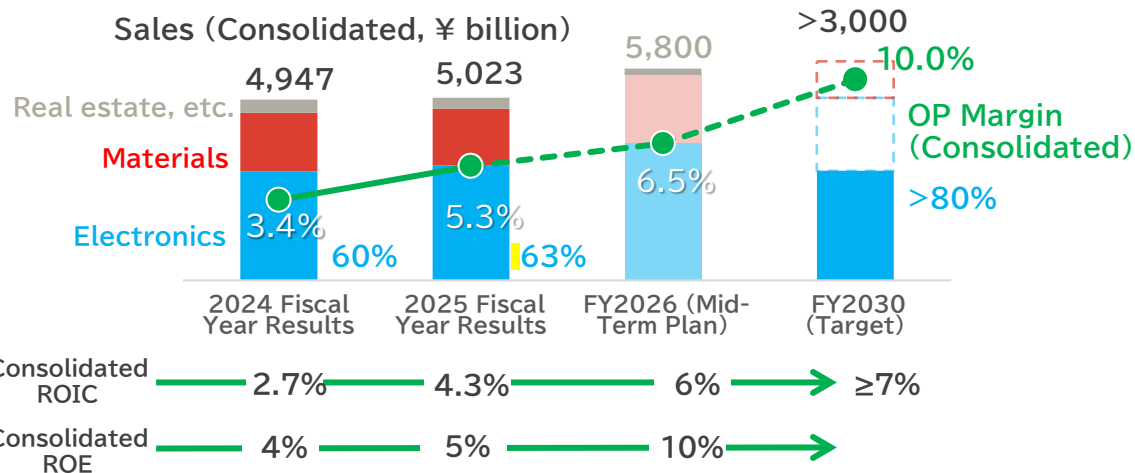
- Real estate**
 We anticipate a decrease in both revenue and profit due to the reduction in the scale of condominium projects compared to the previous period.

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3. Progress of Medium-Term Management Plan 2026 (Year 2, FY2025)

Phase of laying the foundation to achieve our vision

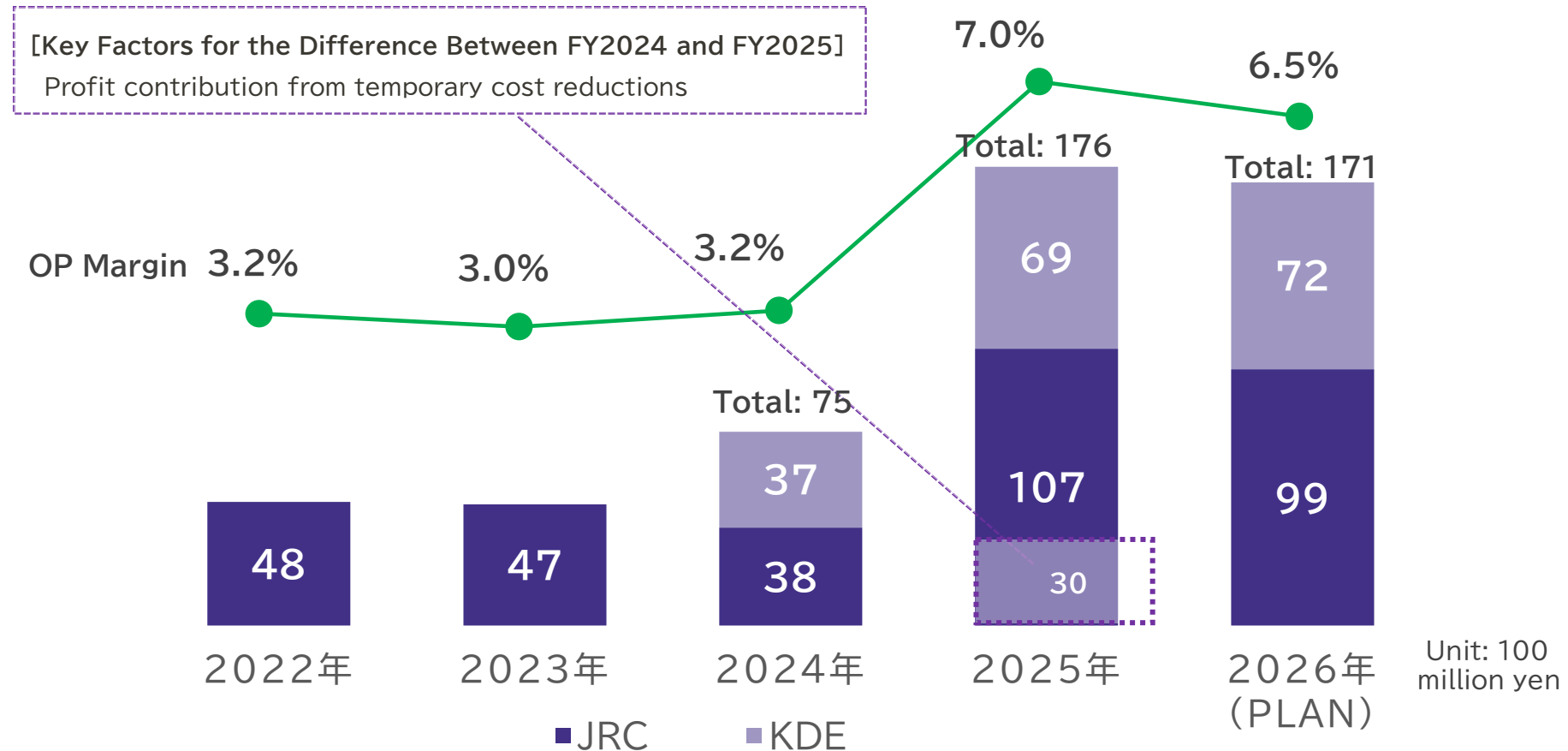
	Key Initiatives	FY2025 Progress
■ Pursuit of Business Portfolio Transformation	<ul style="list-style-type: none"> Accelerating Growth Centered on Wireless and Communications and Micro Devices Businesses Promoting Growth Investment and Business Discernment Evaluation Focused on Corporate Philosophy, Growth Potential, Business Profitability, and Return on Capital 	<ul style="list-style-type: none"> Initiating structural reforms in the Wireless and Communications business, including an early retirement incentive program (Micro Devices business reforms scheduled for FY2026) Verifying the feasibility of achieving a 10% operating profit margin while refining decision criteria to redesign growth strategies
■ Building business models for future growth and prioritizing management resources	<ul style="list-style-type: none"> Actively investing in the Wireless and communications and Micro Devices businesses and building business models leveraging digital technologies 	<ul style="list-style-type: none"> Considering a strategy to achieve ¥300 billion in sales and ¥30 billion in operating profit in the Wireless and communications business by fiscal 2030 Establish a new FI Division to accelerate new business creation in the Wireless and communications field
■ Reducing management risk by further strengthening the management foundation	<ul style="list-style-type: none"> Respect for human rights, business development mindful of environmental impact, acquisition and development of diverse talent, promotion of their active participation, and establishment of a responsible supply chain Enhancing the effectiveness of corporate governance 	<ul style="list-style-type: none"> Progressing largely as planned



Cash Flow Allocation and Financial Strategy
<ul style="list-style-type: none"> Cash is being prioritized for structural reforms; after completion, it will be redirected toward growth investments However, dividends will maintain a minimum annual payout of ¥36 per share and a payout ratio of 40%

- Conducting portfolio analysis/business evaluation (FY2025)
- Structural reforms underway
- Preparing a blueprint for growth

Reference Material: Wireless and Communications Business Operating income Trends



- Operating profit margin for the Wireless and Communications Business to improve from 2025 due to structural reforms within the Japan Radio Group
- Increased investment in 2026 to solidify foundations for future growth

Reference Material: Segment Sales and Operating income

Segment Sales and Operating income

(Millions of yen)

Segment	Sub-segment	FY2025 Initial Forecast		FY24/12		FY2025 (Current Period)		Change		FY26/12 Initial Forecast	
		Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income
Wireless and Communications	(JRC)	69,000	1,700	63,814	233	76,272	6,535	12,458	6,302	82,600	6,100
	(KDE)	70,000	4,900	71,061	3,742	78,149	6,934	7,088	3,192	80,000	7,200
	Solutions & Defense Total	139,000	6,600	134,875	3,975	154,421	13,469	19,546	9,494	162,600	13,300
	Marine Systems	50,300	3,600	51,413	4,537	56,027	6,018	4,614	1,481	57,100	4,800
	Connected (formerly Mobility) and others	54,900	0	51,599	-862	44,430	-1,676	-7,169	-814	47,300	-900
	Eliminations, etc.	-2,200	-200	-3,372	-73	-3,041	-143	331	-70	-1,300	-100
	Total	242,000	10,000	234,515	7,577	251,837	17,668	17,322	10,091	265,700	17,100
Micro Devices		72,000	500	64,225	-7,093	62,400	-5,505	-1,825	1,588	67,900	-500
Material	Brake	58,000	2,000	58,188	2,333	57,795	3,385	-392	1,052	57,800	3,000
	Precision Instruments	53,000	1,600	54,161	1,641	55,442	2,976	1,280	1,334	51,500	1,700
	Chemicals	14,000	1,300	11,040	655	9,736	-56	-1,304	-711	10,200	0
	Textiles	37,000	400	36,842	193	33,345	98	-3,497	-95	34,600	200
Real estate		17,000	10,800	23,539	17,694	17,939	12,667	-5,600	-5,027	9,900	6,400
Other Businesses, Corporate costs		13,000	-6,900	12,232	-6,421	13,841	-4,834	1,609	1,587	13,400	-6,900
Consolidated Total		506,000	19,700	494,746	16,581	502,339	26,401	7,593	9,820	511,000	21,000

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4. **"Blueprint for Management"**



Foundation Building for Realization of Our Vision ~Blueprint for Transformation and Growth~

February 10, 2026
Nisshinbo Holdings Inc.



1. **Our Current Situation and Challenges**
2. Redesign for Transformation and Growth
3. Blueprint Overview and Transformation Progress
4. Vision for Achieving Transformation
5. Summary

1. Our Current Situation and Challenges

Top Management Priorities

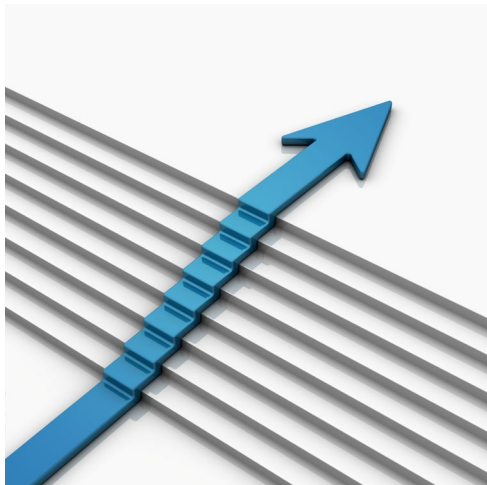
Our primary challenge is
to **'Weak earning power'**



1. Our Current Situation and Challenges

Compass for Overcoming This Crisis and Returning to a Growth Path

President's Vision 'Turn Crisis into Strength, Challenges into Growth'



Based on the President's vision, we will accelerate significant profitability transformation and drive major business and its business model transformation.

Three Core Elements for Driving Reforms

Logical blueprint

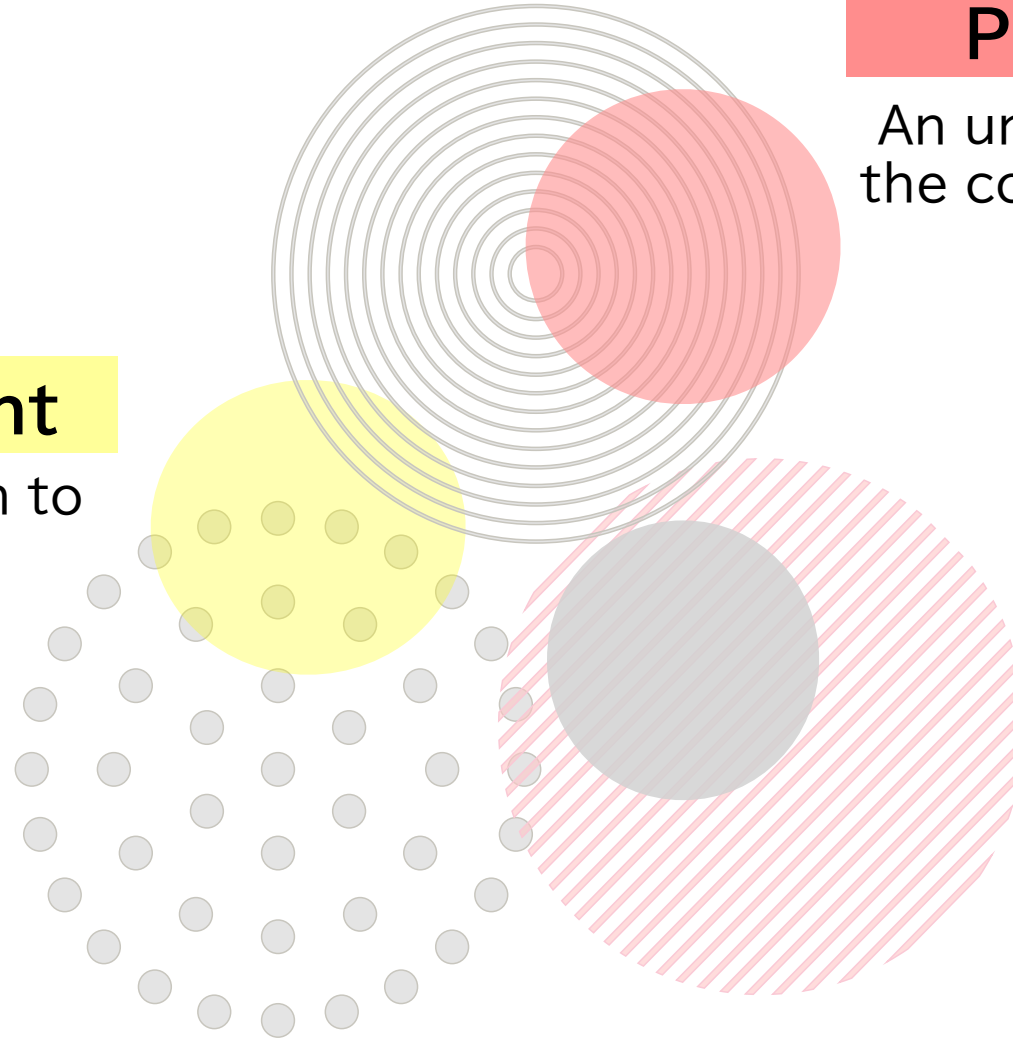
A clear execution plan to realize the vision

President's Vision

An unwavering policy that charts the course forward

Activated Talents and Organizational Culture

The driving force executing the blueprint and propelling transformation

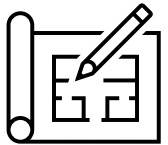
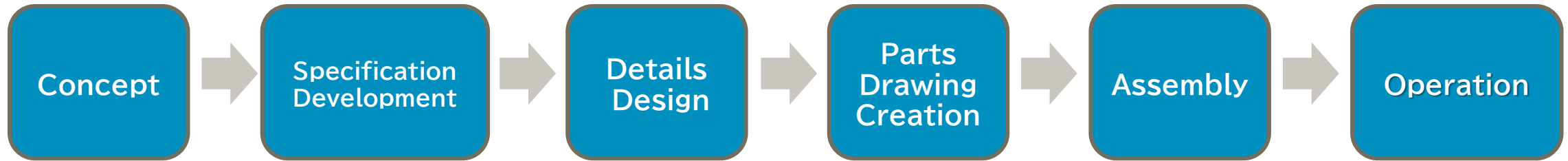


1. Our Current Situation and Challenges
- 2. Redesign for Transformation and Growth**
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2. Redesign for Transformation and Growth



If we compare a company to a machine



Logically redesign from a 10% target profit margin

Careful review of the business details to secure a 10% operating profit target

2. Redesigning for Transformation and Growth

Business Transformation & Restructuring

⇒ Accelerated Growth + Creation of New Business Models

Business Transformation and Restructuring

Structural Reform of Wireless and Communications Business

Structural Reform of the Micro Devices business

Addressing the Materials Business



Accelerating Growth in Wireless and Communications Businesses

- Strengthening and expanding core business foundations, Organic Growth^{※1}
- Expanding business opportunities through platform utilization
- Building the EDMS^{※2} business

※1: Self-sustained growth of existing businesses ※2: Electronics Design and Manufacturing Service

Creation of New Business Models




- Creating the Next Pillars of Growth and Revenue Streams
- R&D Structure: Establish and advance the FI Department^{※3}

※3: Future Innovation

‘Nisshinbo Materials’ Concept

- Carefully reviewing Nisshinbo’s chemical materials business experience, shifting and reorganizing toward ‘chemical materials for the electronics field’ including production technologies

2. Redesigning for Transformation and Growth

	Concept	Specification Development	Details Design	Parts Drawing Creation	Assembly	Operation	Status
Wireless and Communications Business 	●	●	●	▲	▲	Not yet	<ul style="list-style-type: none"> •Structural reforms implemented; framework established •Now entering the phase of infusing it with spirit
Micro Devices Business 	●	▲	Not yet	Not yet	Not yet	Not yet	<ul style="list-style-type: none"> •Structural reforms have already begun •Phase of implementing the plan and shaping its form
Materials Business 	●	▲	Not yet	Not yet	Not yet	Not yet	<ul style="list-style-type: none"> •Assessment of the basic concept completed •Promising projects → Proceed to specification creation phase •Businesses not aligned with the new materials business policy → Decisions on spin-offs
New Business Model Development	▲	▲	Not yet	Not yet	Not yet	Not yet	<ul style="list-style-type: none"> •Exploring new business models centered on wireless and communication technologies •Currently exploring at the conceptual stage

●:completion ▲:in progress

•Otherwise, phased withdrawal from minor unprofitable businesses is underway
October 2025: NIST Nonwoven Business (Oikos) Withdrawal Complete

2. Redesigning for Transformation and Growth

: Standards for Driving Business Transformation

Profit
Target

Consolidated Operating Profit $\geq 10\%$

= Criteria for Redesigning Each Business



Corporate
Value Target

ROIC $>$ WACC

(WACC $\approx 6\%$ as of 2025)

Expected to rise to approximately 7% going forward

\Rightarrow Efficiency benchmark for business redesign: **ROIC $\geq 7\%$**

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Wireless and Communications Business

Wireless and Communications Business Blueprint

Structural Reform of Japan Radio Co., Ltd. (JRC)

phase1

- Reorganization of the Company
Structure Toward the New One JRC
STEP 1: July 2025–
STEP 2: January 2026–
- Fixed Cost Reduction through Early
Retirement Incentive Program
~November 2025

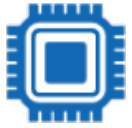
phase2

JRC Organizational
Restructuring (April 2026–)



Design Overview

- JRC and KDE will become dual engines, contributing to society by providing people's safety and security through solutions. We will become Wireless Communications Total Engineering Company
- Achieve ¥300 billion in sales and ¥30 billion in operating profit through Organic Growth by 2030



MicroDevices Business

Blueprint for the Micro Devices Business

Nisshinbo Microdevices Structural Reform

phase1

Reducing Fixed Costs Through Early Retirement Incentive Program
(Implementation ongoing through June 2026)

Phase 2

Fundamental Review of Business Content and Structure



Design Overview

- Prioritizing Profitability Improvement Through Structural Reform
- Redesigning the Future of the Semiconductor Business from Scratch



Materials Business

Addressing the Materials Business

Business Review

- We are carefully reviewing our cultivated material and production technologies and conducting a technology inventory
- Focusing on materials for the electronics sector, we are selecting key themes to pursue

Businesses not aligned with the new materials business policy
→ Decisions on spin-offs

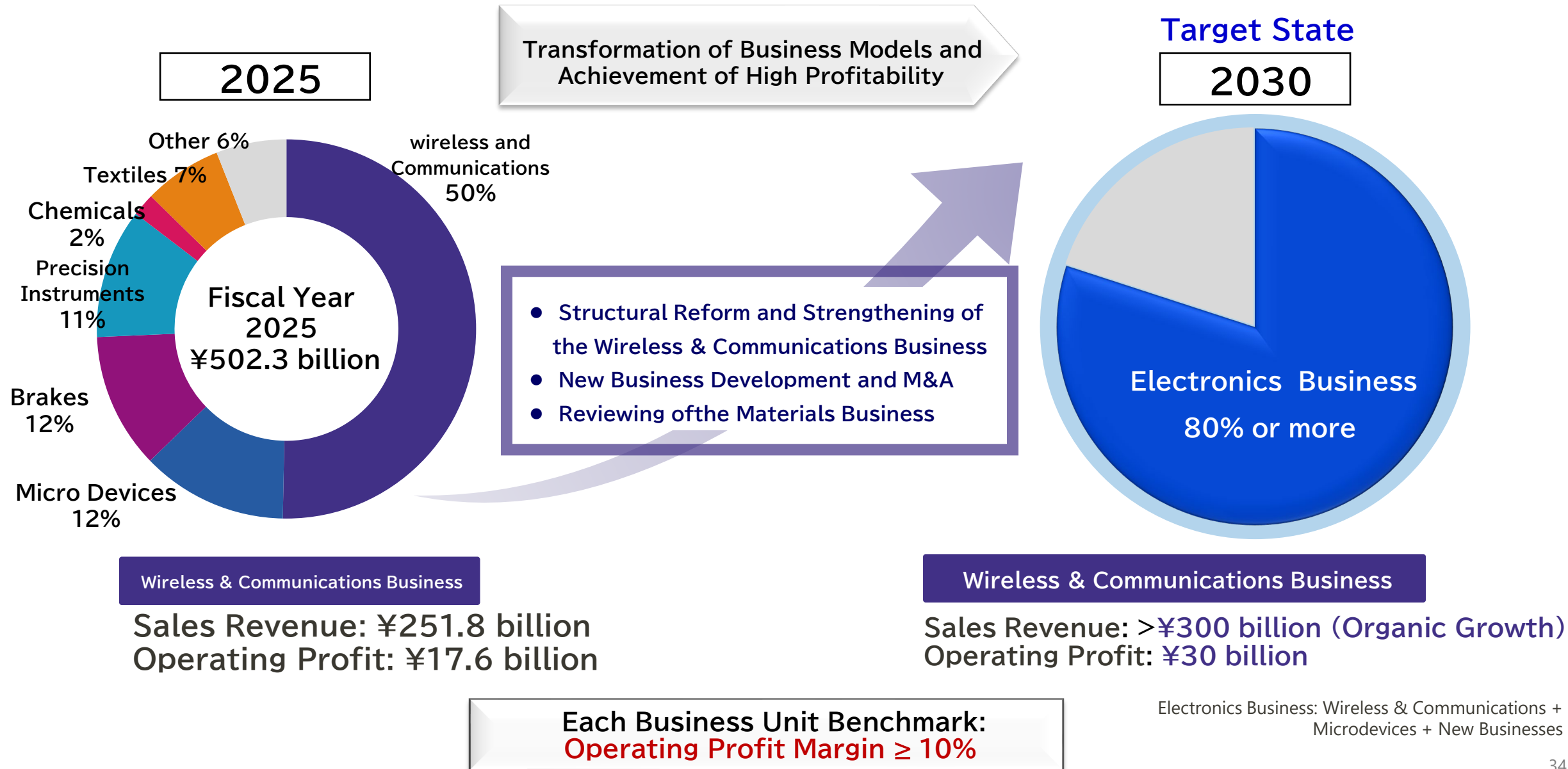
Design Concept

"Sustainable Smart Materials – Materials Industry Supporting a Sustainable Society"

- Positioned as a next-generation material solutions business that integrates environmental performance and functional intelligence
- Developing 'Chemical Materials for the Electronics Sector', which is directly addressing growth sectors like decarbonization, electrification, communications, and renewable energy, while utilizing core technologies in textiles, chemicals, friction materials, etc.,

1. Our Current Situation and Challenges
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5. Summary

4. Vision for Achieving Transformation: Evolution of the Business Portfolio



5. Summary

By 2026, we will complete structural reforms and obtain our earning power

➔ Generate operating profits independent of the real estate business

Implement the growth strategy based on the "blueprint"

➔ Achieve ¥300 billion in sales and ¥30 billion in operating profit in the wireless and communications business

Execute business portfolio reform

➔ Promote business restructuring based on operating profit margin $\geq 10\%$ benchmark



Solve societal challenges and become a sustainably growing enterprise

Wireless Communications Total Engineering Company

Reference Material: Vision for Achieving Transformation

Operating Profit Target
The urgent task of "building earning power"
(i.e., prioritizing operating profit as a key indicator)

Unit: 100 million yen

	Fiscal Year 2024 (Actual)	Fiscal Year 2025 (Actual)	Fiscal Year 2026 (Planned)
Wireless and Communications	75	176	171
Micro Devices	▲70	▲55	▲5
Materials	48	64	49
Real Estate	176	126	64
Other/Corporate Expenses, etc.	▲64	▲48	▲69
Total	165	264	210
Excluding Real Estate and Other	53	185	215

30 billion yen
by fiscal year
2030

In the FY2026 plan, profits from the wireless and communications business will increase*, while real estate profits will decrease

*Compared to FY2024



Wireless and Communications Business: Overall Strategy

~ Aiming to Become a "Wireless Communications Total Engineering Company"
Providing Safety and Security ~

February 10, 2026

Nisshinbo Holdings Inc.

1. Vision for the Nisshinbo Group's Wireless and Communication Business

"Realizing a Safe and Secure Society"



日本無線

"Wireless Communications Total Engineering Company"

国際電気

Wireless
and
Communication

Sensor
sing

AI

Building DX Solutions based on Hi-MA platform, utilizing these technologies

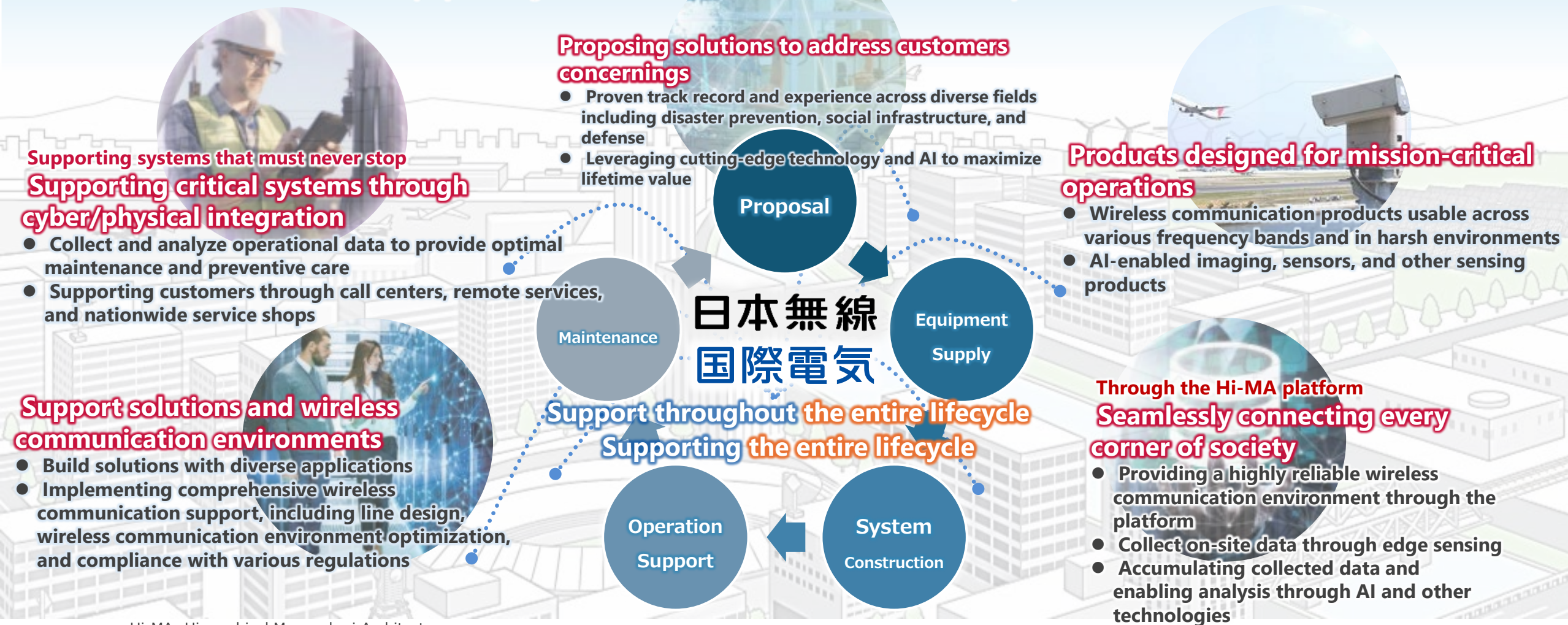
- Leveraging wireless communication technologies cultivated over many years, we build wireless environments in real-world social settings with a capillary-like, peripheral nervous system-style architecture.
- We seamlessly connect on-site wireless communication networks to core networks, enabling digital transformation (DX) at the operational frontlines.
- From manufacturing to problem-solving through DX, we deliver end-to-end, self-contained solutions as a one-stop service.

2. Wireless Communications Total Engineering Company

Advanced technology and extensive experience, "reliable wireless communication infrastructure" and "DX solutions"

Supporting frontline workers

For people working on the front lines across various industries and fields in Japan

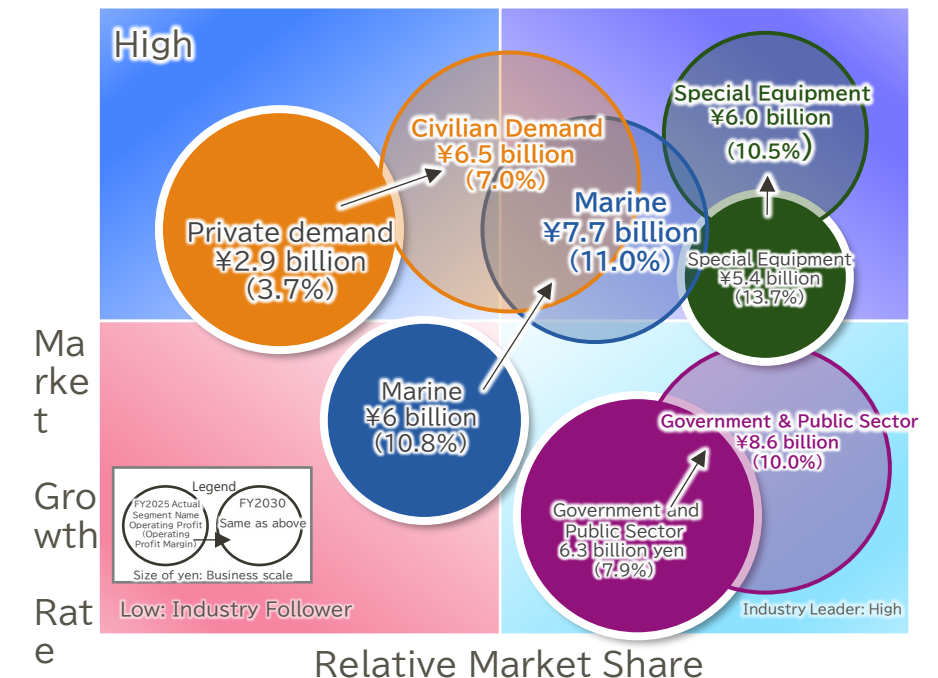
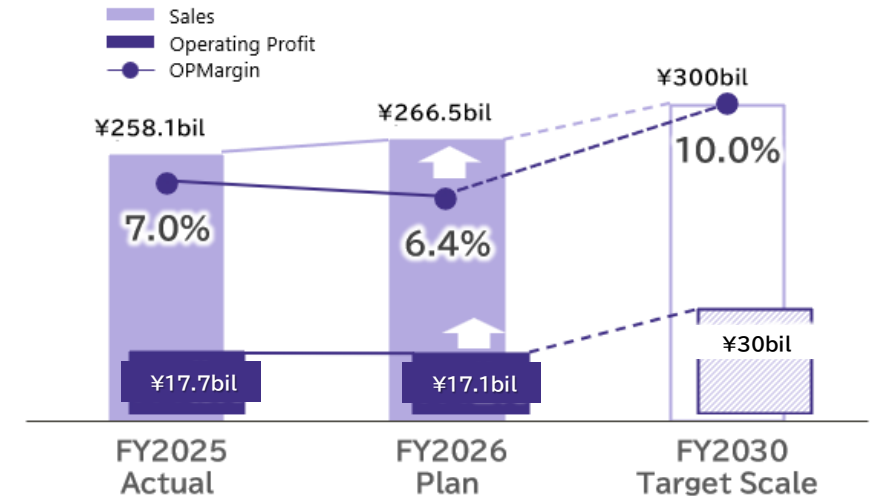


3. Wireless and Communications - Business Policy -

- Aiming for fiscal 2030, sales of ¥300 billion and operating profit of ¥30 billion, 10% OP Margin
 - We will promote the restructuring through structural reforms and business process improvements.
 - Make our core businesses stronger and drive our growth businesses even further.
- Accelerating business growth using Hi-MA platform -

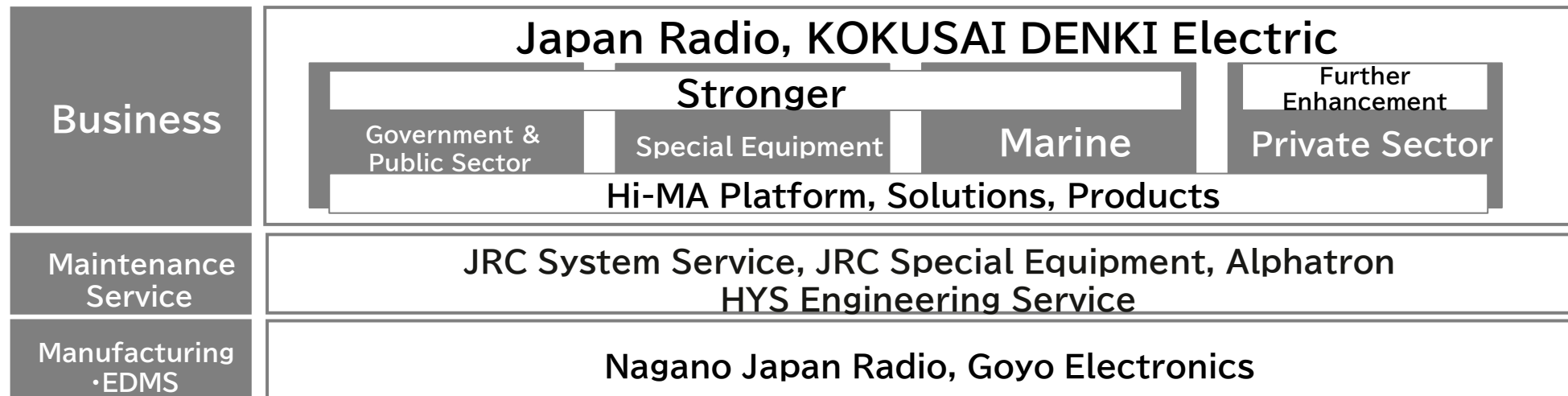


Hi-MA: Hierarchical Monozukuri Architecture




3. Wireless and Communications - Business Policy -

- As a total wireless communication engineering company, our business processes are divided into Business Development, Maintenance & Services, and Manufacturing & Production, with responsibilities shared among group companies.
- We build our business processes based on the Hi-MA Platform, our core business foundation



We provide highly reliable, high-quality services that ensure safety and peace of mind, delivered efficiently as a self-contained, one-stop solution.

(3) Business Strategy: Structural Reform of the Japan Radio (JRC) Group

- Restoring Credibility from a “Company That Doesn’t Change/Doesn’t Grow” ⇒ “Changing/Growing Company”
~ Insufficient Results from Multiple Reform Projects Over the Past 15 Years ~
- Seizing this as the final opportunity to transform into a “Changing Company/Growing Company” and decisively implementing this “Structural Reform”
- Purpose: Build a profitable and sustainable business foundation ➡ Achieve a 10% operating profit margin
 - ① Turn core businesses/solution businesses profitable
 - ② Launch growth businesses/civilian demand businesses
 - ③ Eliminating complex organizational structures, redundancies, and inefficiencies in business operations, etc.
- Vision: The “Wireless and Communications Business,” representing the Nisshinbo Group, will drive the Group forward, enhance and establish corporate value

What we accomplished this past year. What we will accomplish next year

2026/1 Completed

Phase 1: Building the Revenue Foundation ~ Changing the Organizational Structure ~

Eliminate waste through reorganization of production, business, and management departments

- ① Consolidate operating companies from 4 to 2
- ② Production companies consolidated from six to one. Procurement functions integrated
- ③ Implementation of an early retirement incentive program
➡ Achieving a leaner, more efficient structure through thorough fixed cost reduction

2026/4 Scheduled for implementation

Phase 2: Building the Business Foundation ~ Infusing Soul ~

Efficiency gains through transition from business division system to functional organization

- ① QCD improvement and loss cost reduction through design standardization · Common Platform (PF)
- ② Consolidation of After-Sales Service Functions and Company Integration

2026-2027 Planned

Phase 3: Portfolio Reform ~ Significantly Shifting the Business ~

Concentrate resources on growth areas through strategic business selection

- ① Launching and restructuring private-sector businesses → transforming them into core businesses
Shift from Equipment (Individual Items) Sales to System Sales
Participation in Social and Industrial Infrastructure Sectors
- ② Launching EDMS/service businesses

(3) Business Strategy: Overall Measures for Achieving Business Growth

● Hi-MA Platform

- Equipped with security features such as SASE and PSIRT, applying a common foundation utilized by both Japan Radio and Kokusai Electric to each solution
- Expands wireless application domains through the "Wireless Communication Platform," which delivers seamless, highly reliable wireless communication environments
- Accelerates and enhances decision-making through the "Data Management Platform," which accumulates, analyzes, and interprets field data
- Cyberize real-world sites with "Edge Products" leveraging years of experience and knowledge centered on wireless communication, sensing, and AI

● Expanding Applications and Integration = "Field-Based Development" Approach

- Expand business applications, integrate them via a common middleware layer, and deliver high-quality solutions rapidly
- This facilitates scaling up and deploying technical assets to other markets, aiming for overall growth and business expansion in **civilian demand**

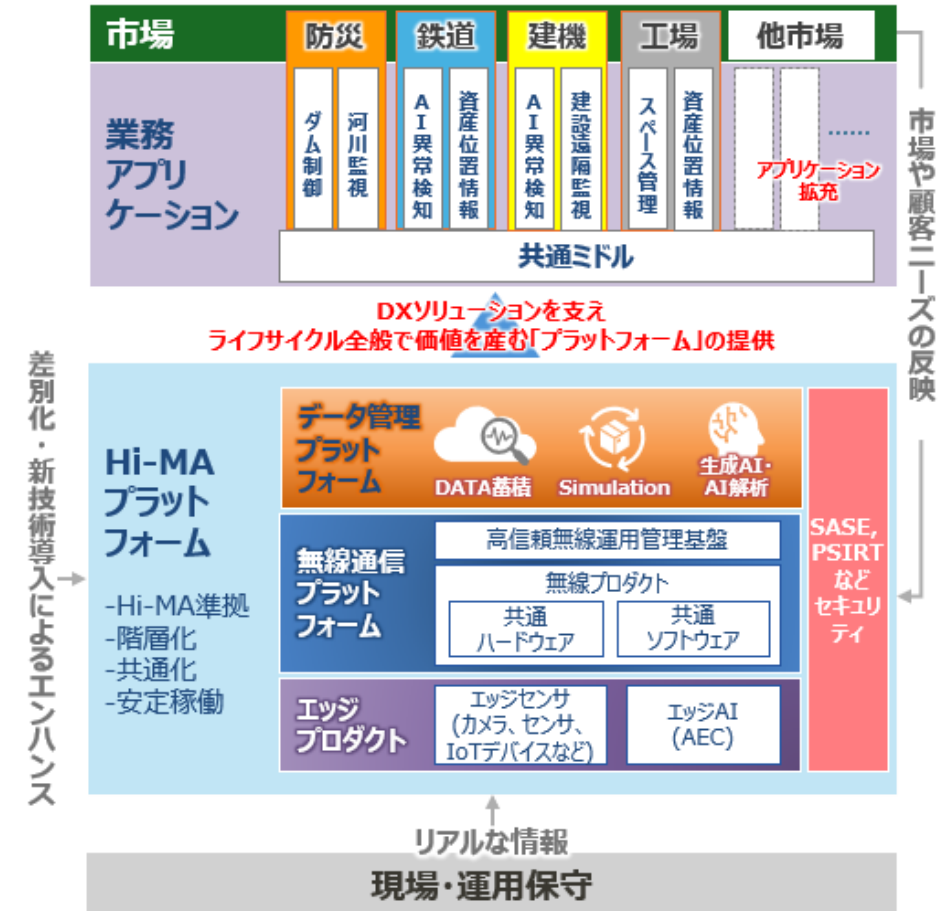


Fig. Hi-MA Platform

As a total wireless communication engineering company, we are committed to structural reform and business growth toward achieving our 2030 target

- Completion of the “One JRC” structural reform
 - Strengthening the management foundation through the realization of true consolidated management across the Japan Radio Group
- Challenging business growth through the full-scale utilization of the Hi-MA Platform
 - Launching and expanding private-sector businesses
 - Launching the EDMS business
 - Formulating and executing initiatives to strengthen R&D and sales capabilities

**Sales: 300 billion yen、 Operation Profit :30 billion. Yen、
Operating Profit Margin :10%**



The earnings forecasts contained in this document are based on the Company's judgment using information currently available and do not constitute a promise of their achievement.