July 10, 2026

Summary of Financial Results for the Third Quarter of Fiscal Year Ending August 31, 2026

(All financial information has been prepared in accordance with the Generally Accepted Accounting Principles in Japan)

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Stock code: 6255 — URL: https://www.npcgroup.net/eng/
Representative: Masafumi Ito, President & CEO
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Payment date of cash dividends: -
Supplementary materials prepared for quarterly financial results: None
Financial results meeting for institutional investors and securities analysts: None

(All amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Nine Months Ended May 31, 2026 (September 1, 2025 through May 31, 2026)

(1) Consolidated results of operations (Percentages represent year-on-year changes)

	Sales		Operating profit		Ordinary profit		Net profit (loss) attributable to owners of the parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
9 months ended May 31, 2026	1,859	(53.9)	39	(94.1)	55	(91.9)	(5)	-
9 months ended May 31, 2025	4,030	(18.7)	665	(31.1)	687	(27.8)	532	(23.8)

	Earnings per share	Diluted earnings per share
	Yen	Yen
9 months ended May 31, 2026	(0.28)	-
9 months ended May 31, 2025	24.64	-

[Note] The numbers parenthesized represent minus figures.

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio
	Million yen	Million yen	%
As of May 31, 2026	12,808	10,177	79.5
As of August 31, 2025	12,911	10,835	83.9

[Reference] Shareholders' equity (million yen): May 31, 2026: 10,177 August 31, 2025: 10,835

2. Dividends

	Dividend per share				
	1Q-end	2Q-end	3Q-end	Year-end	Annual
	Yen	Yen	Yen	Yen	Yen
Year ended August 31, 2025	-	0.00	-	10.00	10.00
Year ending August 31, 2026	-	0.00	-		
Year ending August 31, 2026 (forecast)				10.00	10.00

[Note] Revision of dividend forecast during the period: None

3. Consolidated Forecast for the Fiscal Year ending August 31, 2026
(September 1, 2025 through August 31, 2026)

(Percentages represent year-on-year changes)

	Sales		Operating profit		Ordinary profit		Net profit attributable to owners of the parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year of FY2026	8,014	(13.6)	760	(60.4)	766	(60.1)	531	(59.9)	24.59

[Notes] Revision of consolidated forecast for FY2026 from the latest disclosure: None
The numbers parenthesized represent minus figures.

4. Others

(1) Changes in significant subsidiaries during the period: None

(2) Adoption of accounting methods specific to preparation of quarterly consolidated financial statements: None

(3) Changes in accounting principles, procedures and presentation methods

1) Changes in accounting policies arising from revision of accounting standards: None
2) Other changes: None
3) Changes in accounting estimates: None
4) Restatement: None

(4) Number of shares outstanding (common shares)

1) Number of shares outstanding (including treasury stock) at the end of the period
May 31, 2026: 22,052,426 shares
August 31, 2025: 22,052,426 shares
2) Number of treasury stock at the end of the period
May 31, 2026: 1,103,450 shares
August 31, 2025: 426,820 shares
3) Average number of shares during the period
Nine months ended May 31, 2026: 21,130,410 shares
Nine months ended May 31, 2025: 21,595,406 shares

*This quarterly financial report is exempt from the quarterly review.

*Appropriate use of the forecast of financial results and other matters:
Forward-looking statements in this report such as financial results forecasts are based on the information available to NPC Incorporated (“the Company”) at the time when this report is prepared and the assumption that the forecasts are reasonable. The actual results may significantly differ from the forecast due to various factors. Please refer to the 1. (2) Description of outlook, including consolidated earnings forecast on page 2 for conditions of assumptions for the forecast and notes concerning appropriate use of the forecast.

*In this quarterly financial report, unless expressly stated or the context otherwise requires, the terms “the Group,” “we,” and “our” refer to NPC Incorporated and its consolidated subsidiaries.

*This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Table of Contents of Attached Materials

1. Qualitative Information Concerning Financial Results for the Third Quarter Ended May 31, 2026

(1) Description of operating results

In the nine months ended May 31, 2026, the Japanese economy experienced a gradual recovery, however, the future outlook remained uncertain factors such as impacts due to conflicts in the Middle East and volatility in financial and capital markets.

Regarding the US photovoltaic (PV) industry, which is our primary target, while the installation of solar panels declined compared to 2024, demand for solar power in 2025 remained high due to its characteristics that it could be introduced quickly and with low cost to meet electricity demand. Solar is continuing to be predominant in the newly installed electricity infrastructure, by accounting for more than half of the electric generating capacity in 2025. Meanwhile, in the Japanese PV industry, Prime Minister Takaichi has announced that the government will concentrate effort as a country on developing perovskite solar cells from the perspective of energy security. Perovskite solar cells are increasingly adopted in the real world, such as installations at national and local government facilities. Additionally, initiatives related to solar panel recycling is progressing both in Japan and abroad. In Japan, "太陽電池廃棄物の再資源化等の推進に関する法律" (tentative English translation: Act Concerning Promotion of Photovoltaic Waste Recycling) was enacted, which mandates large-scale solar power plant operators to submit a plan about how they would recycle solar panels when disposing. Furthermore, Act Concerning Sophistication of Recycling Business, etc. to Promote Resource Circulation is also applied to solar panel recycling. These laws show that the policy support is growing for recycling of solar panels. Government support for solar panel recycling such as subsidies for installation of recycling equipment is also in place in the overseas market, such as in Europe where environmental awareness is high. Under these circumstances, the number of companies considering starting recycling business is increasing both in Japan and overseas.

Within these business environments, as for the PV module manufacturing equipment, the Group mainly booked sales related to equipment reallocation project for the US PV module manufacturer, which is our primary customer. The project is to reallocate equipment from its facilities in South Asia to the new facility in South Carolina. The Group also booked sales from equipment upgrades for the US PV module manufacturer and of R&D equipment for perovskite PV module to Japanese companies. As for the sales of equipment parts to the US primary customer, they showed strong performance by exceeding our expectations. In terms of the solar panel recycling machines, the Group booked sales of three frame & J-Box separators to Japanese companies and two to overseas companies, and two glass separators to Japanese companies and one to an overseas company.

Given the above, the consolidated net sales were 1,859 million yen, 2,171 million yen decrease year on year, since the volume of the equipment reallocation project increased from what we expected, and sales of equipment parts also exceeded our expectations. As for the profits, the operating profit was 39 million yen, 626 million yen decrease year on year. The ordinary profit was 55 million yen, 631 million yen decrease year on year. The net loss attributable to the owners of the parent was 5 million yen, while the net profit attributable to the owners of parent in the corresponding period of the last fiscal year was 532 million yen. The profits were higher than we anticipated due to two reasons. First, while we had already expected at the beginning of the period to book sales of projects with high profit margins such as equipment upgrading, solar panel recycling machines and equipment parts, profits further increased due to an increase in sales of equipment reallocation and equipment parts, which are both high in profit margins. Second, profit margins expanded through cost reduction for projects including upgrading equipment.

(2) Description of outlook, including consolidated earnings forecast

The business forecasts for the full year are the same as the forecasts in the "Summary of Financial Results for the Fiscal Year Ended August 31, 2025" released on October 9, 2025, as the Group is expecting to book sales from a large-scale project for a Japanese company in the fourth quarter of the fiscal year. Although there are minor changes in the makeup of projects which sales are expected to be recorded, current outlook for the business results is within the range of our initial forecast.

2. Consolidated Financial Statements for the Third Quarter Ended May 31, 2026 (September 1, 2025 through May 31, 2026)

(1) Consolidated balance sheets

(Thousand yen)

	As of August 31, 2025	As of May 31, 2026
Assets		
Current assets		
Cash and deposits	6,421,790	4,306,058
Notes and accounts receivable-trade and contract assets	1,955,610	488,110
Electronically recorded monetary claims-operating	6,658	202
Work in process	1,044,419	4,071,576
Raw materials and supplies	21,594	86,837
Other	199,532	521,414
Total current assets	9,649,605	9,474,200
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	3,852,717	3,852,717
Accumulated depreciation	(2,505,730)	(2,623,728)
Accumulated impairment loss	(33,142)	(33,142)
Building and structures, net	1,313,844	1,195,846
Machinery and equipment	184,739	189,199
Accumulated depreciation	(147,847)	(151,560)
Accumulated impairment loss	(3,810)	(3,810)
Machinery and equipment, net	33,081	33,829
Land	1,548,050	1,548,050
Other	454,860	456,579
Accumulated depreciation	(288,465)	(300,501)
Accumulated impairment loss	(51,572)	(51,572)
Other, net	114,823	104,505
Total property, plant and equipment	3,009,799	2,882,231
Intangible assets		
Other	25,504	40,223
Total intangible assets	25,504	40,223
Investments and other assets		
Investment securities	-	203,413
Distressed receivables	31	31
Deferred tax assets	183,906	178,717
Other	42,720	29,762
Allowance for doubtful accounts	(31)	(31)
Total investments and other assets	226,627	411,893
Total noncurrent assets	3,261,932	3,334,348
Total assets	12,911,537	12,808,549

[Note] The numbers parenthesized represent minus figures.

(Thousand yen)

	As of August 31, 2025	As of May 31, 2026
Liabilities		
Current liabilities		
Accounts payable-trade	635,694	314,749
Electronically recorded obligations-operating	427,815	409,092
Income taxes payable	263,366	-
Advances received	287,694	1,216,254
Provision for bonuses	103,838	49,222
Provision for product warranties	18,873	18,873
Provision for loss on order received	-	34,754
Other	235,394	458,825
Total current liabilities	1,972,677	2,501,772
Noncurrent liabilities		
Net defined benefit liability	97,354	113,359
Other	5,890	15,832
Total noncurrent liabilities	103,245	129,191
Total liabilities	2,075,922	2,630,963
Net assets		
Shareholders' equity		
Capital stock	2,812,461	2,812,461
Capital surplus	2,754,504	2,754,770
Retained earnings	5,396,677	5,174,584
Treasury stock	(263,151)	(745,722)
Total shareholders' equity	10,700,492	9,996,093
Accumulated other comprehensive income		
Foreign currency translation adjustment	135,122	181,491
Total accumulated other comprehensive income	135,122	181,491
Total net assets	10,835,614	10,177,585
Total liabilities and net assets	12,911,537	12,808,549

[Note] The numbers parenthesized represent minus figures.

(2) Consolidated statement of income

(Consolidated statement of income)

(Thousand yen)

	Nine months ended May 31, 2025	Nine months ended May 31, 2026
Net sales	4,030,735	1,859,510
Cost of sales	2,511,950	951,416
Gross profit	1,518,785	908,094
Selling, general and administrative expenses	852,865	868,628
Operating profit	665,919	39,465
Non-operating income		
Interest income	4,876	23,786
Foreign exchange gains	12,869	-
Subsidy Income	1,499	240
Interest on tax refund	30	383
Gain on sales of scraps	4,670	1,825
Subsidies for employment adjustment	348	-
Other	768	2,650
Total non-operating income	25,062	28,886
Non-operating expenses		
Commission fee	2,336	4,246
Foreign exchange losses	-	8,120
Loss on sale of non-current assets	1,451	0
Other	11	311
Total non-operating expenses	3,799	12,678
Ordinary profit	687,182	55,673
Profit before income taxes	687,182	55,673
Income taxes-current	124,288	56,179
Income taxes-deferred	30,866	5,331
Total income taxes	155,155	61,510
Profit (loss)	532,026	(5,837)
Net profit (loss) attributable to owners of the parent	532,026	(5,837)

[Note] The numbers parenthesized represent minus figures.

(Consolidated statement of comprehensive income)

(Thousand yen)

	Nine months ended May 31, 2025	Nine months ended May 31, 2026
Income	532,026	(5,837)
Other comprehensive income		
Foreign currency translation adjustment	(51,362)	46,369
Total other comprehensive income	(51,362)	46,369
Comprehensive income	480,663	40,532
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	480,663	40,532
Comprehensive income attributable to non-controlling interests	-	-

[Note] The numbers parenthesized represent minus figures.

3. Other Information

(1) Production, Orders, and Sales

1) Production

The Group operates in a single segment of Machinery business, and production amounts in the period are as follows:

(Thousand yen)

Segment	Nine Months Ended May 31, 2026	Year-on-year (%)
Machinery business	7,720,291	214.6

[Note] The above amounts are calculated based on selling prices.

2) Orders

The Group operates in a single segment of Machinery business, and orders received in the period are as follows:

(Thousand yen)

Segment	Orders received	Year-on-year (%)	Order backlog	Year-on-year (%)
Machinery business	4,349,004	69.6	9,212,939	89.5

3) Sales

The Group operates in a single segment of Machinery business, and sales by business segment in the period are as follows:

(Thousand yen)

Segment	Nine Months Ended May 31, 2026	Year-on-year (%)
PV module manufacturing equipment	817,211	36.7
Automation machines	41,381	5.8
Solar panel recycling machine	293,932	135.3
Parts	597,503	79.8
Environmental services	109,481	92.0
Total	1,859,510	46.1