



Consolidated Financial Results

for the fiscal year ended December 31, 2025

Nippon Ceramic Co., Ltd. (6929)

February, 2026

Estimates for Nippon Ceramic's future operating results contained in these materials are based on information currently available to Nippon Ceramic and its group members and include risks and uncertainties. Consequently, readers are cautioned not to make investment decisions based solely on these estimates. Actual results may differ significantly from these estimates due to a number of factors.

Nippon Ceramic operates in the electronics industry, an industry subject to rapid changes. Furthermore, the global nature of Nippon Ceramic's operations may cause sudden changes in the company's operations due to shifts in technology, demand patterns, prices, competition, national economies, exchange rates and other factors.

This material is translated from the original Japanese. Please note that we cannot guarantee the accuracy of the English translation.

In this earnings announcement, fractional sums of less than one million yen are rounded down and percentages are calculated from raw data.

Record-high sales and operating profits for the full fiscal year

Sales of automotive safety-related applications increased due to demand for ADAS and recovery in automobile production volume.

Sales for security, home appliances, and lighting applications expanded, and customer inventory adjustments were completed, resulting in increased revenue.

Profitability improved due to increased sales and reduced costs. ROE also improved due to increased shareholder returns.

**Announcement of medium-term management plan
Aiming to achieve sales of 30 billion yen, operating profit of 7.15 billion yen, and ROE of 12% or more in the fiscal year ending December 2028**

Summary of results

(¥mn)		FY2024		FY2025		Y/Y	
		Amount	%Sales	Amount	%Sales	Amount	%
Sales		25,037	-	27,325	-	2,287	9.1 %
Gross income		7,189	28.7 %	8,571	31.4 %	1,382	19.2 %
Operating income		4,961	19.8 %	6,228	22.8 %	1,266	25.5 %
Ordinary income		5,844	23.3 %	7,054	25.8 %	1,202	20.6 %
Net income attributable to owners of parent		4,162	16.6 %	7,004	25.6 %	2,842	68.3 %
Exchange rate (USD)	Average	150.77 yen		149.53 yen		1.24 yen Appreciation	
	End of the period	158.18 yen		156.56 yen		1.62 Yen Appreciation	

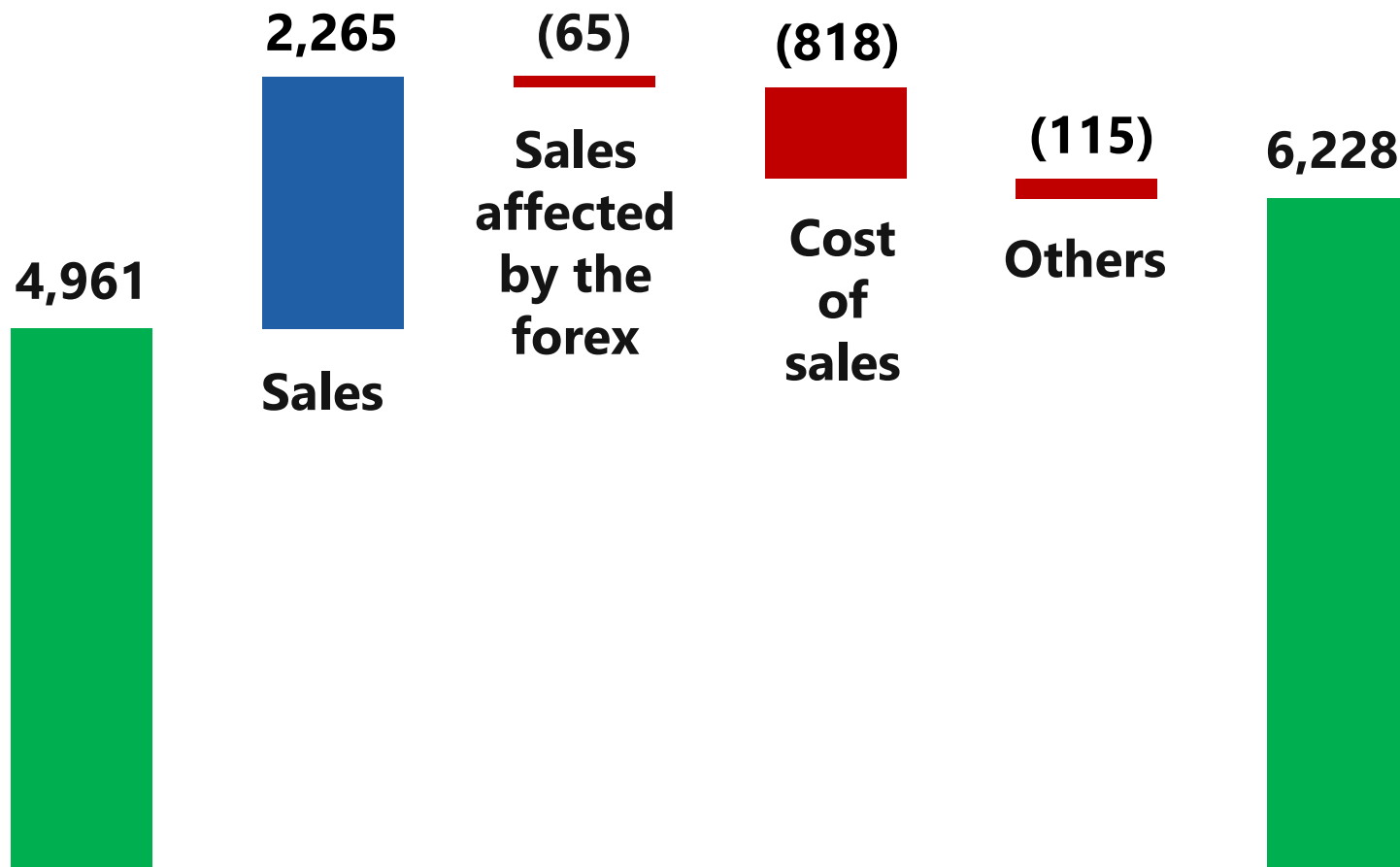
Quarterly sales and income

(¥mn)	23/4Q	24/1Q	24/2Q	24/3Q	24/4Q	25/1Q	25/2Q	25/3Q	25/4Q
Sales	5,988	5,678	6,452	6,351	6,554	6,639	7,038	7,107	6,539
Operating Income	1,046	978	1,271	1,376	1,334	1,510	1,641	1,645	1,430
Operating Income Margin	17.5%	17.2%	19.7%	21.7%	20.4%	22.8%	23.3%	23.1%	21.9%
Ordinary Income	1,058	1,237	1,638	1,149	1,819	1,466	1,654	1,967	1,958
Net Income	685	867	1,157	818	1,319	1,079	3,113	1,396	1,415
Exchange rate (USD)	141.83	151.41	161.07	142.73	158.18	149.52	144.81	148.88	156.56

*Exchange rate is as the end of the quarter

Change in Operating Income

FY2024 — **1,266 Million yen earning growth** —> FY2025



(¥mn)

Sales by Region

- Domestic sales increased for automotive safety, home appliances, and lighting applications. Far East Asia saw increased sales for automotive safety, eco-friendly vehicles, and security applications.

(¥mn)	FY2024	FY2025	Y/Y	Sales Ratio
Japan	13,913	15,358	10.4%	56.2%
Far East Asia	9,186	9,921	8.0%	36.3%
Europe	1,724	1,783	3.4%	6.5%
North and South America	212	262	23.7%	1.0%
Total	25,037	27,325	9.1%	100%

Consolidated cash flow

(¥mn)	FY2024	FY2025	Y/Y
Cash flows from operating activities	6,545	4,888	(1,656)
Cash flows from investment activities	8,649	(4,250)	(12,899)
Free cash flow	4,983	2,876	(2,106)
Cash flows from financial activities	(6,425)	(5,367)	1,057
Cash and cash equivalents at beginning of period	15,737	24,806	9,069
Cash and cash equivalents at end of period	24,806	20,099	(4,706)

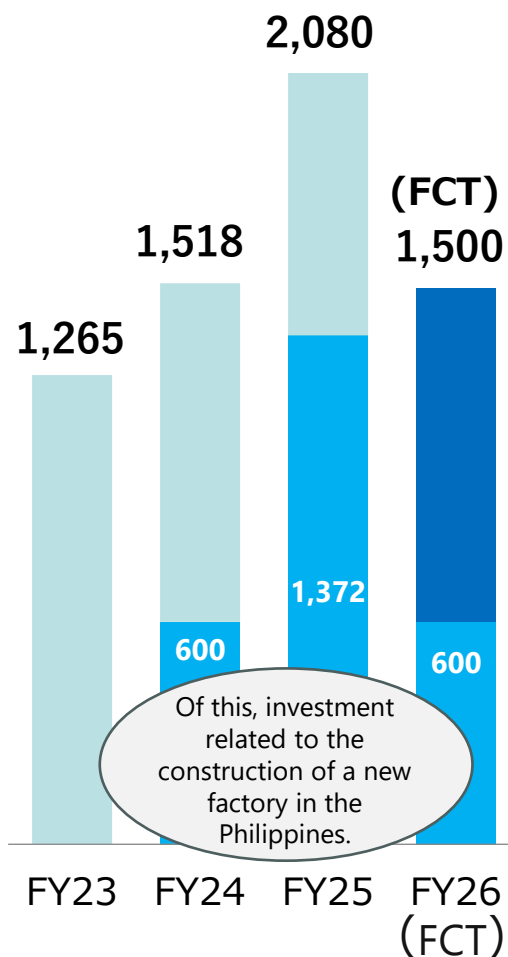
Consolidated balance sheet

(¥mn)	FY2024	FY2025	Change
Current assets	45,772	43,276	(2,496)
(Inventory)	5,417	5,104	(312)
Tangible fixed assets	10,354	10,584	230
Intangible fixed assets	325	297	(28)
Investments and other assets	1,893	2,200	306
Total Assets	58,347	56,359	(1,987)
Current liabilities	4,931	5,045	114
Long-term liabilities	1,167	1,276	108
Total Liabilities	6,099	6,321	222
Shareholders' equity	43,842	45,470	1,628
Others	8,404	4,566	(3,837)
Total Net Assets	52,247	50,037	(2,209)
Total Liabilities and Shareholders' Equity	58,347	56,359	(1,987)

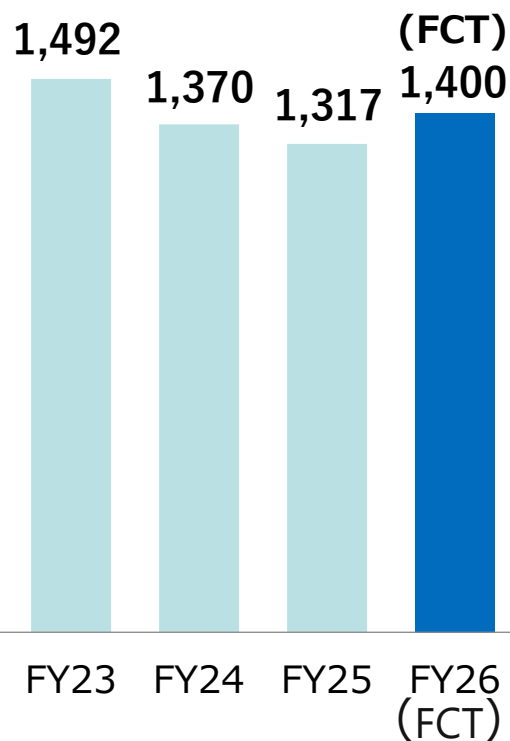
Capex, Depreciation, R&D expenses

(¥mn)

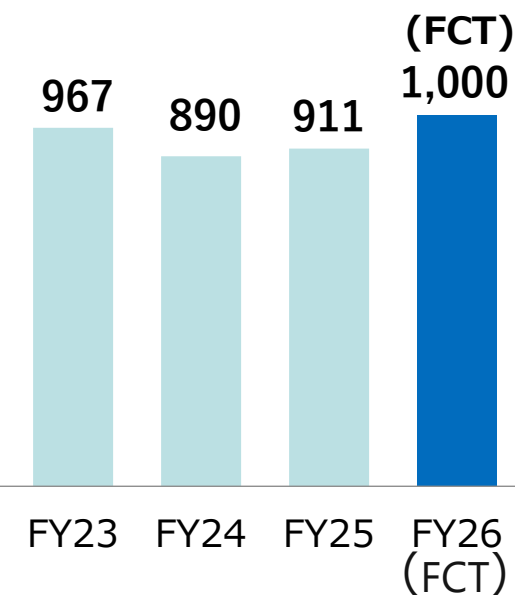
Capex



Depreciation



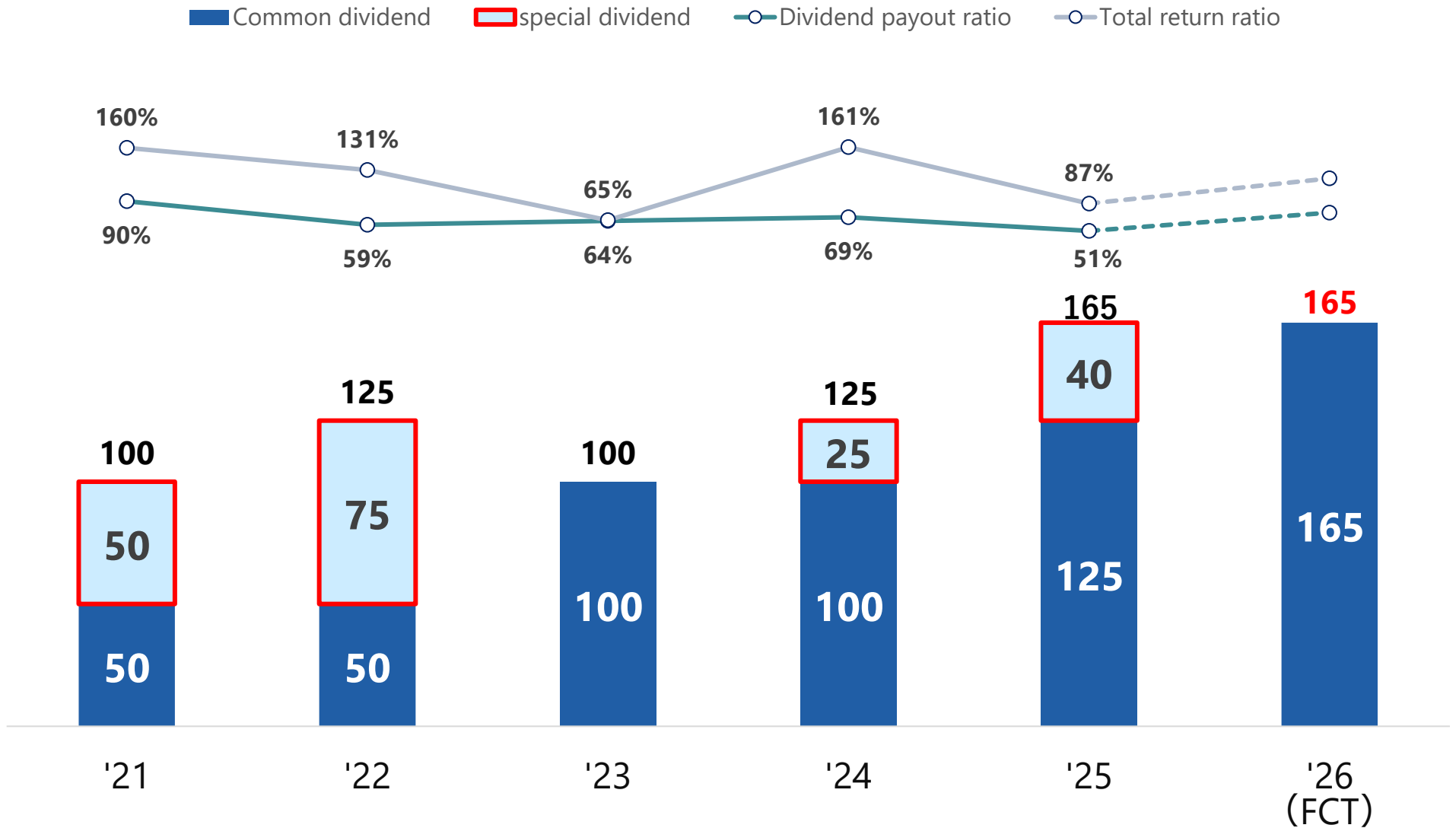
R&D expenses



FY2025 consolidated forecast

(¥mn)	FY2025	FY2026 (FCT)	Y/Y	
			Change Amount	Change %
Net Sales	27,325	28,000	674	2.5 %
Operating Income	6,228	6,500	271	4.4 %
Ordinary Income	7,047	6,700	(347)	(4.9) %
Net income attributable to owners of parent	7,004	4,700	(2,304)	(32.9) %
Forex(USD)	149.53yen (2024 average)	150.00yen		

Dividend



※ We have a basic policy to pay dividend once a year as a year-end dividend.



The sensors created by Nicera will continue to support our living in the future.