



May 19, 2023

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Notice Concerning Medium-Term Management Plan 2025

NIPPO LTD. hereby announces that it has resolved, at a meeting of the Board of Directors held on May 19, 2023, to establish “Medium-Term Management Plan 2025” (FY2023~FY2025) as follows.

1. Background

NIPPO’s social existence is “to provide unique value to our customers, who are leading the world in manufacturing, and continue to support their manufacturing efforts.” With this social existence as a core of our business activities, we have established a vision, basic policies and strategic scenarios, and set quantitative targets every 3 years to promote initiatives in our endeavor to enhance mid- to long-term corporate value and develop a sustainable society.

The “Mid-Term Management Plan 2022”, which ends in FY2022, has ended while all quantitative targets have been achieved. Therefore, we have established a new “Medium-Term Management Plan 2025” with FY2025 as the final year and been taken respective measure.

2. Outline

(1)Phase

A period for actively promoting sales of new products and materials developed through the “creating the new business models” phase (preparation for the “step up” phase).

(2)Basic Policy

- ① Achieve quantitative targets
- ② Introduce business portfolio management
- ③ Implement measures to achieve “PBR x1”

3. Quantitative Targets

We have set 3 quantitative targets: 3-year cumulative total of consolidated operating income, 3-year average ROE and shareholder return as shown in the table below. We have also set a quantitative target of “reaching operating income of 2 billion yen/year”.

■ Financial Targets

	Medium-Term Management Plan 2022 Results	Medium-Term Management Plan 2025 Targets
3-year Cumulative Total of Consolidated Operating Income	3.88bJPY	5.73bJPY
3-year average ROE	7.3%	≥10.0%

■ Shareholder Return Targets

	FY2022 plan	(Annual Targets)		
		FY2023	FY2024	FY2025
Payout ratio (Dividend per share)	23.4% (33JPY)	29% (40JPY)	31% (45JPY)	35% (54JPY)

For details of this management plan, please refer to the “Mid-Term Management Plan 2025” announced on May 19, 2023 on our corporate website.

(https://www.nip.co.jp/english/ir/.assets/cyukei2025_en.pdf)

(Note) The plans described in this material were prepared based on various data that were believed to be reliable, but they do not provide any commitment or guarantee. Actual results may differ from the above figures due to a range of uncertain factors in the future.