

May 15, 2026

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

Company name: NPR-RIKEN CORPORATION  
 Listing: Tokyo Stock Exchange  
 Securities code: 6209  
 URL: <https://www.npr-riken.co.jp/>  
 Representative: Yasunori Maekawa, Representative Director, Chairman and CEO  
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 Scheduled date of annual general meeting of shareholders: June 26, 2026  
 Scheduled date to commence dividend payments: June 29, 2026  
 Scheduled date to file annual securities report: June 24, 2026  
 Preparation of supplementary material on financial results: None  
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	163,114	(4.2)	12,847	8.8	17,345	18.2	14,027	60.2
March 31, 2025	170,340	22.9	11,807	34.7	14,678	26.2	8,756	(66.7)

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥19,776 million [58.6%]  
 For the fiscal year ended March 31, 2025: ¥12,468 million [(67.7)%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
March 31, 2026	521.58	520.55	9.2	7.7	7.9
March 31, 2025	323.32	322.63	6.1	6.7	6.9

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2026: ¥2,324 million  
 For the fiscal year ended March 31, 2025: ¥2,270 million

#### (2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	228,954	169,673	70.0	5,957.91
March 31, 2025	219,045	154,669	66.3	5,402.44

Reference: Equity  
 As of March 31, 2026: ¥160,287 million  
 As of March 31, 2025: ¥145,157 million

#### (3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	16,343	(4,855)	(10,375)	27,069
March 31, 2025	17,477	(7,085)	(8,404)	25,760

## 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	45.00	-	85.00	130.00	3,493	40.2	2.5
Fiscal year ended March 31, 2026	-	50.00	-	160.00	210.00	5,649	40.3	3.7
Fiscal year ending March 31, 2027 (Forecast)		80.00		130.00	210.00		62.8	

Note: The year-end dividend per share for the fiscal year ended March 31, 2026 was changed from ¥115 to ¥160. For details, please refer to the " Notice Regarding Dividends of Surplus (Dividend Increase)" announced today (May 15, 2026).

## 3. Forecast of consolidated financial results for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2027	162,000	(0.7)	10,000	(22.2)	13,500	(22.2)	9,000	(35.8)	334.64

\* **Notes**

- (1) Significant changes in the scope of consolidation during the period: Yes  
Excluded: 1 company (NPR Fukushima Works Co.,Ltd.)
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None
- (3) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	28,247,910 shares
As of March 31, 2025	28,247,910 shares

- (ii) Number of treasury shares at the end of the period

As of March 31, 2026	1,344,635 shares
As of March 31, 2025	1,379,025 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	26,894,247 shares
Fiscal year ended March 31, 2025	27,082,798 shares

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

• The forward-looking statements, including forecasts of financial results, contained in these materials are based on information available to the Company and on certain assumptions deemed to be reasonable. Actual financial results may differ from the results anticipated in the statements due to various factors.

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

Fiscal year ended	Operating revenues		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	10,700	134.6	8,121	198.1	8,281	203.5	8,071	198.8
March 31, 2025	4,560	(16.2)	2,724	(45.0)	2,728	(45.0)	2,701	(45.6)

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	300.13	299.54
March 31, 2025	99.74	99.53

**(2) Non-consolidated financial position**

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	84,880	73,514	86.5	2,729.12
March 31, 2025	78,524	68,993	87.7	2,564.18

Reference: Equity

As of March 31, 2026: ¥73,422 million  
As of March 31, 2025: ¥68,896 million

# Consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	28,021	29,105
Notes and accounts receivable - trade, and contract assets	37,557	36,874
Merchandise and finished goods	22,252	24,211
Work in process	6,828	7,143
Raw materials and supplies	7,235	7,484
Other	3,520	4,306
Allowance for doubtful accounts	(39)	(2)
<b>Total current assets</b>	<b>105,376</b>	<b>109,124</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures, net	16,079	16,357
Machinery, equipment and vehicles, net	19,517	17,458
Land	9,038	8,926
Construction in progress	2,269	2,803
Other, net	3,640	3,538
<b>Total property, plant and equipment</b>	<b>50,546</b>	<b>49,084</b>
<b>Intangible assets</b>		
Leased assets	843	438
Goodwill	2,551	2,296
Customer-related intangible assets	1,676	1,556
Technology-related intangible assets	1,917	1,780
Other	1,393	2,158
<b>Total intangible assets</b>	<b>8,381</b>	<b>8,230</b>
<b>Investments and other assets</b>		
Investment securities	37,109	45,764
Deferred tax assets	1,427	1,759
Retirement benefit asset	14,838	13,345
Other	1,422	1,708
Allowance for doubtful accounts	(57)	(62)
<b>Total investments and other assets</b>	<b>54,740</b>	<b>62,515</b>
<b>Total non-current assets</b>	<b>113,668</b>	<b>119,830</b>
<b>Total assets</b>	<b>219,045</b>	<b>228,954</b>

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	11,033	10,455
Electronically recorded obligations - operating	4,879	4,236
Short-term borrowings	3,772	762
Current portion of long-term loans payable	2,260	6,705
Income taxes payable	1,410	2,405
Provision for bonuses	3,169	2,934
Other	9,201	9,717
Total current liabilities	35,726	37,215
Non-current liabilities		
Long-term borrowings	13,305	6,600
Retirement benefit liability	3,381	3,434
Provision for product warranties	268	255
Provision for retirement benefits for directors (and other officers)	207	204
Deferred tax liabilities	8,457	8,382
Other	3,027	3,188
Total non-current liabilities	28,648	22,065
Total liabilities	64,375	59,281
Net assets		
Shareholders' equity		
Share capital	5,212	5,212
Capital surplus	25,699	25,480
Retained earnings	95,462	105,860
Treasury shares	(3,867)	(3,768)
Total shareholders' equity	122,506	132,785
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,202	8,845
Deferred gains or losses on hedges	(47)	(16)
Foreign currency translation adjustment	11,425	12,230
Revaluation reserve for land	-	3
Remeasurements of defined benefit plans	6,070	6,439
Total accumulated other comprehensive income	22,651	27,502
Share acquisition rights	97	92
Non-controlling interests	9,414	9,293
Total net assets	154,669	169,673
Total liabilities and net assets	219,045	228,954

# Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	170,340	163,114
Cost of sales	129,547	120,917
Gross profit	40,792	42,197
Selling, general and administrative expenses		
Freight and packing costs	3,304	3,150
Sales commission	437	318
Provision for retirement benefits for directors (and other officers)	60	30
Provision for bonuses	1,691	1,721
Remuneration, salaries and allowances for directors (and other officers)	8,467	7,720
Retirement benefit expenses	54	406
Research and development expenses	3,877	4,151
Other	11,092	11,850
Total selling, general and administrative expenses	28,985	29,350
Operating profit	11,807	12,847
Non-operating income		
Interest and dividend income	1,214	1,221
Share of profit of entities accounted for using equity method	2,270	2,324
Foreign exchange gains	-	579
Other	541	906
Total non-operating income	4,027	5,032
Non-operating expenses		
Interest expenses	224	232
Foreign exchange losses	649	-
Other	280	301
Total non-operating expenses	1,155	533
Ordinary profit	14,678	17,345
Extraordinary income		
Gain on sale of non-current assets	42	17
Gain on sale of investment securities	279	1,176
Gain on return of assets from retirement benefits trust	-	2,975
Total extraordinary income	321	4,169
Extraordinary losses		
Loss on retirement of non-current assets	546	201
Loss on sale of non-current assets	0	0
Impairment losses	1,301	2,244
Business restructuring expenses	-	409
Total extraordinary losses	1,848	2,855
Profit before income taxes	13,151	18,660
Income taxes - current	3,509	4,752
Income taxes - deferred	402	(1,128)
Total income taxes	3,911	3,624
Profit	9,240	15,035
Profit attributable to non-controlling interests	483	1,008
Profit attributable to owners of parent	8,756	14,027

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	9,240	15,035
Other comprehensive income		
Valuation difference on available-for-sale securities	(2,649)	3,682
Deferred gains or losses on hedges	63	30
Foreign currency translation adjustment	5,435	807
Remeasurements of defined benefit plans, net of tax	56	102
Share of other comprehensive income of entities accounted for using equity method	322	117
Total other comprehensive income	3,228	4,740
Comprehensive income	12,468	19,776
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	11,505	18,878
Comprehensive income attributable to non-controlling interests	963	898

## Consolidated statement of changes in equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,061	25,590	89,884	(6)	120,530
Changes during period					
Issuance of new shares	150	150			301
Dividends of surplus			(3,178)		(3,178)
Profit attributable to owners of parent			8,756		8,756
Purchase of treasury shares				(4,003)	(4,003)
Disposal of treasury shares		(24)		141	117
Purchase of shares of consolidated subsidiaries		(16)			(16)
Net changes in items other than shareholders' equity					-
Total changes during period	150	109	5,577	(3,861)	1,975
Balance at end of period	5,212	25,699	95,462	(3,867)	122,506

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	7,750	(111)	6,116	6,147	19,902	118	8,867	149,418
Changes during period								
Issuance of new shares								301
Dividends of surplus								(3,178)
Profit attributable to owners of parent								8,756
Purchase of treasury shares								(4,003)
Disposal of treasury shares						(21)		95
Purchase of shares of consolidated subsidiaries								(16)
Net changes in items other than shareholders' equity	(2,548)	64	5,309	(76)	2,749		547	3,296
Total changes during period	(2,548)	64	5,309	(76)	2,749	(21)	547	5,251
Balance at end of period	5,202	(47)	11,425	6,070	22,651	97	9,414	154,669

## Consolidated statement of changes in equity

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,212	25,699	95,462	(3,867)	122,506
Changes during period					
Issuance of new shares					-
Dividends of surplus			(3,629)		(3,629)
Profit attributable to owners of parent			14,027		14,027
Purchase of treasury shares				(6)	(6)
Disposal of treasury shares		(17)		106	89
Purchase of shares of consolidated subsidiaries		(202)			(202)
Net changes in items other than shareholders' equity					-
Total changes during period		(219)	10,398	99	10,278
Balance at end of period	5,212	25,480	105,860	(3,768)	132,785

	Accumulated other comprehensive income						Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Revaluation reserve for land	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	5,202	(47)	11,425	-	6,070	22,651	97	9,414	154,669
Changes during period									
Issuance of new shares									-
Dividends of surplus									(3,629)
Profit attributable to owners of parent									14,027
Purchase of treasury shares									(6)
Disposal of treasury shares							(4)		84
Purchase of shares of consolidated subsidiaries									(202)
Net changes in items other than shareholders' equity	3,643	30	804	3	369	4,850		(121)	4,729
Total changes during period	3,643	30	804	3	369	4,850	(4)	(121)	15,003
Balance at end of period	8,845	(16)	12,230	3	6,439	27,502	92	9,293	169,673

## Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	13,151	18,660
Depreciation	9,437	8,777
Gain on return of assets from retirement benefits trust	-	(2,975)
Amortization of goodwill	255	255
Impairment losses	1,301	2,244
Share of loss (profit) of entities accounted for using equity method	(2,270)	(2,324)
Increase (decrease) in retirement benefit liability	(316)	224
Decrease (increase) in retirement benefit asset	(1,426)	(3,820)
Increase (decrease) in allowance for doubtful accounts	4	1
Increase (decrease) in provision for product warranties	(16)	(13)
Interest and dividend income	(1,214)	(1,221)
Interest expenses	224	232
Loss (gain) on sale of investment securities	(279)	(1,176)
Loss on retirement of non-current assets	558	201
Loss (gain) on sale of non-current assets	(42)	(17)
Decrease (increase) in accounts receivable - trade, and contract assets	2,178	1,408
Decrease (increase) in inventories	2,635	(1,934)
Increase (decrease) in trade payables	(4,945)	(1,652)
Other, net	162	1,357
Subtotal	19,399	18,225
Interest and dividends received	2,213	2,000
Interest paid	(237)	(224)
Income taxes paid	(3,897)	(3,658)
Net cash provided by (used in) operating activities	17,477	16,343

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from investing activities		
Net decrease (increase) in time deposits	98	278
Purchase of property, plant and equipment	(7,259)	(7,851)
Proceeds from sale of property, plant and equipment	126	354
Purchase of intangible assets	(460)	(1,047)
Proceeds from sale and redemption of investment securities	1,115	3,993
Loan advances	(458)	(290)
Proceeds from collection of loans receivable	375	357
Other payments	(819)	(765)
Other proceeds	197	116
Net cash provided by (used in) investing activities	(7,085)	(4,855)
Cash flows from financing activities		
Proceeds from short-term borrowings	8,295	840
Repayments of short-term borrowings	(12,454)	(3,850)
Proceeds from long-term borrowings	6,000	-
Repayments of long-term borrowings	(2,404)	(2,260)
Repayments of lease liabilities	(294)	(330)
Purchase of treasury shares	(4,003)	(6)
Proceeds from disposal of treasury shares	0	0
Dividends paid	(3,166)	(3,617)
Dividends paid to non-controlling interests	(297)	(240)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(77)	(910)
Net cash provided by (used in) financing activities	(8,404)	(10,375)
Effect of exchange rate change on cash and cash equivalents	1,510	196
Net increase (decrease) in cash and cash equivalents	3,498	1,309
Cash and cash equivalents at beginning of period	22,261	25,760
Cash and cash equivalents at end of period	25,760	27,069

(Notes on segment information, etc.)

Segment Information

1 Overview of Reporting Segments

The Group's reporting segments are those of the constituent units of the Group for which segregated financial information is available and are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate business performance.

The Group mainly manufactures and sells automotive parts, etc., and each of its manufacturing divisions formulates a comprehensive strategy for the products it handles and develops its business activities.

Accordingly, the Group is comprised of product-specific segments based on its production and sales structure, and as a result of aggregation based on the similarity of product content and product sales markets, the Group has become the Automotive & Industrial Machinery Parts Business, the Plumbing & Construction Equipment Business, and the Thermal Engineering Business, including piston rings and camshafts. The following three segments are the report.

2. Method of calculating the amount of sales, profits or losses, assets and other items for each reporting segment

The accounting methods for the reported business segments are generally identical to those used in the consolidated financial statements.

3. Matters Concerning Changes to Reporting Segments, etc.

Due to the increased importance of the volume from the interim consolidated accounting period, we have newly added the Thermal Engineering Business, which is a business for semiconductors and electronics, to the reporting segment. The segment information for the previous fiscal year is based on the classification of the reporting segment after the change

4. Information on the amount of sales, profits or losses, assets and other items for each reporting segment

The previous fiscal year (April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments			Other (Note) 1	Total	Adjustment Amount (Note) 2	Amount recorded in consolidated financial statements (Note)3
	Automobile and Industrial Machinery Parts Business	Piping Products For Construction and Industry Business	Thermal Engineering business				
Sales							
Revenues from external customers	127,710	18,676	9,562	14,389	170,340	-	170,340
Transactions with other segments	67	-	-	2,326	2,394	(2,394)	-
Total	127,778	18,676	9,562	16,716	172,734	(2,394)	170,340
Segment Profit	9,050	1,197	979	1,077	12,304	(497)	11,807
Segment Assets	127,826	9,880	6,567	12,841	157,115	61,929	219,045
Other items							
Depreciation	8,175	271	332	210	8,989	448	9,437
Amortization of goodwill	-	-	255	-	255	-	255
Increase in property, plant and equipment and intangible assets	6,243	465	288	144	7,142	79	7,221
Impairment losses	1,250	-	-	50	1,301	-	1,301

Note: 1 The "Other" category is a business segment that is not included in the reporting segments, and includes the EMC business, metamolds, and medical and disaster emergency medical products.

2 The adjustment amounts are as follows:

(1) Segment profit adjustment of ¥(497) million is based on inter-segment transactions and R&D expenses not allocated to each reporting segment.

(2) The adjustment amount of ¥61,929 million in segment assets includes ¥61,929 million in company-wide assets that have not been eliminated and allocated to each reporting segment. Company-wide assets are mainly surplus funds under management (cash and deposits), long-term investment funds (investment securities), and R&D assets of consolidated subsidiaries that are not attributable to the reporting segment.

3 Segment profit is adjusted to operating income in the consolidated statements of income.

The current fiscal year (April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segments			Other (Note) 1	Total	Adjustment Amount (Note) 2	Amount recorded in consolidated financial statements (Note)3
	Automobile and Industrial Machinery Parts Business	Piping Products For Construction and Industry Business	Thermal Engineering business				
Sales							
Revenues from external customers	123,118	17,241	9,204	13,549	163,114	-	163,114
Transactions with other segments	91	17	-	2,543	2,652	(2,652)	-
Total	123,209	17,259	9,204	16,093	165,766	(2,652)	163,114
Segment Profit	10,405	644	879	1,497	13,427	(580)	12,847
Segment Assets	129,319	7,840	6,140	12,114	155,415	73,539	228,954
Other items							
Depreciation	7,684	235	334	120	8,374	402	8,777
Amortization of goodwill	-	-	255	-	255	-	255
Increase in property, plant and equipment and intangible assets	6,591	548	151	477	7,769	912	8,681
Impairment losses	1,064	1,180	-	-	2,244	-	2,244

Note: 1 The "Other" category is a business segment that is not included in the reporting segments, and includes the EMC business, metamolds, and medical and disaster emergency medical products.

2 The adjustment amounts are as follows:

(1) The adjusted segment profit of ¥580 million is based on inter-segment transactions and R&D expenses not allocated to each reporting segment.

(2) The ¥73,539 million adjustment for segment assets includes ¥73,539 million of company-wide assets that have not been eliminated and allocated to each reporting segment. Company-wide assets are mainly surplus funds under management (cash and deposits), long-term investment funds (investment securities), and R&D assets of consolidated subsidiaries that are not attributable to the reporting segment.

3 Segment profit is adjusted to operating income in the consolidated statements of income.