



# NOK CORPORATION and Consolidated Subsidiaries

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Japanese GAAP)

May 13, 2026

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 Date of general shareholders' meeting (as planned): June 25, 2026  
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 Supplemental material of results: Yes  
 Convening briefing of results: Yes

(Fractions are rounded down to the nearest million yen.)

### 1. Consolidated Financial Results for Fiscal 2025 (FY2025: April 1, 2025 to March 31, 2026)

(1) Consolidated operating results (Percentage figures represent year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent	
	million yen	%	million yen	%	million yen	%	million yen	%
FY2025	738,434	(3.7)	32,990	(11.5)	49,835	3.7	46,338	52.8
FY2024	766,859	2.2	37,264	62.6	48,057	19.3	30,320	(4.1)

Note: Comprehensive income: 88,165 million yen, 417.6% (FY2025) ;17,034 million yen, (81.6)% (FY2024)

	Net income per share	Diluted net income per share	Net income to shareholders' equity ratio	Ordinary income to total assets ratio	Operating income to net sales ratio
	yen	yen	%	%	%
FY2025	284.84	-	7.7	5.4	4.5
FY2024	184.81	-	5.2	5.2	4.9

Reference: Share of profit of entities accounted for using equity method: 9,482 million yen (FY2025) ;8,790 million yen (FY2024)

(2) Consolidated financial position

	Total assets	Net assets	Capital adequacy ratio	Book-value Per Share
	million yen	million yen	%	yen
FY2025	951,650	670,270	65.7	3,933.75
FY2024	898,667	623,421	64.4	3,548.90

Reference: Owner's equity: 624,857 million yen (FY2025); 579,006 million yen (FY2024)

(3) Consolidated cash flows

	Operating cash flows	Investing cash flows	Financing cash flows	Cash and equivalents
	million yen	million yen	million yen	million yen
FY2025	68,156	(10,259)	(47,078)	156,706
FY2024	91,594	(43,183)	(48,162)	136,149

### 2. Dividends

	Dividend per share					Total dividend amount	Payout ratio	Dividends on net assets
	First quarter	Second quarter	Third quarter	Fiscal year end	Total			
	yen	yen	yen	yen	yen	million yen	%	%
FY2024	-	50.00	-	55.00	105.00	17,494	56.8	3.0
FY2025	-	65.00	-	65.00	130.00	21,229	45.6	3.5
FY2026 (Forecast)	-	70.00	-	70.00	140.00		49.1	

Note: We plan to integrate our management with Eagle Industry through the establishment of a joint holding company by means of a share transfer, effective October 1, 2026. The full-year dividend forecast has been calculated based on our current organizational structure, and the dividend forecast for the holding company will be announced separately.

### 3. Consolidated Forecast for FY2026(April 1, 2026 to March 31, 2027)

(Percentage figures represent year-on-year changes)

	Net sales		Operating income		Ordinary income		Profit attributable to owners of parent		Net income per share
	million yen	%	million yen	%	million yen	%	million yen	%	yen
Full year	756,600	2.5	35,000	6.1	48,300	(3.1)	46,400	0.1	285.22

Note: We plan to integrate our management with Eagle Industry through the establishment of a joint holding company by means of a share transfer, effective October 1, 2026. The consolidated forecast has been calculated based on our current organizational structure, and the performance forecast for the holding company will be announced separately.

Notes

(1) Material changes in subsidiaries during this period (Changes in scope of consolidations resulting from change in subsidiaries): Yes  
Excluding eight companies, including Synztec Co., Ltd.

(2) Changes in accounting policies and accounting estimates, retrospective restatement

(1) Changes in accounting policies based on revisions of accounting standard : None

(2) Changes in accounting policies other than ones based on revisions of accounting standard : None

(3) Changes in accounting estimates : None

(4) Retrospective restatement : None

(3) Number of issued and outstanding shares (common stock)

(1) Number of issued and outstanding shares at the end of each period (including treasury stock)

FY2025	160,903,090	FY2024	173,138,537
FY2025	2,057,995	FY2024	9,987,627
FY2025	162,684,246	FY2024	164,064,886

(2) Number of shares of treasury stock at the end of each period

(3) Average number of shares (year to date)

\*This summary of financial results is not subject to audit procedures of a certified public accountant or audit firm.

\* Proper use of the forecasts for financial results, and other important matters:

Forward-looking statements such as forecasts of future financial results and other descriptions concerning our future business included in this document are based on currently available information and certain assumptions that we consider to be reasonable, and no representation or warranty is given with regard to the realization of such forecasts, etc. Actual financial results may differ significantly due to various factors. For assumptions, etc., used as the basis for the forecasts for financial results, please see “Explanation of ii ) Future Outlook” on page 2 of the attached document.

\* Supplemental material of results:

Supplemental material of results will be posted on the company’s website on May 13, 2026.

○Table of Contents of Attached Document

1. Overview of Operating Results .....	2
(1) Overview of Operating Results .....	2
(2) Overview of Financial Position .....	3
2. Basic Concept of the Choice of Accounting Standards .....	3
3. Consolidated Financial Statements and Principal Notes .....	4
(1) Consolidated Balance Sheet .....	4
(2) Consolidated Income Statement and Consolidated Comprehensive Income Statement .....	6
(Consolidated Income Statement) .....	6
(Consolidated Comprehensive Income Statement) .....	7
(3) Consolidated Statement of Changes in Equity .....	8
(4) Consolidated Statement of Cash Flows .....	10
(5) Notes Concerning Consolidated Financial Statements .....	11
(Notes Concerning the Going Concern Assumption) .....	11
(Segment Information) .....	11
(Per Share Information) .....	13
(Significant Events After the Reporting Period) .....	13

## 1. Overview of Operating Results

### (1) Overview of Operating Results

#### i) Overview of Operating Results in the Current Period

For the current consolidated accounting period, the Group posted the following operating results: Net sales totaled 738,434 million yen (down 3.7% year on year); operating income was 32,990 million yen (down 11.5% year on year); ordinary income ended at 49,835 million yen (up 3.7% year on year), resulting in 46,338 million yen in profit attributable to owners of the parent (up 52.8% year on year).

Operating income decreased due to a decline in net sales. Meanwhile, ordinary income increased, mainly owing to higher foreign exchange gains. Despite recording a loss on sale of shares of subsidiaries and associates related to the divestiture of the roll products business, profit attributable to owners of the parent increased as well due to an increase of gains on the sale of investment securities.

The business overview for each business segment is as follows.

#### <Seal business>

Net sales amounted to 367,397 million yen (up 1.3% year on year) and operating income was 27,860 million yen (up 6.3% year on year).

For the automotive applications, although the number of Japanese automobiles produced domestically in Japan declined, sales increased due to expanded sales to non-Japanese customers in China and the recovery of the automotive market in Thailand. For general industrial machinery applications, sales also increased, driven by higher demand—particularly for construction machinery in China. As a result, net sales for the segment rose overall, supported additionally by the positive effect of foreign exchange rates.

Although fixed costs such as personnel expenses deteriorated, operating income increased thanks to price revision activities such as passing on selling prices, as well as improvements in variable costs due to lower raw material prices and cost-reduction measures.

#### <Electronic products business>

Net sales amounted to 345,109 million yen (down 7.0% year on year) and Operating income was 3,967 million yen (down 55.6% year on year).

In addition to the negative impact of foreign exchange rates, net sales decreased due to a decline of component costs included in sales, as well as a decline in net sales.

In terms of sales excluding the component costs by application, sales for automobile decreased, mainly because growth in sales for automotive battery applications slowed.

Along with the decline in net sales, operating income also decreased due to higher fixed costs, including depreciation and personnel expenses.

#### <Other businesses>

Net sales amounted to 25,926 million yen (down 21.8% year on year) and operating income was 1,137 million yen (down 46.4% year on year).

With respect to the roll products business, all shares of Synztec Co., Ltd. and seven other companies were transferred as of January 30, 2026. However, the transfer is deemed to have been completed at the beginning of the fourth quarter of the consolidated accounting period, and the above net sales and operating income include the results up to the cumulative total for the third quarter of the consolidated accounting period.

#### ii) Future Outlook

The Group forecasts the following consolidated results for the next fiscal period: Net sales of 756.6 billion yen (up 2.5% year on year); operating income of 35.0 billion yen (up 6.1% year on year); ordinary income of 48.3 billion yen (down 3.1% year on year); and profit attributable to owners of parent of 46.4 billion yen (up 0.1% year on year).

We plan to integrate its management with Eagle Industry Co., Ltd., an equity-method affiliate, through the establishment of a joint holding company effective October 1, 2026. The current consolidated forecast for the next fiscal period represents our standalone forecast prior to the integration.

\*Assumed exchange rates for forecasts: 155.00 yen / 1 US dollar (same period of the previous fiscal year: 150.09 yen / 1 US dollar)

#### <Seal business>

Net sales are expected to amount to 393.4 billion yen (up 7.1% year on year) and operating income is expected to amount to 30.8 billion yen (up 10.6% year on year).

Regarding sales for automobiles, which is our main business, even though the number of Japanese automobiles produced is expected to decrease, sales are expected to increase due to the positive effect of exchange rates, the transfer of products from other segments, and increased sales to non-Japanese customers in the Chinese market.

Despite an increase in fixed costs, such as rising personnel costs due to wage hikes, operating income is expected to increase due to higher sales and price revision activities such as passing on selling prices.

#### <Electronic products business>

Net sales are expected to amount to 356.8 billion yen (up 3.4% year on year) and operating income is expected to amount to 3.5 billion yen (down 11.8% year on year).

Sales for the electronic products business are expected to increase mainly due to the positive effect of exchange rates. In terms of the business situation broken down by application, higher sales for smartphones and hard disc drives due to increased demand. Meanwhile, sales for automobiles are expected to remain flat: although sales for battery applications will increase, this will be offset by a decline in non-battery automotive applications.

Operating income is expected to decrease. While we anticipate improvements in variable costs through yield rate and cost-reduction, gross profit is expected to decline due to the transfer of products to other segments. Excluding the impact of these product transfers, operating income is projected to increase.

Although the tense situation in the Middle East may affect our business, it is difficult at this time to reasonably estimate the potential impact. Therefore, no such impact has been incorporated into the consolidated results for the next fiscal period for the next fiscal year. We will continue to closely monitor developments and revise our performance outlook appropriately as needed.

The above forecasts include future projections based on currently available information. Actual results may differ from the stated forecast figures due to future business operations and changes such as exchange rate fluctuations.

## (2) Overview of Financial Position

### i) Overview of Assets, Liabilities and Net assets

Total assets as of March 31, 2026 stood at 951,650 million yen, an increase of 52,983 million yen compare with March 31, 2025. This was mainly due to increases in cash and deposits, inventory and net defined benefit asset.

Total liabilities as of March 31, 2026 amounted to 281,379 million yen, an increase of 6,134 million yen compared with March 31, 2025. This was mainly due to increase in short-term loans payable and income tax payable despite an decrease in net defined benefit liabilities.

Net assets totaled 670,270 million yen, an increase of 46,849 million yen compared to the previous fiscal year end. Consequently, the ratio of shareholders' equity to total assets stood at 65.7%. This mainly reflected recognition of retained earnings and a increase in foreign currency translation adjustment caused by fluctuations in exchange rates despite payout of dividends.

### ii) Overview of Cash Flows

Cash and cash equivalents as of March 31, 2026 amounted to 156,706 million yen, an increase of 20,556 million compared to March 31, 2025. Cash flows during this fiscal year are summarized below.

[Operating cash flows] Net cash provided by operating activities 68,156 million (down 25.6% year-on-year). This decrease was mainly due to depreciations and pre-tax income.

[Investment cash flows] Net cash used in investment activities amounted to 10,259 million yen (down 76.2% year-on-year) which was mainly due to cash out for acquisitions of tangible assets despite inflow from sale of investment securities.

[Financing cash flows] Net cash used in financing activities amounted to 47,078 million yen (down 2.2% year-on-year). This was mainly acquisition of treasury stock and dividend payout.

The trend of cash flow indicators is as follows:

	FY2021	FY2022	FY2023	FY2024	FY2025
Capital ratio (%)	58.6	60.6	61.5	64.4	65.7
Market capitalization to total assets (%)	23.1	28.7	36.2	39.7	46.7
Interest-bearing liabilities to cash flow (annualized)	1.6	2.0	1.1	0.9	1.2
Interest coverage ratio (multiple)	31.8	17.1	26.5	28.6	25.9

Capital ratio = Shareholders' equity / Total assets

Market capitalization to total assets = Market capitalization / Total assets

Interest-bearing liabilities to cash flow = Interest-bearing liabilities / Cash flow

Interest coverage ratio = Cash flow / Interest payments

Notes:

1. All indices above are calculated based on consolidated financial statements.
2. Market capitalization is calculated on the basis of the number of issued and outstanding shares excluding treasury stock.
3. Operating cash flows are used as "cash flow" in the above calculation.
4. Interest-bearing liabilities represent all liabilities on the consolidated balance sheet on which we pay interest.

## 2. Basic Concept of the Choice of Accounting Standards

The NOK Group intends to prepare its consolidated financial statements based on the Japanese accounting standards for the time being in consideration of comparability between periods as well as comparability among companies.

We will carefully watch the situations both in Japan and abroad with regard to application of IFRS.

**3. Consolidated Financial Statements and Principal Notes****(1) Consolidated Balance Sheet**

(million yen)

	FY2024 (as of March 31, 2025)	FY2025 (as of March 31, 2026)
<b>Assets</b>		
Current assets		
Cash and deposits	136,762	156,798
Notes and accounts receivable-trade	142,193	143,658
Electronically recorded monetary claims	20,719	19,954
Merchandise and finished goods	41,316	45,206
Work in process	38,523	43,635
Raw materials and supplies	26,235	28,345
Other	15,236	13,161
Allowance for doubtful accounts	(263)	(246)
Total current assets	420,723	450,514
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	242,519	247,037
Accumulated depreciation	(150,622)	(156,901)
Buildings and structures, net	91,897	90,135
Machinery, equipment and vehicles	470,014	498,640
Accumulated depreciation	(373,006)	(398,457)
Machinery, equipment and vehicles, net	97,007	100,183
Tools, furniture and fixtures	124,086	133,170
Accumulated depreciation	(105,469)	(113,044)
Tools, furniture and fixtures, net	18,616	20,125
Land	19,933	19,932
Lease assets	5,190	5,254
Accumulated depreciation	(2,891)	(3,285)
Lease assets, net	2,299	1,968
Construction in progress	15,565	16,663
Total property, plant and equipment	245,320	249,009
Intangible assets		
Goodwill	9,885	9,257
Other	4,834	5,936
Total intangible assets	14,719	15,193
Investments and other assets		
Investment securities	162,144	152,928
Long-term loans receivable from employees	1,288	1,080
Deferred tax asset	6,794	6,037
Net defined benefit asset	14,927	37,738
Other	32,888	39,268
Allowance for doubtful accounts	(139)	(121)
Total investments and other assets	217,903	236,933
Total noncurrent assets	477,943	501,136
Total assets	898,667	951,650

(million yen)

	FY2024 (as of March 31, 2025)	FY2025 (as of March 31, 2026)
<b>Liabilities</b>		
Current liabilities		
Accounts payable-trade	61,028	64,955
Short-term loans payable	44,067	48,169
Income taxes payable	3,750	13,242
Provision for bonuses	11,805	11,653
Deposits received from employees	15,857	15,445
Provision for share awards for directors (and other officers)	-	822
Other	49,742	45,958
Total current liabilities	186,251	200,248
Noncurrent liabilities		
Long-term loans payable	17,623	14,364
Deferred tax liabilities	20,975	25,071
Net defined benefit liabilities	41,140	34,028
Provision for share awards for directors (and other officers)	506	-
Other	8,748	7,666
Total noncurrent liabilities	88,994	81,131
Total liabilities	275,245	281,379
<b>Net assets</b>		
Shareholders' equity		
Capital stock	23,335	23,335
Capital surplus	27,343	27,717
Retained earnings	398,858	395,769
Treasury stock	(17,691)	(2,553)
Total shareholders' equity	431,846	444,269
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	55,041	46,993
Foreign currency translation adjustment	66,295	87,726
Remeasurements of defined benefit plans	25,822	45,867
Total accumulated other comprehensive income	147,159	180,587
Non-controlling interests	44,415	45,413
Total net assets	623,421	670,270
Total liabilities and net assets	898,667	951,650

(2) Consolidated Income Statement and Consolidated Comprehensive Income Statement  
(Consolidated Income Statement)

(million yen)

	FY2024	FY2025
Net sales	766,859	738,434
Cost of sales	630,808	607,087
Gross profit	136,051	131,346
Selling, general and administrative expenses	98,786	98,356
Operating income	37,264	32,990
Non-operating income		
Interest income	1,443	1,132
Dividend income	3,387	3,609
Foreign exchange gains	-	4,072
Share of profit of entities accounted for using equity method	8,790	9,482
Rent income	880	866
Other	3,486	3,481
Total non-operating income	17,988	22,645
Non-operating expenses		
Interest expenses	3,165	2,589
Foreign exchange losses	2,027	-
Loss on derivatives	1,123	1,530
Other	878	1,680
Total non-operating expenses	7,194	5,799
Ordinary income	48,057	49,835
Extraordinary income		
Gain on sales of noncurrent assets	463	997
Gain on sales of investment securities	3,100	36,169
Gain on revision of retirement benefit plan	4,123	-
Other	8	-
Total extraordinary income	7,696	37,167
Extraordinary loss		
Loss on retirement of noncurrent assets	1,663	1,652
Impairment loss	2,092	1,477
Loss on sale of shares of subsidiaries and associates	-	9,376
Loss on disposal of inventories	-	1,557
Amortization of prior cost	1,308	-
Other	585	189
Total extraordinary loss	5,649	14,252
Income before income taxes	50,104	72,750
Income taxes-current	13,246	21,099
Income taxes-deferred	1,694	661
Total Income taxes	14,941	21,761
Net income	35,163	50,988
Profit attributable to non-controlling interests	4,843	4,649
Profit attributable to owners of parent	30,320	46,338

## (Consolidated Comprehensive Income Statement)

(million yen)

	FY2024	FY2025
Net income	35,163	50,988
Other comprehensive income		
Valuation difference on available-for-sale securities	(16,889)	(8,184)
Foreign currency translation adjustment	(546)	21,823
Remeasurements of defined benefit plans, net of tax	1,078	18,835
Share of other comprehensive income of entities accounted for using equity method	(1,771)	4,702
Total other comprehensive income	(18,129)	37,176
Comprehensive income	17,034	88,165
(Breakdown)		
Comprehensive income attributable to owners of parent	12,241	79,767
Comprehensive income attributable to non-controlling interests	4,793	8,398

(3) Consolidated Statement of Changes in Equity

FY2024 (April 1, 2024 to March 31, 2025)

(million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the beginning of the Period	23,335	26,203	385,291	(14,014)	420,815
Changes of items during the period					
Dividends from surplus			(16,753)		(16,753)
Profit (loss) attributable to owners of parent			30,320		30,320
Purchase of treasury stock				(4,338)	(4,338)
Disposal of treasury stock				661	661
Purchase of shares of consolidated subsidiaries		1,008			1,008
Merger of consolidated subsidiaries		131			131
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	1,140	13,567	(3,677)	11,030
Ending balance	23,335	27,343	398,858	(17,691)	431,846

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of the period	71,971	68,779	24,487	165,239	52,946	639,001
Changes of items during the period						
Dividends from surplus						(16,753)
Profit (loss) attributable to owners of parent						30,320
Purchase of treasury stock						(4,338)
Disposal of treasury stock						661
Purchase of shares of consolidated subsidiaries						1,008
Merger of consolidated subsidiaries						131
Net changes of items other than shareholders' equity	(16,930)	(2,483)	1,334	(18,079)	(8,530)	(26,610)
Total changes of items during the period	(16,930)	(2,483)	1,334	(18,079)	(8,530)	(15,579)
Ending balance	55,041	66,295	25,822	147,159	44,415	623,421

NOK Corporation (7240): Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

FY2025 (April 1, 2025 to March 31, 2026)

(million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at the beginning of the Period	23,335	27,343	398,858	(17,691)	431,846
Changes of items during the period					
Dividends from surplus			(19,873)		(19,873)
Profit (loss) attributable to owners of parent			46,338		46,338
Purchase of treasury stock				(15,076)	(15,076)
Disposal of treasury stock				661	661
Cancellation of treasury stock		(29,554)		29,554	-
Transfer from retained earnings to capital surplus		29,554	(29,554)		-
Purchase of shares of consolidated subsidiaries		373			373
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	373	(3,089)	15,138	12,423
Ending balance	23,335	27,717	395,769	(2,553)	444,269

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of the Period	55,041	66,295	25,822	147,159	44,415	623,421
Changes of items during the period						
Dividends from surplus						(19,873)
Profit (loss) attributable to owners of parent						46,338
Purchase of treasury stock						(15,076)
Disposal of treasury stock						661
Cancellation of treasury stock						-
Transfer from retained earnings to capital surplus						-
Purchase of shares of consolidated subsidiaries						373
Net changes of items other than shareholders' equity	(8,047)	21,430	20,045	33,428	997	34,425
Total changes of items during the period	(8,047)	21,430	20,045	33,428	997	46,849
Ending balance	46,993	87,726	45,867	180,587	45,413	670,270

(4) Consolidated Statement of Cash Flows

(million yen)

	FY 2024 (April 1, 2024 to March 31, 2025)	FY 2025 (April 1, 2025 to March 31, 2026)
Cash flows from operating activities		
Income before income taxes	50,104	72,750
Depreciation and amortization	46,943	49,047
Impairment loss	2,092	1,477
Increase (decrease) in provision for bonuses	525	(443)
Increase (decrease) in net defined benefit asset or liability	(6,419)	(10,162)
Interest and dividend income	(4,830)	(4,742)
Interest expenses	3,165	2,589
Foreign exchange losses (gains)	2,315	(4,394)
Share of (profit) loss of entities accounted for using equity method	(8,790)	(9,482)
Proceeds from sale of investment securities	(3,098)	(36,169)
Loss (gain) on sale of shares of subsidiaries and associates	-	9,376
Loss (gain) on sales and retirement of property, plant and equipment	1,203	662
Decrease (increase) in notes and accounts receivable-trade	11,884	12,854
Decrease (increase) in inventories	8,802	(6,948)
Increase (decrease) in notes and accounts payable-trade	(5,952)	(10,603)
Other, net	7,587	5,513
Subtotal	<u>105,533</u>	<u>71,326</u>
Interest and dividend income received	15,567	7,378
Interest expenses paid	(3,203)	(2,626)
Income taxes paid	(26,302)	(7,922)
Cash flows from operating activities	<u>91,594</u>	<u>68,156</u>
Cash flows from investing activities		
Proceeds from sale of investment securities	4,655	39,331
Purchase of property, plant and equipment	(47,753)	(48,521)
Proceeds from sales of property, plant and equipment	2,097	2,257
Purchase of intangible assets	(1,059)	(1,307)
Other, net	(1,123)	(2,019)
Cash flows from investing activities	<u>(43,183)</u>	<u>(10,259)</u>
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	(11,553)	(405)
Proceeds from long-term loans payable	8,033	4,692
Repayment of long-term loans payable	(9,677)	(8,877)
Repayment of lease obligations	(1,448)	(1,182)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(4,348)	(350)
Net decrease (increase) in treasury stock	(3,677)	(14,415)
Cash dividends paid	(16,741)	(19,864)
Dividends paid to non-controlling interests	(8,748)	(6,675)
Cash flows from financing activities	<u>(48,162)</u>	<u>(47,078)</u>
Effect of exchange rate change on cash and cash equivalents	(355)	9,739
Net increase (decrease) in cash and cash equivalents	<u>(106)</u>	<u>20,556</u>
Cash and cash equivalents at beginning of period	<u>136,256</u>	<u>136,149</u>
Cash and cash equivalents at end of period	<u>136,149</u>	<u>156,706</u>

(5) Notes Concerning Consolidated Financial Statements

(Notes Concerning the Going Concern Assumption)

None

(Segment information)

[Segment Information]

1. Outline of reportable segments

The reportable segments of the NOK Group are constituents of the Group for which separate financial information is available, and that are reviewed by the Board of Directors on a regular basis in order to evaluate business results and determine the best distribution of management resources.

The NOK Group classifies business segments by taking into consideration the product series and similarities between the markets. Each department controlling the relevant segments establishes comprehensive business strategies concerning the products and services to develop respective business activities.

The Group has three reportable segments, consisting of the seal segment, electronic products segment, and other businesses segment.

In the seal business, NOK is the main company of the Group manufacturing and selling seal products, etc. to manufacturers of automobile, construction machinery and general industrial machinery. In the electronic products business, Mekttec Co., Ltd. is the Group's leader in the manufacture and sale of electronic parts, etc., mainly for the electronic equipment industry. And in other businesses, NOK, Synztec Co., Ltd. and NOK Klueber Co., Ltd. play a central role in the manufacture and sale of roll products and specialty lubricants, etc. With respect to Synztec Co., Ltd., which has been engaged in the roll products business, and seven other companies, all shares were transferred as of the beginning of the fourth quarter of the current consolidated fiscal year, which is deemed to be the transfer date.

As a result, the results for the current consolidated fiscal year include the performance of the said business up to the cumulative period of the third quarter.

2. Calculation method for net sales, income (loss), assets and other items by reportable segment

The principles and procedures of the accounting method for reportable business segments are the same as those used in the preparation of consolidated financial statements.

Reportable segment income represents the amount of operating income. Inter-segment sales and transfers are based on current market prices.

3. Information regarding net sales, income (loss), assets, liabilities and other items by reportable segment

FY2024 (April 1, 2024 to March 31, 2025)

(million yen)

	Reportable segments			Total	Adjustments (Note 1)	Amount included in the consolidated financial statements (Note 2)
	Seal	Electronic products	Other			
Net sales						
Net sales to external customers	362,742	370,952	33,164	766,859	-	766,859
Inter-segment sales/transfers	1,642	23	727	2,393	(2,393)	-
Total	364,384	370,975	33,891	769,252	(2,393)	766,859
Segment income (loss)	26,214	8,927	2,127	37,269	(5)	37,264
Segment assets	432,642	252,556	55,914	741,114	157,553	898,667
Other items						
Depreciation and amortization	23,857	21,700	1,385	46,943	(0)	46,943
Increase in property, plant and equipment and intangible assets	24,697	22,300	5,401	52,399	-	52,399

Notes:

1. Adjustments are as shown below:

- (1) The amount of (5) million yen in adjustments of segment income (loss) represents the result of the elimination of inter-segment transactions.
- (2) The amount of 157,553 million yen in adjustments of segment assets includes 171,841 million yen in corporate assets which are not allocated to individual reportable segments and (14,288) million yen in offset elimination of inter-segment claims and debts.
- (3) The amount of (0) million yen in adjustments of depreciation and amortization represents the result of the

- elimination of inter-segment transactions.  
 2. Segment income (loss) is adjusted for operating income stated in the consolidated financial statements.

FY2025 (April 1, 2025 to March 31, 2026)

	Reportable segments			Total	Adjustments (Note 1)	Amount included in the consolidated financial statements (Note 2)
	Seal	Electronic products	Other			
Net sales						
Net sales to external customers	367,397	345,109	25,926	738,434	-	738,434
Inter-segment sales/transfers	1,918	18	732	2,669	(2,669)	-
Total	369,315	345,127	26,659	741,103	(2,669)	738,434
Segment income (loss)	27,860	3,967	1,137	32,965	24	32,990
Segment assets	499,351	271,631	22,912	793,896	157,754	951,650
Other items						
Depreciation and amortization	23,382	24,402	1,285	49,069	(22)	49,047
Increase in property, plant and equipment and intangible assets	23,624	21,431	3,348	48,405	-	48,405

Notes:

3. Adjustments are as shown below:

- (1) The amount of 24 million yen in adjustments of segment income (loss) represents the result of the elimination of inter-segment transactions.
- (2) The amount of 157,754 million yen in adjustments of segment assets includes 169,786 million yen in corporate assets which are not allocated to individual reportable segments and (12,031) million yen in offset elimination of inter-segment claims and debts.
- (3) The amount of (22) million yen in adjustments of depreciation and amortization represents the result of the elimination of inter-segment transactions.

4. Segment income (loss) is adjusted for operating income stated in the consolidated financial statements.

[Information regarding impairment loss on fixed assets by reportable segment]

FY2024 (April 1, 2024 to March 31, 2025)

	Seal	Electronic products	Other	Company / Elimination	Total
Impairment loss	1,242	849	-	-	2,092

FY2025 (April 1, 2025 to March 31, 2026)

	Seal	Electronic products	Other	Company / Elimination	Total
Impairment loss	183	1,293	-	-	1,477

[Information regarding amortization of goodwill and unamortized balance by reportable segment]

FY2024 (April 1, 2024 to March 31, 2025)

	Seal	Electronic products	Other	Company / Elimination	Total
Amortization during the period	-	-	627	-	627
Ending balance	-	-	9,885	-	9,885

FY2025 (April 1, 2025 to March 31, 2026)

	Seal	Electronic products	Other	Company / Elimination	Total
Amortization during the period	-	-	627	-	627
Ending balance	-	-	9,257	-	9,257

[Information regarding gain on bargain purchase by reportable segment]

FY2024 (April 1, 2024 to March 31, 2025)

None

FY2025 (April 1, 2025 to March 31, 2026)

None

(Per Share Information)

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Net assets per share	3,548.90 yen	3,933.75 yen
Net income (loss) per share	184.81 yen	284.84 yen

Notes:

1. Diluted net income per share is not shown as there are no residual securities.
2. The Company's shares held by the Board Incentive Plan for directors' remuneration are included in treasury stock deducted from the total number of issued and outstanding shares at fiscal year end for the calculation of "Net assets per share" (1,640 thousand shares for FY2024 and 1,583 thousand shares for FY2025).
3. The Company's shares held by the Board Incentive Plan for directors' remuneration are included in treasury stock, which is deducted from the average number of shares during the period for the calculation of "Net income per share" (1,673 thousand shares for FY2024 and 1,616 thousand shares for FY2025).
4. The Company's shares held by the Employee Stock Ownership Plan (J-ESOP) are included in treasury stock deducted from the total number of issued and outstanding shares at fiscal year end for the calculation of "Net assets per share" (822 thousand shares for FY2024 and 383 thousand shares for FY2025).
5. The Company's shares held by the Employee Stock Ownership Plan (J-ESOP) are included in treasury stock, which is deducted from the average number of shares during the period for the calculation of "Net income per share" (1,040 thousand shares for FY2024 and 601 thousand shares for FY2025).
6. The basis of the computation of net assets per share is as shown below:

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Total net assets (million yen)	623,421	670,270
Deductions from total net assets (million yen)	44,415	45,413
[Non-controlling interests]	[44,415]	[45,413]
Net assets at the end of the period attributable to common stock (million yen)	579,006	624,857
Number of shares at the end of the period (1,000 shares)	163,150	158,845

7. The basis of the computation of net income (loss) per share is as shown below:

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Profit (loss) attributable to owners of parent (million yen)	30,320	46,338
Amount not attributable to common shareholders (million yen)	-	-
Profit (loss) attributable to owners of parent attributable to common stock (million yen)	30,320	46,338
Average number of shares during the period (1,000 shares)	164,064	162,684

(Significant Events After the Reporting Period)

None