

# FY2025 Financial Results and FY2026 Outlook

FY2025 (2024.12.1 – 2025.11.30)



NACHI-FUJIKOSHI CORP. (Code: 6474)

January 14, 2026

## Outline



1 . FY2025 Financial Results

2 ~ 9

2 . FY2026 Outlook

10 ~ 19

# 1 . FY2025 Financial Results

2

## FY2025 Financial Results



(Unit: JPY billions)

		FY2024 (A)	FY2025 (B)	YoY Change	
				(%)	B-A
Net Sales		239.8	<b>235.9</b>	( − 1.7%)	− 4.0
Operating Profit		6.6	<b>9.7</b>	( + 47.3%)	+ 3.1
%		2.8%	<b>4.1%</b>	-	+1.3pt
Ordinary Profit		4.2	<b>8.3</b>	( + 97.6%)	+ 4.1
%		1.8%	<b>3.5%</b>	-	+1.7pt
Profit attributable to owners of parent		3.3	<b>5.2</b>	( + 56.7%)	+ 1.9
Exchange rate	USD	150	<b>149</b>	-	1 JPY appreciation
	EUR	163	<b>167</b>	-	4 JPY depreciation
	CNY	20.9	<b>20.7</b>	-	0.2 JPY appreciation
Dividend per share		JPY 100	<b>JPY 100</b>	-	-

3

## FY2025 Financial Results



(Unit: JPY billions)

	FY2024 (A)	FY2025 (B)	YoY Change (B-A)
R O E	2.1%	<b>3.2%</b>	+1.1pt
Total assets	334.7	<b>331.2</b>	- 3.4
Total Equity	158.8	<b>170.5</b>	+11.7
Equity ratio	47.4%	<b>51.5%</b>	+4.1pt
Interest-bearing debt	91.0	<b>83.2</b>	- 7.9
Net D/E ratio	0.37	<b>0.32</b>	- 0.05
Capital expenditures	11.7	<b>9.9</b>	- 1.9
Depreciation and amortization	20.0	<b>18.7</b>	- 1.3
Regular employees	6,943	<b>6,532</b>	- 411

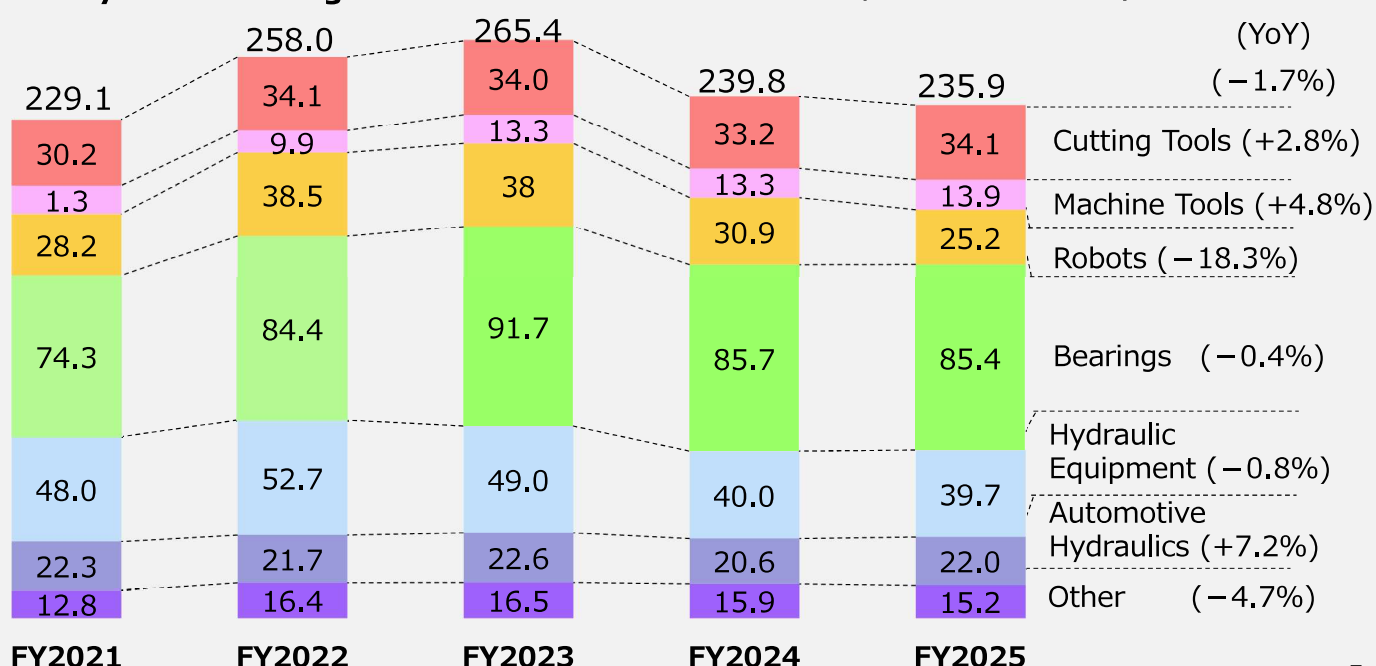
4

## FY2025 Sales by Business Segment



<Sales by Business Segment>

(Unit: JPY billions)



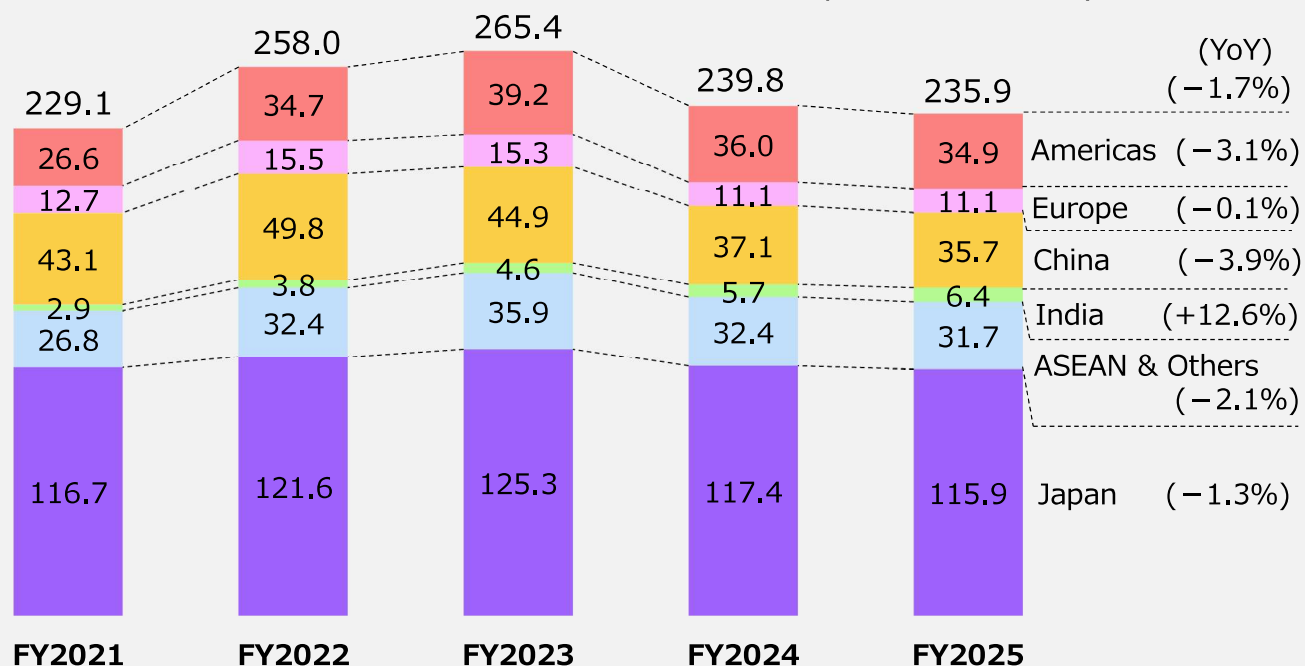
5

## 2025 Sales by Region



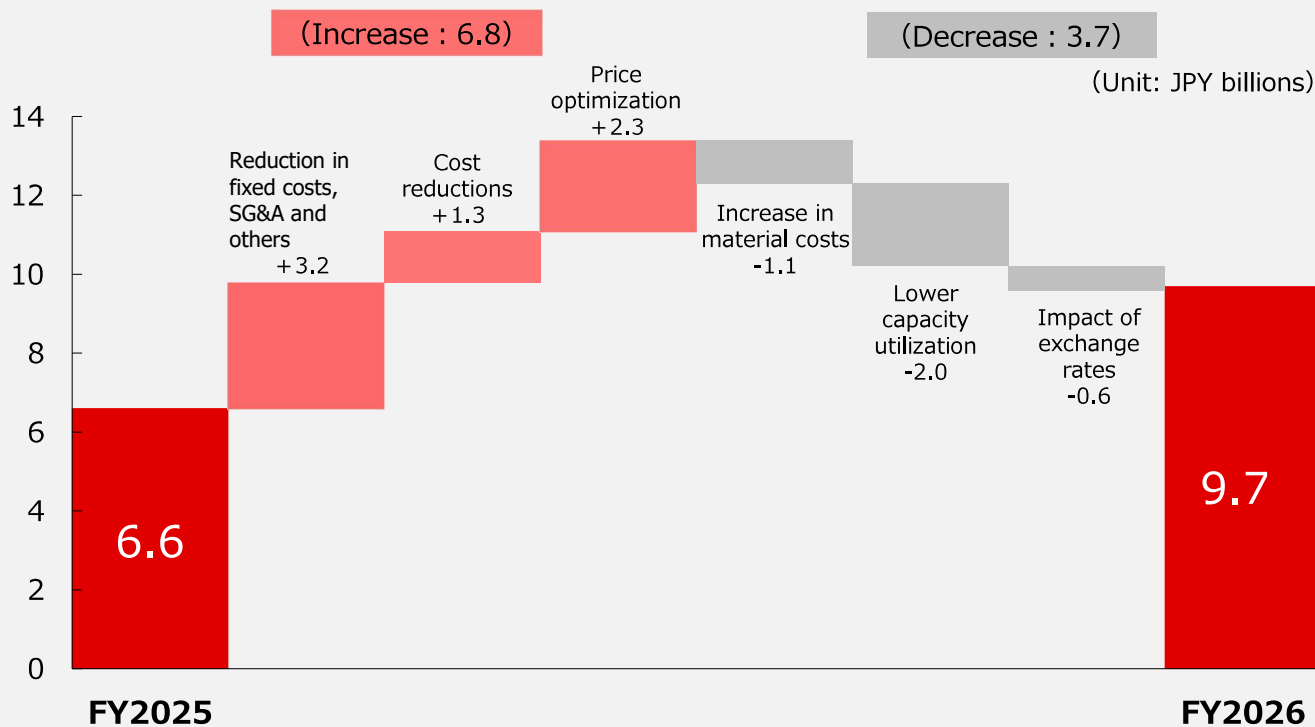
### <Sales by Region>

(Unit: JPY billions)



6

## FY2025 Factors affecting operating profit



7

## FY2025 Extraordinary income and losses



(Unit: JPY billions)

	FY2024 (A)	FY2025 (B)	YoY Change (B-A)
Extraordinary Income	4.8	<b>3.1</b>	- 1.7
–Gain on sales of investment securities	3.6	<b>3.1</b>	- 0.5
–Gain on sale of fixed assets	1.2	<b>0</b>	- 1.1
Extraordinary Losses	4.3	<b>3.4</b>	- 0.9
–Structural reform costs	4.2	<b>3.1</b>	- 1.0
(incl. impairment and inventory valuation losses)	(3.3)	<b>(1.2)</b>	(- 2.1)
(incl. disposal losses on fixed assets and inventories)	(-)	<b>(0.7)</b>	(+ 0.7)
(incl. special retirement payments)	(0.5)	<b>(0.7)</b>	(+ 0.1)

8

## FY2025 Sales & Operating Profit by Business Segment



( Unit: JPY billions )

		FY2024 (A)	FY2025 (B)	YoY Change	
				%	B-A
Machinery & Tools	Cutting Tools	33.2	34.1	+2.8%	+0.9
	Machine Tools	13.3	13.9	+4.8%	+0.6
	Robots	30.9	25.2	-18.3%	-5.6
	Net Sales	77.5	73.4	-5.3%	-4.0
	Operating Profit	3.8	4.2	+10.3%	+0.4
	%	5.0%	5.8%	-	+0.8pt
Components	Bearings	85.7	85.4	-0.4%	-0.3
	Hydraulic Equipment	40.0	39.7	-0.8%	-0.3
	Automotive Hydraulic	20.6	22.0	+7.2%	+1.4
	Net Sales	146.3	147.2	+0.6%	+0.8
	Operating Profit	1.6	4.9	+200.3%	+3.3
	%	1.1%	3.4%	-	+2.3pt
Other	Net Sales	15.9	15.2	-4.7%	-0.7
	Operating Profit	1.0	0.4	-55.1%	-0.6
	%	6.7%	3.2%	-	-3.5pt
Total Net Sales		239.8	235.9	-1.7%	-4.0
Total Operating Profit		6.6	9.7	+47.3%	+3.1
%		2.8%	4.1%	-	+1.3pt

9

## 2. FY2026 Outlook

10

### FY2026 Financial Outlook



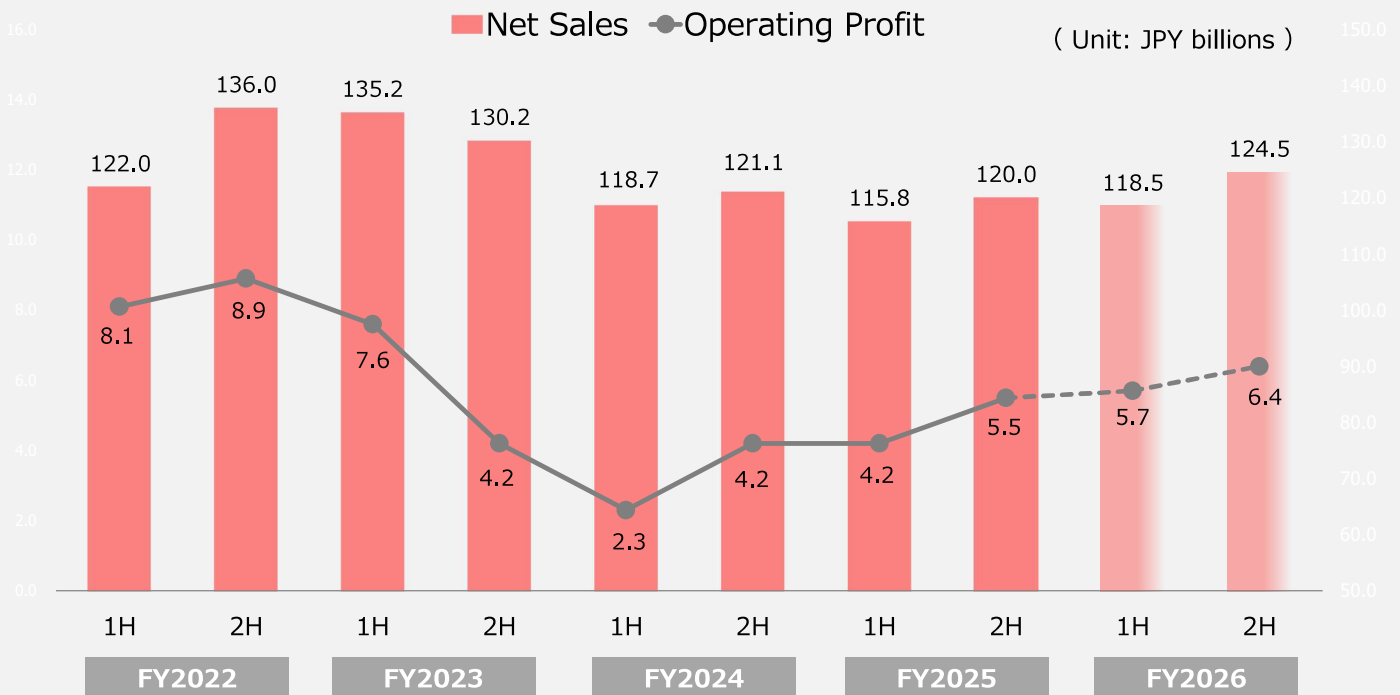
(Unit: JPY billions)

		FY2025 (A)	FY2026 Plan (B)	YoY Change	
				(%)	B-A
Net Sales		235.9	<b>243.0</b>	(+3.0%)	+7.1
Operating Profit		9.7	<b>12.1</b>	(+23.8%)	+2.3
%		4.1%	<b>5.0%</b>	-	+0.9pt
Ordinary Profit		8.3	<b>10.4</b>	(+24.3%)	+2.0
%		3.5%	<b>4.3%</b>	-	+0.8pt
Profit attributable to owners of parent		5.2	<b>6.4</b>	(+21.9%)	+1.1
Exchange rate	USD	149	<b>145</b>	-	4 JPY appreciation
	EUR	167	<b>160</b>	-	7 JPY appreciation
	CNY	20.7	<b>20.0</b>	-	0.7 JPY appreciation
Dividend per share		JPY 100	<b>JPY 100</b>	-	-

11

## FY2026 Performance by half-year

**NACHI**

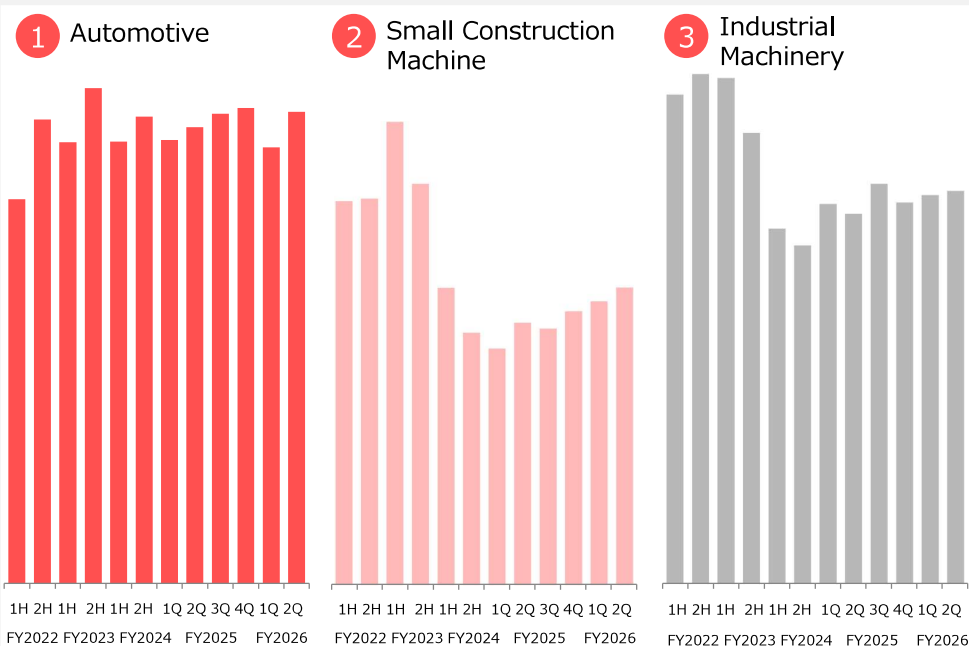


12

## FY2026 Demand Trends by Industry

**NACHI**

### Trend by Industry : Production of main customers



### Review

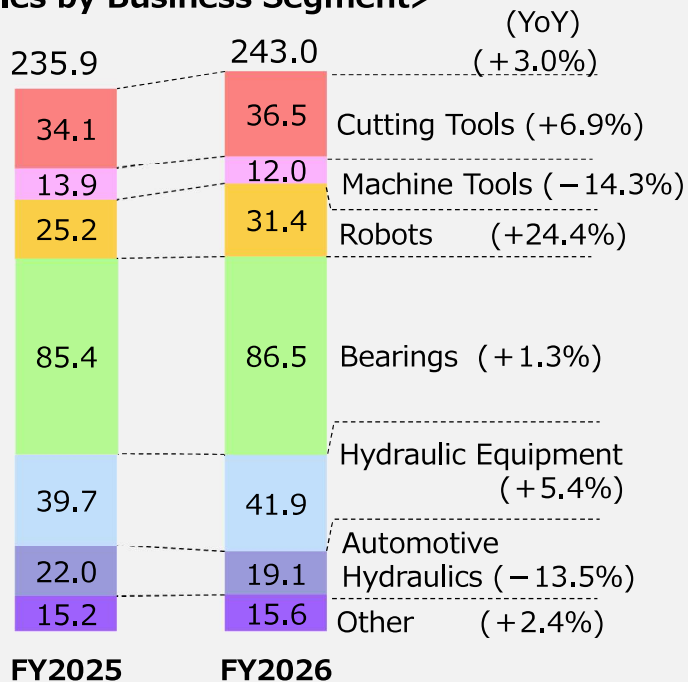
- 1 Automotive**  
Challenging environment due to domestic production adjustments, slowing EV demand and rising Chinese EV makers, while HEV demand remains solid.
- 2 Construction Machine**  
Demand is expected to recover in China and Europe.
- 3 Industrial Machinery**  
While trends vary by industry, demand for aerospace and power generation is recovering gradually.

13

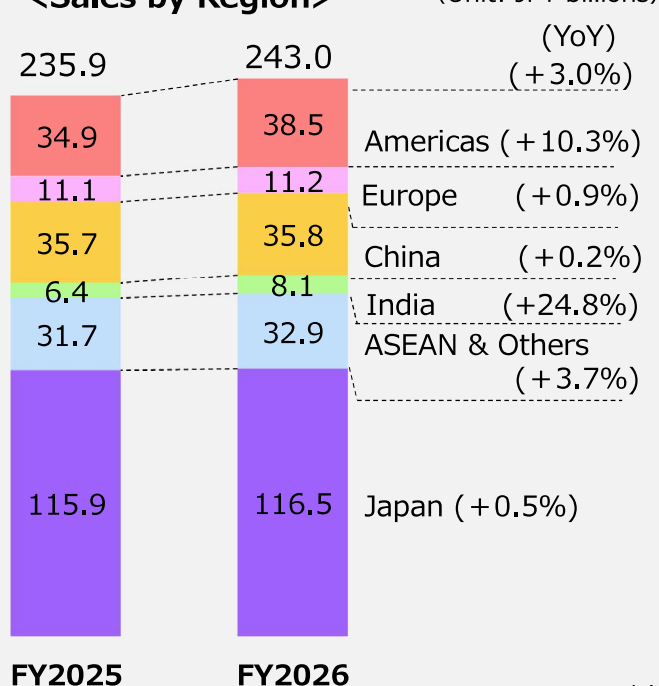
## FY2026 Sales by Business Segment & Region



### <Sales by Business Segment>

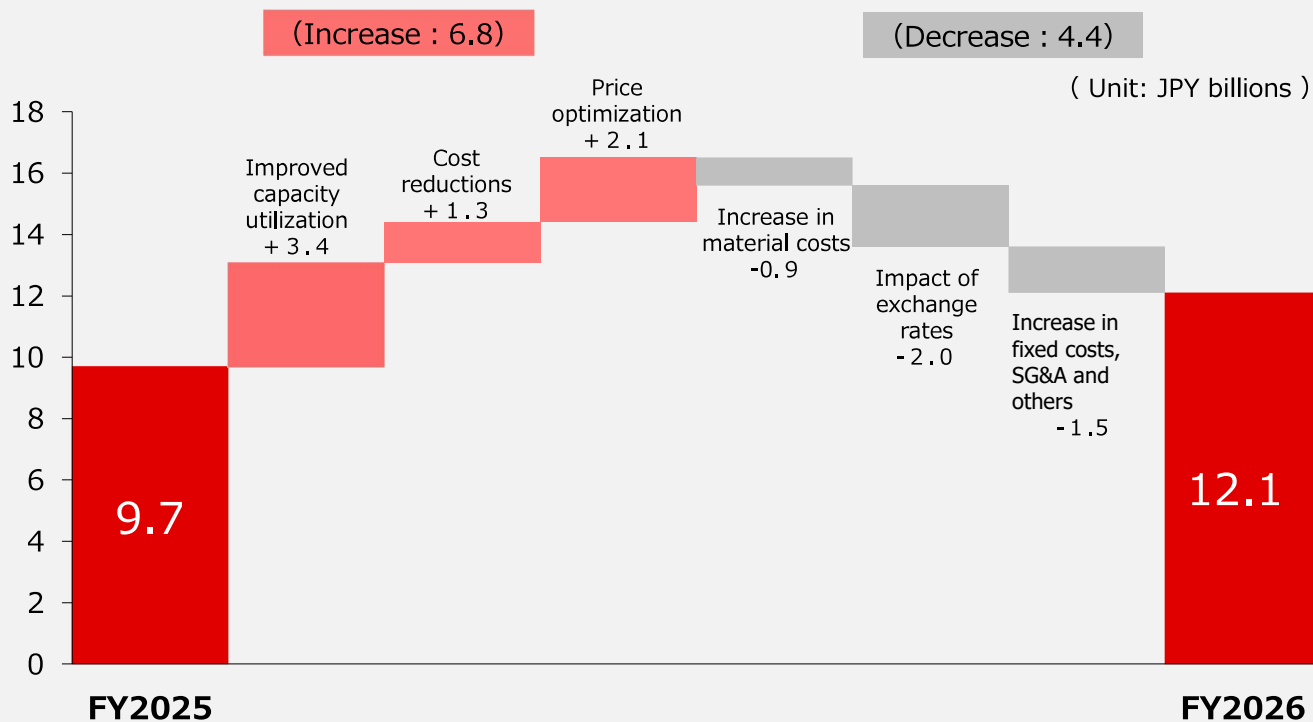


### <Sales by Region>



14

## FY2026 Factors affecting operating profit



15



## FY2026 Sales & Operating Profit by Business Segment



( Unit: JPY billions )

				( Unit: JPY Billions )	
		FY2025 ( A )	FY2026 Plan ( B )	YoY Change	
				%	B-A
Machinery & Tools	Cutting Tools	34.1	36.5	+ 6.9%	+ 2.3
	Machine Tools	13.9	12.0	- 14.3%	- 2.0
	Robots	25.2	31.4	+ 24.4%	+ 6.2
	Net Sales	73.4	79.9	+ 8.8%	+ 6.5
	Operating Profit	4.2	5.8	+ 36.2%	+ 1.5
	%	5.8%	7.3%	-	+ 1.5pt
Components	Bearings	85.4	86.5	+ 1.3%	+ 1.1
	Hydraulic Equipment	39.7	41.9	+ 5.4%	+ 2.2
	Automotive Hydraulic	22.0	19.1	- 13.5%	- 3.0
	Net Sales	147.2	147.5	+ 0.2%	+ 0.2
	Operating Profit	4.9	5.7	+ 15.4%	+ 0.8
	%	3.4%	3.9%	-	+ 0.5pt
Other	Net Sales	15.2	15.6	+ 2.4%	+ 0.4
	Operating Profit	0.4	0.5	+ 4.0%	+ 0.1
	%	3.2%	3.2%	-	-
Total Net Sales		235.9	243.0	+ 3.0%	+ 7.1
Total Operating Profit		9.7	12.1	+ 23.8%	+ 2.3
%		4.1%	5.0%	-	+ 0.9pt

16

## FY2026 Financial Outlook

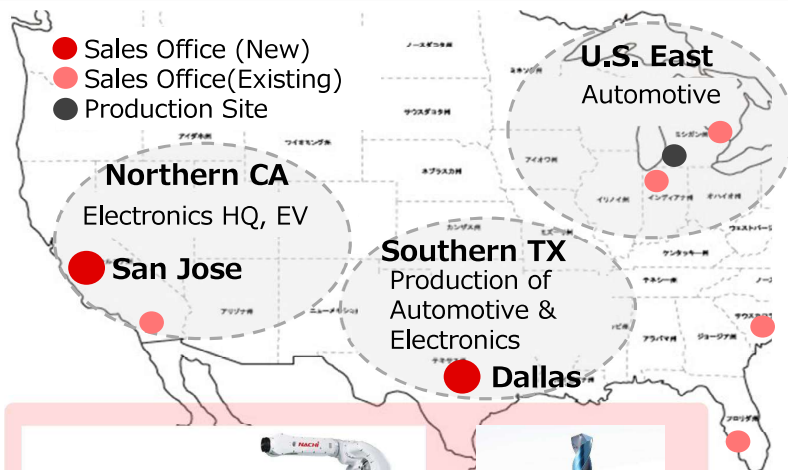


(Unit: JPY billions)

	FY2025 ( A )	FY2026 Plan ( B )	YoY Change (B-A)
R O E	3.2%	<b>3.7%</b>	+0.5pt
Total assets	331.2	<b>326.8</b>	-4.5
Total Equity	170.5	<b>172.9</b>	+2.3
Equity ratio	51.5%	<b>52.9%</b>	+1.4pt
Interest-bearing debt	83.2	<b>85.1</b>	+1.9
Net D/E ratio	0.32	<b>0.34</b>	+0.02
Capital expenditures	9.9	<b>22.0</b>	+12.1
Depreciation and amortization	18.7	<b>18.5</b>	-0.2
Regular employees	6,532	<b>6,540</b>	+8

17

## FY2026 Sales Expansion in the U.S.



### Strategy

- Reshoring driven by protectionist policies
- Increasing U.S. investments by automakers
- Rising labor costs

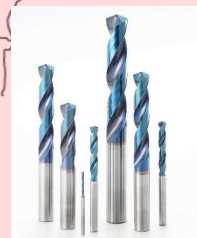
**Expand sales of all products, centered on Robots, to meet growing automation demand**

### Action

- Establish new sales offices in San Jose and Dallas
- Further expansion planned



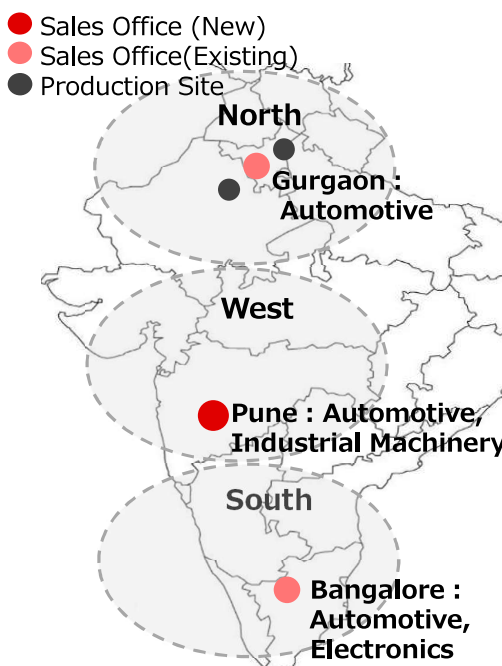
MZ series



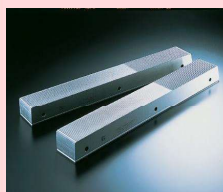
Aqua REVO series

18

## FY2026 Sales Expansion in India



SRA  
(Welding & Handling)



Forming Racks

### Strategy

- Largest population & Economic growth
- High share of ICE/Engine vehicles
- Rising demand for quality as global hub

**Capture manufacturing quality demand and expand all product sales**

### Action

- Establish a new sales office in Pune  
Expand sales of all products, primarily for automotive applications
- Plan to strengthen sales and production structures

19



<https://www.nachi-fujikoshi.co.jp/>

This document includes forward-looking statements concerning future performance and business plans. These statements are based on assumptions regarding the economic environment and business strategies as of the time of preparation. As a result, actual performance may differ materially from such forecasts due to various factors, including changes in demand and foreign exchange fluctuations.