

05 Data

Financial Results Highlights for the Past 11 Years

| | ← J-GAAP | | | | | IFRS → | | | | | | (Millions of yen) |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------|
| (FY) | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | |
| Revenue | 347,636 | 383,272 | 372,919 | 409,912 | 425,013 | 426,073 | 427,546 | 491,733 | 562,559 | 614,486 | 652,993 | |
| Operating income (loss) | 62,196 | 66,284 | 53,595 | 67,279 | 58,385 | 48,447 | 47,389 | 75,512 | 89,219 | 107,591 | 129,660 | |
| Ordinary income (loss) | 67,907 | 64,483 | 55,559 | 69,094 | 59,258 | — | — | — | — | — | — | |
| Profit (loss) attributable to owners of the parent | 36,753 | 30,815 | 25,602 | 44,335 | 42,638 | 33,698 | 38,367 | 60,200 | 66,293 | 82,646 | 92,625 | |
| Capital expenditures | 36,372 | 45,339 | 36,328 | 37,591 | 56,587 | 51,004 | 33,444 | 29,589 | 31,335 | 41,173 | 37,532 | |
| Depreciation | 13,337 | 16,834 | 19,601 | 20,920 | 23,979 | 31,952 | 34,700 | 37,940 | 39,194 | 39,814 | 39,690 | |
| R&D expense | 21,337 | 23,123 | 23,416 | 25,283 | 28,072 | 28,315 | 26,115 | 23,685 | 27,887 | 29,058 | 28,144 | |
| Cash flows from operating activities | 36,593 | 56,465 | 49,764 | 65,707 | 43,704 | 59,787 | 63,397 | 71,910 | 69,305 | 118,179 | 132,921 | |
| Cash flows from investing activities | (12,865) | (82,331) | (53,410) | (26,422) | (48,380) | (52,926) | (42,523) | 10,234 | (37,375) | (92,157) | (34,246) | |
| Free cash flow | 13,995 | (25,866) | 6,335 | 29,636 | (21,356) | 4,627 | 41,398 | 69,713 | 34,382 | 33,364 | 98,462 | |
| Dividend payout | 7,181 | 8,487 | 9,055 | 10,823 | 14,601 | 14,435 | 12,230 | 20,792 | 33,839 | 33,068 | 35,407 | |
| Total equity | 343,380 | 341,044 | 354,710 | 388,115 | 401,505 | 399,737 | 451,626 | 517,988 | 563,739 | 638,300 | 674,722 | |
| Total assets | 485,497 | 526,103 | 563,801 | 599,972 | 629,417 | 663,374 | 771,293 | 823,181 | 903,102 | 975,719 | 990,966 | |
| Interest bearing debt | 46,153 | 80,212 | 99,275 | 98,115 | 110,755 | 152,946 | 197,194 | 165,268 | 198,222 | 190,840 | 167,835 | |
| | | | | | | | | | | | (Yen) | |
| Earnings (losses) per share | 168.88 | 141.60 | 119.44 | 209.37 | 204.74 | 163.06 | 188.59 | 296.04 | 326.09 | 409.47 | 466.34 | |
| Equity attributable to owners of the parent per share | 1,566.80 | 1,557.16 | 1,660.06 | 1,837.46 | 1,917.04 | 1,946.10 | 2,206.18 | 2,530.01 | 2,772.61 | 3,181.33 | 3,399.43 | |
| Cash dividends per share | 36.00 | 42.00 | 42.00 | 60.00 | 70.00 | 70.00 | 60.00 | 102.00 | 166.00 | 164.00 | 178.00 | |
| Operating income ratio (%) | 17.9 | 17.3 | 14.4 | 16.4 | 13.7 | 11.4 | 11.1 | 15.4 | 15.9 | 17.5 | 19.9 | |
| Return on sales revenue (%) | 10.6 | 8.0 | 6.9 | 10.8 | 10.0 | 7.9 | 9.0 | 12.2 | 11.8 | 13.4 | 14.20 | |
| Gross profit on sales (%) | 35.8 | 35.6 | 33.0 | 34.6 | 33.8 | 31.4 | 30.5 | 31.8 | 35.2 | 36.8 | 39.50 | |
| ROE (Return on equity) (%) | 11.4 | 9.1 | 7.4 | 12.0 | 10.9 | 8.4 | 9.1 | 12.5 | 12.3 | 13.8 | 14.1 | |
| ROA (Return on assets) (%) | 7.8 | 6.1 | 4.7 | 7.6 | 6.8 | 5.1 | 5.0 | 7.3 | 7.3 | 8.5 | 9.3 | |
| ROIC (Return on invested capital) (%) | 11.6 | 11.4 | 8.5 | 10.0 | 8.2 | 6.3 | 5.5 | 7.9 | 8.6 | 9.5 | 10.9 | |
| Equity ratio (%) | 70.2 | 64.4 | 62.5 | 64.3 | 63.4 | 59.7 | 58.2 | 62.5 | 62.4 | 65.4 | 68.1 | |
| Total asset turnover (%) | 0.7 | 0.8 | 0.7 | 0.7 | 0.7 | 0.8 | 0.6 | 0.6 | 0.6 | 0.65 | 0.66 | |
| Dividend payout ratio (%) | 21.3 | 29.7 | 35.2 | 28.7 | 34.2 | 42.9 | 31.8 | 34.5 | 50.9 | 40.1 | 38.2 | |



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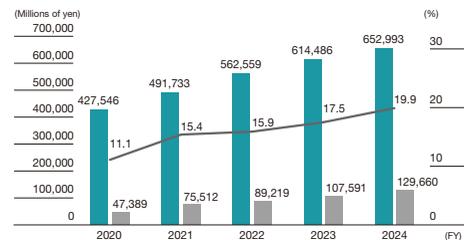
Financial and Non-Financial Highlights
Corporate Profile and Stock Information

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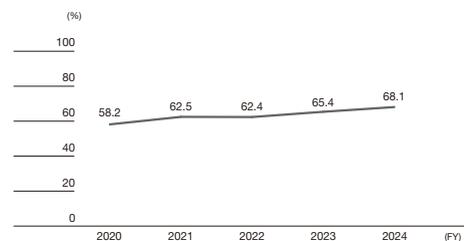
Financial Highlights

Net sales / Operating income / Operating income ratio



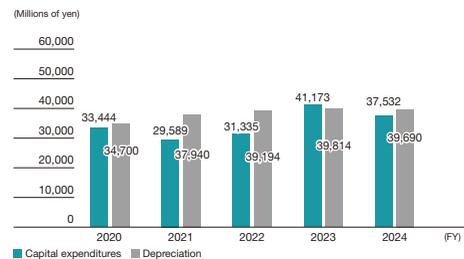
In the automotive components sector, sales of products for new vehicle assembly declined YoY due to production adjustments by our customers in Europe and the continued shutdown in ICE demand in China. However, sales of AM products increased YoY, supported by solid demand across regions. In addition, price rises boosted revenue. On the other hand, the semiconductor-related businesses began to recover from the 2nd half of the fiscal year, though the market was sluggish in the 1st half. In terms of profit, both revenue and operating income reached record highs due to the continued depreciation of the yen.

Equity ratio attributable to owners of the parent



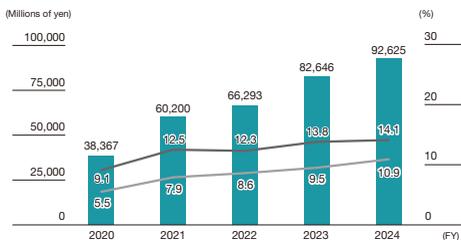
While we increased returns to shareholders through dividends and share repurchases, the increase in retained earnings backed by the solid performance and the impact of foreign exchange resulted in a 2.7% increase in the equity ratio attributable to owners of the parent.

Capital expenditures / Depreciation



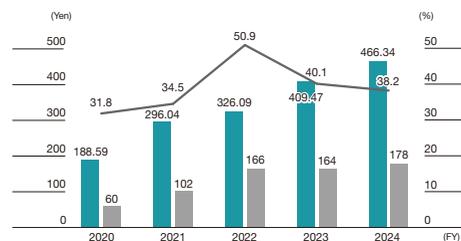
In the automotive business, we are investing mainly in upgrading existing facilities and improving production efficiency. We also continue to invest in the non-ICE business for mid- to long-term growth.

Profit attributable to owners of parent / Return on equity (ROE) / Return on invested capital (ROIC)



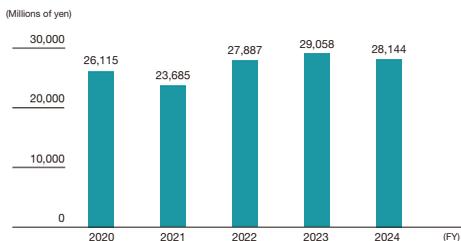
ROIC increased by 1.4% YoY and ROE increased by 0.3% YoY, achieving the Mid-term Management Plan target following on from the previous term. This was due to reduced inventories by eliminating excess inventory and strategic stockpiles. Strong performance in automotive components business and increased profits YoY due to a weakening yen also contributed.

Earnings per share / Cash dividends per share / Dividend payout ratio



The dividend policy aims to provide stable dividends by combining a fixed portion with a minimum of dividend on equity (DOE) of around 4% with a performance-linked portion with a target dividend payout ratio of around 10%. Portions of capital exceeding appropriate capital levels are subject to shareholder return, including through share repurchases. As a result, the annual dividend for FY2024 was 178 yen.

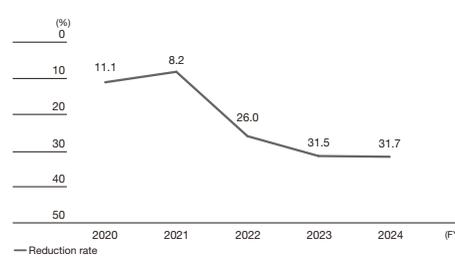
R&D expense



The Company allocates approximately 5% of revenues to research and development expenses. This percentage reached 4.3% in FY2024.

Non-financial Highlights

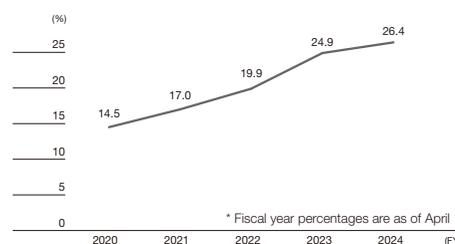
CO₂ emissions reduction rate



We aim to reduce CO₂ emissions by 30%* compared with FY2018 levels by FY2030. Progress in energy saving and other CO₂ reduction measures is going as planned. Emission in FY2024 met the target for FY2030 through energy saving activities, solar power generation, the use of CO₂ free electricity, and other efforts.

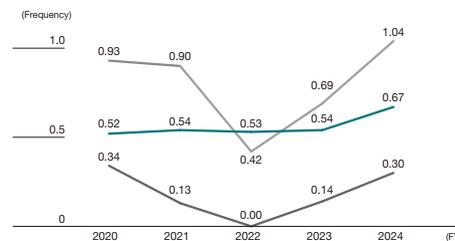
* Scheduled to change to 46% reduction in April 2026

Percentage of female / foreign-national / mid-career employees in managerial posts (non-consolidated)



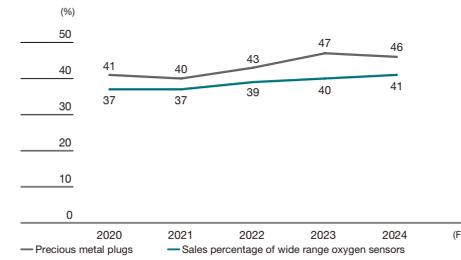
We aim to increase the percentage of women, foreigners and mid-career hires in managerial positions to 25%. The percentage increased to 26.4% in FY2024 because of awareness activities for female management candidates and the recruitment of industry-ready employees. In addition, within the domestic Group, the ratio excluding managerial-level specialists was 26.9% (as of the end of March 2025).

Frequency of occupational accidents (non-consolidated)



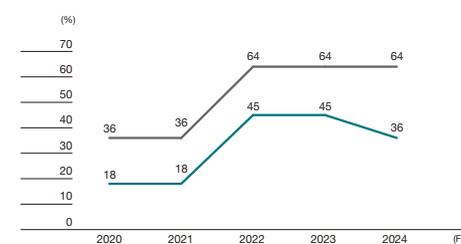
In FY2024, the Company experienced seven occupational accidents (compared to five in the previous fiscal year), with an overall frequency rate of 1.04 (compared to 0.69 in the previous fiscal year), showing an increase of accidents. Some accidents occurred while adjusting equipment, and others during non-routine work.

Sales percentage of environmentally friendly products



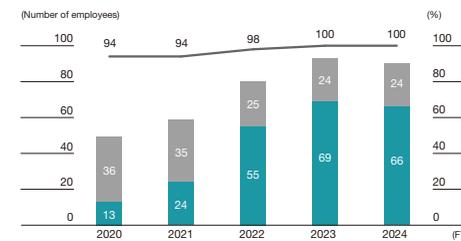
We aim to increase the sales ratio of precious metal plugs and wide range oxygen sensors by over 50%. These products are part of our environmentally friendly Niterra Green Products. Sales ratios are increasing towards this target.

Ratio of Outside Directors / Ratio of female and foreign national directors



We aim to increase the ratio of outside directors to more than one-third of all directors by FY2030. In addition, we aim to increase the ratio of female and foreign national directors to more than 30%. Since FY2022, both the percentage of outside directors and the percentage of female and foreign directors have been maintained at target levels.

Number of employees who took childcare leave / Percentage of employees who returned to work after taking childcare leave (non-consolidated)



More male employees take childcare leave, with a childcare leave uptake rate of 78% in FY2024. Additionally, their return-to-work rate after childcare leave remains high.

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Corporate data (As of March 31, 2025)

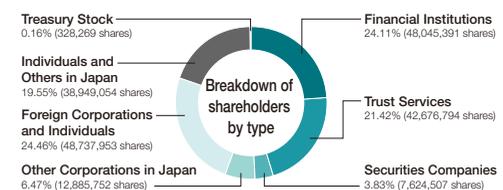
| | |
|---|---|
| Niterra Co., Ltd. | |
| Headquarters | URBANNET NAGOYA NEXTA Bldg. 1-1-1 Higashisakura, Higashi-ku, Nagoya 461-0005 |
| Established | October 1936 |
| Number of employees | Non-consolidated: 3,195 Consolidated: 15,644 |
| Number of shares and shareholders (As of March 31, 2025) | |
| Paid-in capital | 47,869 million yen |
| Total number of authorized shares | 390,000,000 |
| Total number of issued shares | 199,247,720 |
| Listed markets | Tokyo Stock Exchange (Prime Market) Nagoya Stock Exchange (Premier Market) |
| Shareholder registry administrator | Mitsubishi UFJ Trust and Banking Corporation |
| Accounting auditor | KPMG AZSA LLC |
| Number of shareholders | 114,129 |

Major shareholders (As of March 31, 2025)

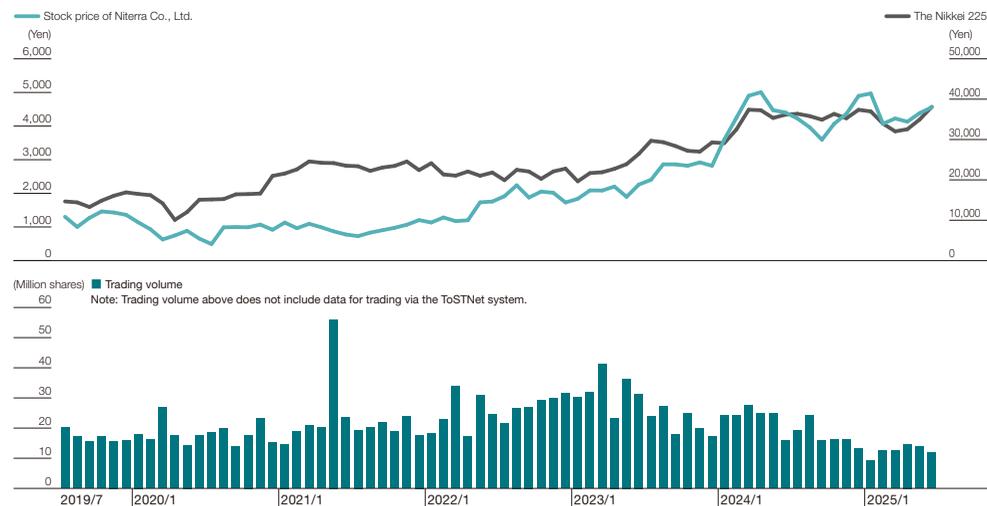
| Name of shareholder | Number of shares held (thousand) | Ownership ratio (%) |
|--|----------------------------------|---------------------|
| The Master Trust Bank of Japan, Ltd. (trust account) | 25,920 | 13.03 |
| Meiji Yasuda Life Insurance Company | 16,794 | 8.44 |
| The Dai-ichi Life Insurance Company, Limited | 16,752 | 8.42 |
| Custody Bank of Japan, Ltd. (trust account) | 12,079 | 6.07 |
| National Mutual Insurance Federation of Agriculture Cooperatives | 4,209 | 2.11 |
| Nippon Life Insurance Company | 3,563 | 1.79 |
| NTK Business Partners Shareholdings Association | 2,778 | 1.39 |
| TOTO LTD. | 2,756 | 1.38 |
| The Nomura Trust and Banking Co., Ltd. (Investment account) | 2,604 | 1.30 |
| JP MORGAN CHASE BANK 385781 | 2,517 | 1.26 |

Note: Ownership ratio above is calculated excluding treasury stock.

Breakdown of shareholders by type (As of March 31, 2025)



Stock price and trading volume (As of June 30, 2025)



Initiatives

Major awards and certifications

Corporate evaluation of ESG investment

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Editorial Note

Thank you for taking the time to read our Niterra Report 2025. As a Group, we have been working to increase corporate value in line with our aspiration to become "a company that brightens the Earth." This aspiration is reflected in our English corporate name, "Niterra," which we adopted in FY2023. In the FY2025 Niterra Report, we present the activities of our Group aimed at realizing our vision under the newly formulated Mid-term Management Plan 2030. We hope that this Report will help to further deepen your understanding and trust in our Group. We will continue to disclose information in a timely and appropriate manner and actively communicate with you. We ask for your continued support.

Hiroimi Kitagawa

Corporate Officer, in charge of Human Resources Strategy Dept., Sustainability Strategy Dept., Corporate Communication Dept., Well-being Strategy Group, Global Strategy Div.

Integrated Report Survey: https://www.niterragroup.com/english/ir/library/integration_report.html Administrative Office of Niterra Report 2025 Project

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