# Section 05

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# Financial Results Highlights for the Past 11 Years



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Financial Results Highlights for the Past 11 Years
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J-GAAP | IFRS

(Millions of yen)

| (FY) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Revenue | 383,272 | 372,919 | 409,912 | 425,013 | 426,073 | 427,546 | 491,733 | 562,559 | 614,486 | 652,993 | 731,207 |
| Operating income (loss) | 66,284 | 53,595 | 67,279 | 58,385 | 48,447 | 47,389 | 75,512 | 89,219 | 107,591 | 129,660 | 138,158 |
| Ordinary income (loss) | 64,483 | 55,559 | 69,094 | 59,258 | — | — | — | — | — | — | — |
| Profit (loss) attributable to owners of the parent | 30,815 | 25,602 | 44,335 | 42,638 | 33,698 | 38,367 | 60,200 | 66,293 | 82,646 | 92,625 | 112,892 |
| Capital expenditures | 45,339 | 36,328 | 37,591 | 56,587 | 51,004 | 33,444 | 29,589 | 31,335 | 41,173 | 37,532 | 48,997 |
| Depreciation | 16,834 | 19,601 | 20,920 | 23,979 | 31,952 | 34,700 | 37,940 | 39,194 | 39,814 | 39,690 | 45,022 |
| R&D expense | 23,123 | 23,416 | 25,283 | 28,072 | 28,315 | 26,115 | 23,685 | 27,887 | 29,058 | 28,144 | 26,782 |
| Cash flows from operating activities | 56,465 | 49,764 | 65,707 | 43,704 | 59,787 | 63,397 | 71,910 | 69,305 | 118,179 | 132,921 | 109,384 |
| Cash flows from investing activities | (82,331) | (53,410) | (26,422) | (48,380) | (52,926) | (42,523) | 10,234 | (37,375) | (92,157) | (34,246) | (165,531) |
| Free cash flows | (25,866) | 6,335 | 29,636 | (21,356) | 4,627 | 41,398 | 69,713 | 34,382 | 33,364 | 98,462 | (64,241) |
| Dividend payout | 8,487 | 9,055 | 10,823 | 14,601 | 14,435 | 12,230 | 20,792 | 33,839 | 33,068 | 35,407 | 40,532 |
| Total equity | 341,044 | 354,710 | 388,115 | 401,505 | 399,737 | 451,626 | 517,988 | 563,739 | 638,300 | 674,722 | 771,255 |
| Total assets | 526,103 | 563,801 | 599,972 | 629,417 | 663,374 | 771,293 | 823,181 | 903,102 | 975,719 | 990,966 | 1,221,101 |
| Interest bearing debt | 80,212 | 99,275 | 98,115 | 110,755 | 152,946 | 197,194 | 165,268 | 198,222 | 190,840 | 167,835 | 255,356 |
| | | | | | | | | | | | (Yen) |
| Earnings (losses) per share | 141.60 | 119.44 | 209.37 | 204.74 | 163.06 | 188.59 | 296.04 | 326.09 | 409.47 | 466.34 | 570.43 |
| Equity attributable to owners of the parent per share | 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 | 3,910.20 |
| Cash dividends per share | 42.00 | 42.00 | 60.00 | 70.00 | 70.00 | 60.00 | 102.00 | 166.00 | 164.00 | 178.00 | 205.00 |
| | | | | | | | | | | | |
| Operating income ratio (%) | 17.3 | 14.4 | 16.4 | 13.7 | 11.4 | 11.1 | 15.4 | 15.9 | 17.5 | 19.9 | 18.9 |
| Return on sales revenue (%) | 8.0 | 6.9 | 10.8 | 10.0 | 7.9 | 9.0 | 12.2 | 11.8 | 13.4 | 14.20 | 15.7 |
| Gross profit on sales (%) | 35.6 | 33.0 | 34.6 | 33.8 | 31.4 | 30.5 | 31.8 | 35.2 | 36.8 | 39.50 | 38.4 |
| ROE (Return on equity) (%) | 9.1 | 7.4 | 12.0 | 10.9 | 8.4 | 9.1 | 12.5 | 12.3 | 13.8 | 14.1 | 15.7 |
| ROA (Return on assets) (%) | 6.1 | 4.7 | 7.6 | 6.8 | 5.1 | 5.0 | 7.3 | 7.3 | 8.5 | 9.3 | 10.3 |
| ROIC (Return on invested capital) (%) | 11.4 | 8.5 | 10.0 | 8.2 | 6.3 | 5.5 | 7.9 | 8.6 | 9.5 | 10.9 | 10.3 |
| Equity ratio (%) | 64.4 | 62.5 | 64.3 | 63.4 | 59.7 | 58.2 | 62.5 | 62.4 | 65.4 | 68.1 | 62.8 |
| Total asset turnover (times) | 0.8 | 0.7 | 0.7 | 0.7 | 0.8 | 0.6 | 0.6 | 0.6 | 0.65 | 0.66 | 0.66 |
| Dividend payout ratio (%) | 29.7 | 35.2 | 28.7 | 34.2 | 42.9 | 31.8 | 34.5 | 50.9 | 40.1 | 38.2 | 35.9 |

# Corporate Profile and Stock Information



## Corporate data (As of March 31, 2026)

**Niterra Co., Ltd.**

| | |
|---|---|
| **Headquarters** | 1-1-1 Higashisakura, Higashi-ku, Nagoya 461-0005, Japan URBANNET NAGOYA NEXTA Bldg. |
| **Established** | October 1936 |
| **Number of employees** | Non-consolidated: 3,208<br>Consolidated: 15,698 |

## Number of shares and shareholders
(As of March 31, 2026)

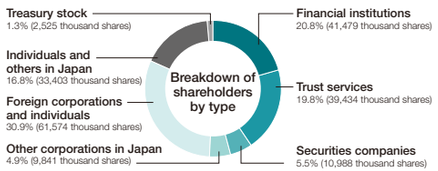
| | |
|---|---|
| **Paid-in capital** | 47,869 million yen |
| **Total number of authorized shares** | 390,000,000 |
| **Total number of issued shares** | 199,247,720 |
| **Listed markets** | Tokyo Stock Exchange (Prime Market)<br>Nagoya Stock Exchange (Premier Market) |
| **Shareholder registry administrator** | Mitsubishi UFJ Trust and Banking Corporation |
| **Independent auditor** | KPMG AZSA LLC |
| **Number of shareholders** | 99,497 |

## Major shareholders (As of March 31, 2026)

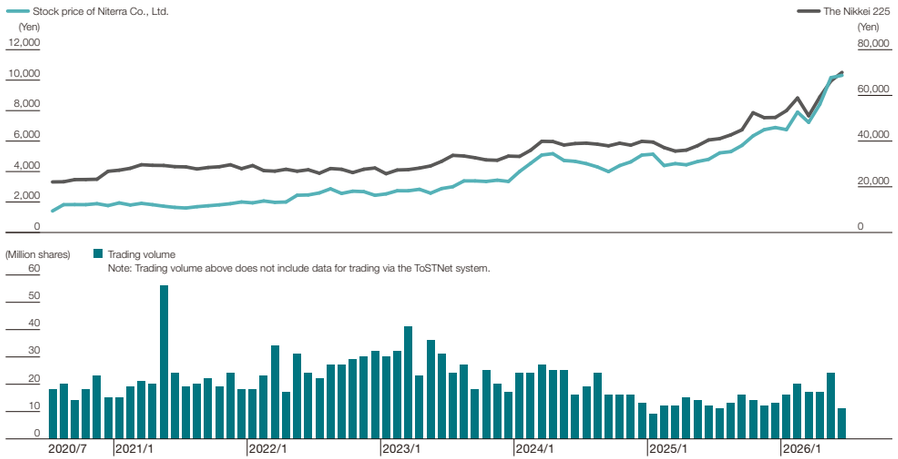
| Name of shareholder | Number of shares held (thousand) | Ownership ratio (%) |
|---|---|---|
| The Master Trust Bank of Japan, Ltd. (trust account) | 24,171 | 12.28 |
| Meiji Yasuda Life Insurance Company | 16,794 | 8.53 |
| The Dai-ichi Life Insurance Company, Limited | 12,552 | 6.38 |
| Custody Bank of Japan, Ltd. (trust account) | 11,332 | 5.76 |
| CGML PB CLIENT ACCOUNT/COLLATERAL | 6,551 | 3.33 |
| GOLDMAN SACHS JAPAN CO., LTD. BNYM | 5,934 | 3.01 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 3,846 | 1.95 |
| Nippon Life Insurance Company | 3,563 | 1.81 |
| JP MORGAN CHASE BANK 385642 | 3,489 | 1.77 |
| STATE STREET BANK AND TRUST COMPANY 505103 | 3,165 | 1.60 |

Note: Ownership ratio above is calculated excluding treasury stock.

## Breakdown of shareholders by type
(As of March 31, 2026)




## Stock price and trading volume (As of June 30, 2026)




## Initiatives

- GX Future Consortium
- Eco-First Promotion Council

## Major awards and certifications

For other awards, evaluations, and past track record, please visit our website.

https://www.sustainability.niterragroup.com/en/themes/190/

## Corporate evaluation of ESG investment

2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

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### Editorial Note



Thank you for taking the time to read our Niterra Report 2026. This integrated report focuses on the business strategies and future outlook of the Niterra Group being pursued under the new management structure led by a new President. Furthermore, we have expanded the messages from our leadership team to help readers gain a deeper understanding of our management policies. It is our hope that these messages will help readers understand the progress of the Mid-term Management Plan 2030, which we are promoting to become a company that brightens the Earth, as well as our efforts to address social challenges. We will continue to strive for highly transparent information disclosure and proactive engagement.

**Tomohiro Yamaguchi**
**Executive Officer, General Manager of Business Operations Div.**

Integrated Report Survey: https://www.niterragroup.com/english/ir/library/integration_report.html

**Administrative Office of Niterra Report 2026 Project**

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