

FY2025 / Business Results for the Fiscal Year 2025 (Ended March 31, 2026)

May 19, 2026










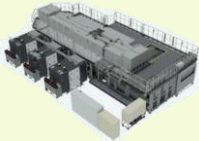






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Note

The performance forecasts and other forward-looking statements included in this material are based on the information that was available to The Japan Steel Works, Ltd. (the “Company”) and certain assumptions deemed to be reasonable at the time this material was prepared, and the actual results may differ significantly from these forecasts due to a variety of reasons.

This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated version and the Japanese original, the original shall prevail.

Composition of Business Segments and its Major Products

Business Segment	Industrial Machinery Products Business				Material and Engineering Business		Other Businesses
Production Base	Hiroshima Yokohama Meiki (Nagoya)				Muroan		
Subsegment	Plastic production and processing machinery	Molding machines	Defense equipment	Other industrial machinery	Steel forgings and plates	Engineering, etc.	
Major Product	<ul style="list-style-type: none"> ● Pelletizer ● Twin-screw extruder ● Film and sheet manufacturing equipment   	<ul style="list-style-type: none"> ● Plastic molding machine (injection molding machine, blow molding machine) ● Magnesium molding machine   	<ul style="list-style-type: none"> ● Artillery ● Wheeled armored vehicle ● Missile canister    <p>(Source: JMSDF website)</p> <p>(Source: JGSDF website)</p>	<ul style="list-style-type: none"> ● Laser-applied equipment - FPD equipment - Power semiconductor manufacturing equipment ● Press machine ● Vacuum laminator ● Deposition system  	<ul style="list-style-type: none"> ● Rotor shaft for generator / steam turbine ● Parts for nuclear power reactor / steam generator ● Clad steel plate   	<ul style="list-style-type: none"> ● Hydrogen storage steel pressure vessel ● Non-destructive testing  	<ul style="list-style-type: none"> ● Photonic ● Composite material ● Metal material
Application	<ul style="list-style-type: none"> ● Plastic ● Battery, food packaging, optical device, semiconductor 	<ul style="list-style-type: none"> ● Automotive, electrical / electronic equipment, everyday goods, IT device etc. 	<ul style="list-style-type: none"> ● Defense equipment 	<ul style="list-style-type: none"> ● OLED / LCD panel ● Printed circuit board, semiconductor package substrate 	<ul style="list-style-type: none"> ● Steam turbine / generator (thermal / nuclear) ● Reactor pressure vessel components etc. (light water reactor, fast breeder reactor, high-temperature gas-cooled reactor, fusion reactor etc.) ● Various tanks for chemical / oil / gas industries 	<ul style="list-style-type: none"> ● Telecommunication ● Optical equipment 	
Customer / Market	<p>Petrochemical / gas chemical industry</p> <p>Automotive components</p>	<p>Plastic products</p>	<p>Ministry of Defense</p> <p>Japan Coast Guard</p>	<p>Display panel</p> <p>Semiconductor</p>	<p>Heavy electrical equipment</p> <p>Oil / Gas industry</p>	<p>Renewable energy etc.</p>	<p>Communication / Electronic equipment</p>

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Reference Materials:

Trends in Sales and Profit / Trends in Major Assets and Cash Flows
/ Corporate Philosophy, Starting with Purpose

[PART I]

Results for FY2025

✓ **Orders received**

Orders for other industrial machinery significantly exceeded the full year forecast. Furthermore, secured high level orders for steel forgings and plates where a favorable business environment continues.

As a result, the orders received maintained the same level YoY.

✓ **Sales**

Sales increased YoY supported by the ample order backlog.

✓ **Profits**

Profits increased YoY mainly due to increase of sales and price improvement.

FY2025: Status of Orders Received, Sales and Profits

Orders received remained the same level, while sales and profit increased YoY

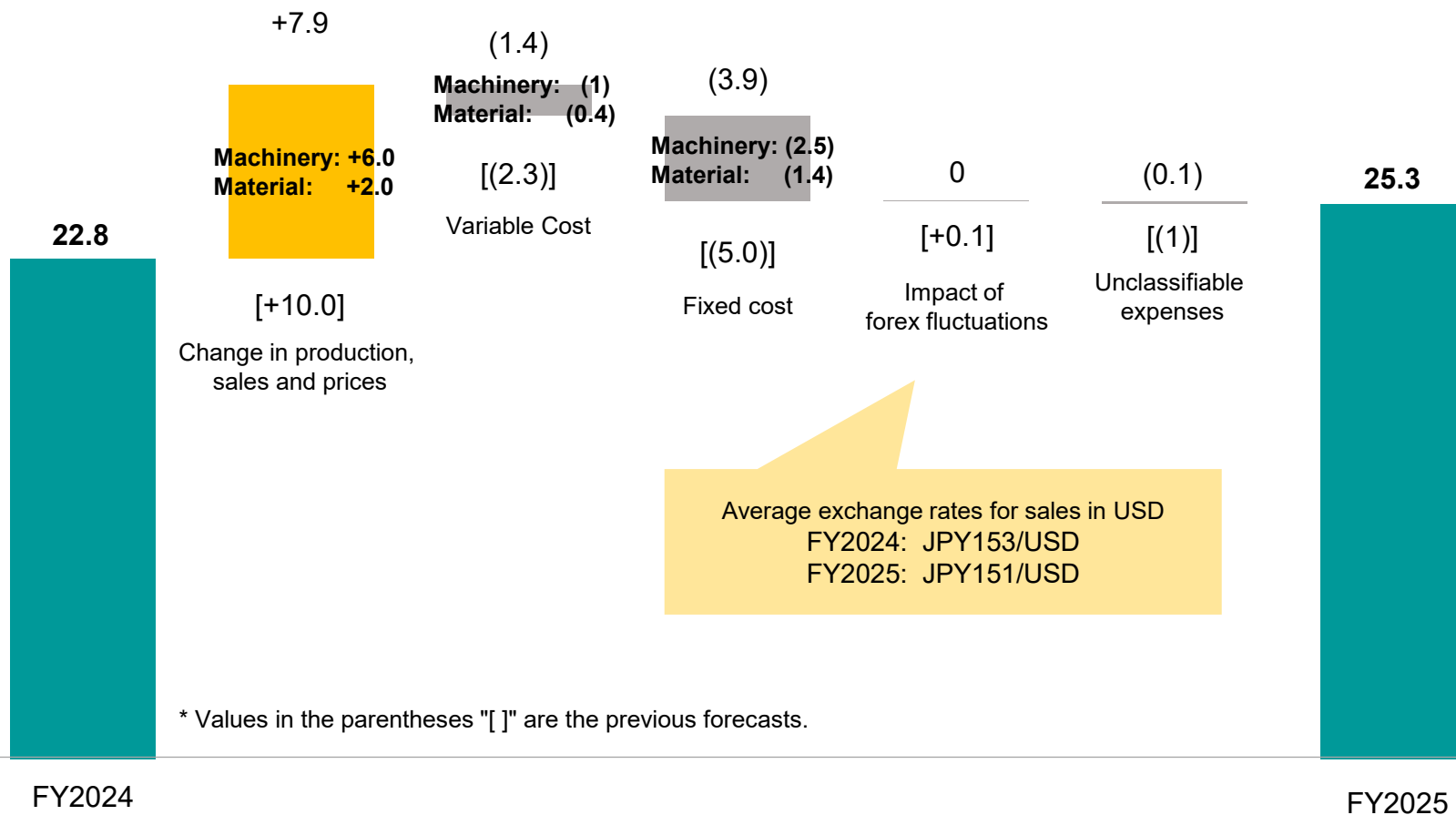
(Unit: Billion Yen)

	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the previous forecast (C)-(B)
		Previous forecast (as of Nov. 14, 2024) (B)	Result (C)		
Orders received	310.2	300.0	309.4	(0.8)	9.4
Net sales	248.5	290.0	274.8	26.3	(15.2)
Operating profit	22.8	24.5	25.3	2.5	0.8
(%)	9.2%	8.4%	9.2%	-	-
Ordinary profit	23.4	24.5	26.0	2.6	1.5
Profit attributable to owners of parent	17.9	18.5	19.2	1.3	0.7
Earnings per share (Yen)	244.03	251.34	261.38	17.35	10.04
Dividend per share (Yen)	86.0	88.0	92.0	6.0	4.0
EBITDA	30.7	33.9	34.3	3.6	0.4
(%)	12.4%	11.7%	12.5%	-	-

FY2025: Analysis on Changes in Operating Profit

Operating profit increased by ¥2.5 billion due to the increase of sales and price improvement

(Unit: Billion Yen)



* Values in the parentheses "[]" are the previous forecasts.

FY2025: Results by Segment

Industrial Machinery Products: Orders received decreased YoY, sales and profit increased YoY
Material and Engineering: Orders received increased YoY, sales and profit were roughly equivalent level as the previous year

Industrial Machinery Products

(Unit: Billion Yen)

	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the previous forecast (C)-(B)
		Previous forecast (as of Nov. 14, 2025) (B)	Result (C)		
Orders received	258.5	235.0	248.2	(10.3)	13.2
Net sales	199.0	237.0	226.2	27.2	(10.8)
Operating profit	17.5	19.5	20.0	2.5	0.5
(%)	8.8%	8.2%	8.9%	-	-
EBITDA	21.8	24.4	24.9	3.1	0.5
(%)	11.0%	10.3%	11.0%	-	-

Material and Engineering

	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the previous forecast (C)-(B)
		Previous forecast (as of Nov. 14, 2025) (B)	Result (C)		
Orders received	49.3	62.0	58.1	8.8	(3.9)
Net sales	47.1	50.0	45.7	(1.4)	(4.3)
Operating profit	8.6	9.5	8.8	0.2	(0.7)
(%)	18.5%	19.0%	19.4%	-	-
EBITDA	10.9	12.4	11.5	0.6	(0.9)
(%)	23.3%	24.9%	25.2%	-	-

FY2025: Industrial Machinery Products Business

Sales increased YoY due to the growth in defense equipment and other industrial machinery
Orders received decreased YoY mainly due to the absence of last year's strong orders for defense equipment

(Unit: Billion Yen)

	Net Sales / Operating Profit					Orders Received				
	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the previous forecast (C)-(B)	FY2024 Result (D)	FY2025		Change from the previous year (F)-(D)	Change from the previous forecast (F)-(E)
		Previous forecast (as of Nov. 14, 2025) (B)	Result (C)				Previous forecast (as of Nov. 14, 2025) (E)	Result (F)		
Plastic production and processing machinery	72.2	77.0	72.9	0.7	(4.1)	51.4	47.0	46.2	(5.2)	(0.8)
Molding machines	66.9	70.0	64.8	(2.1)	(5.2)	65.7	66.0	63.7	(2.0)	(2.3)
Defense equipment	32.2	45.5	46.9	14.7	1.4	115.8	86.0	87.3	(28.5)	1.3
Other industrial machinery	27.7	44.5	41.6	13.9	(2.9)	25.6	36.0	51.0	25.4	15.0
Total	199.0	237.0	226.2	27.2	(10.8)	258.5	235.0	248.2	(10.3)	13.2
Operating profit	17.5	19.5	20.0	2.5	0.5					

FY2025: Material and Engineering Business

Sales decreased YoY mainly due to the absence of last year's strong sales for engineering, etc. Orders received increased YoY driven by strong demand for thermal and nuclear power products

(Unit: Billion Yen)

	Net Sales / Operating Profit					Orders Received				
	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the previous forecast (C)-(B)	FY2024 Result (D)	FY2025		Change from the previous year (F)-(D)	Change from the previous forecast (F)-(E)
		Previous forecast (as of Nov. 14, 2025) (B)	Result (C)				Previous forecast (as of Nov. 14, 2025) (E)	Result (F)		
Steel forgings and plates	38.4	44.5	39.7	1.3	(4.8)	42.7	57.0	52.7	10.0	(4.3)
Engineering, etc.	8.7	5.5	6.0	(2.7)	0.5	6.6	5.0	5.4	(1.2)	0.4
Total	47.1	50.0	45.7	(1.4)	(4.3)	49.3	62.0	58.1	8.8	(3.9)
Operating profit	8.6	9.5	8.8	0.2	(0.7)					

[PART II]

Forecasts for FY2026

Direct impact is limited, while we continue to closely monitor indirect impacts

✓ Direct impact

The scale of business in Middle East is very limited. That said, impacts recognized are considered in each segment.

➡ No expansion of direct impact is anticipated at this time.

✓ Indirect impact

Potential concerns include supply constraints for production materials such as lubricants and paints, as well as higher transportation and energy costs. We are proceeding with appropriate countermeasures.

➡ As the impact on business performance cannot be reasonably quantified at the moment, it has not been factored into the full-year forecast.

FY2026: Forecasts for Orders Received, Sales and Profits

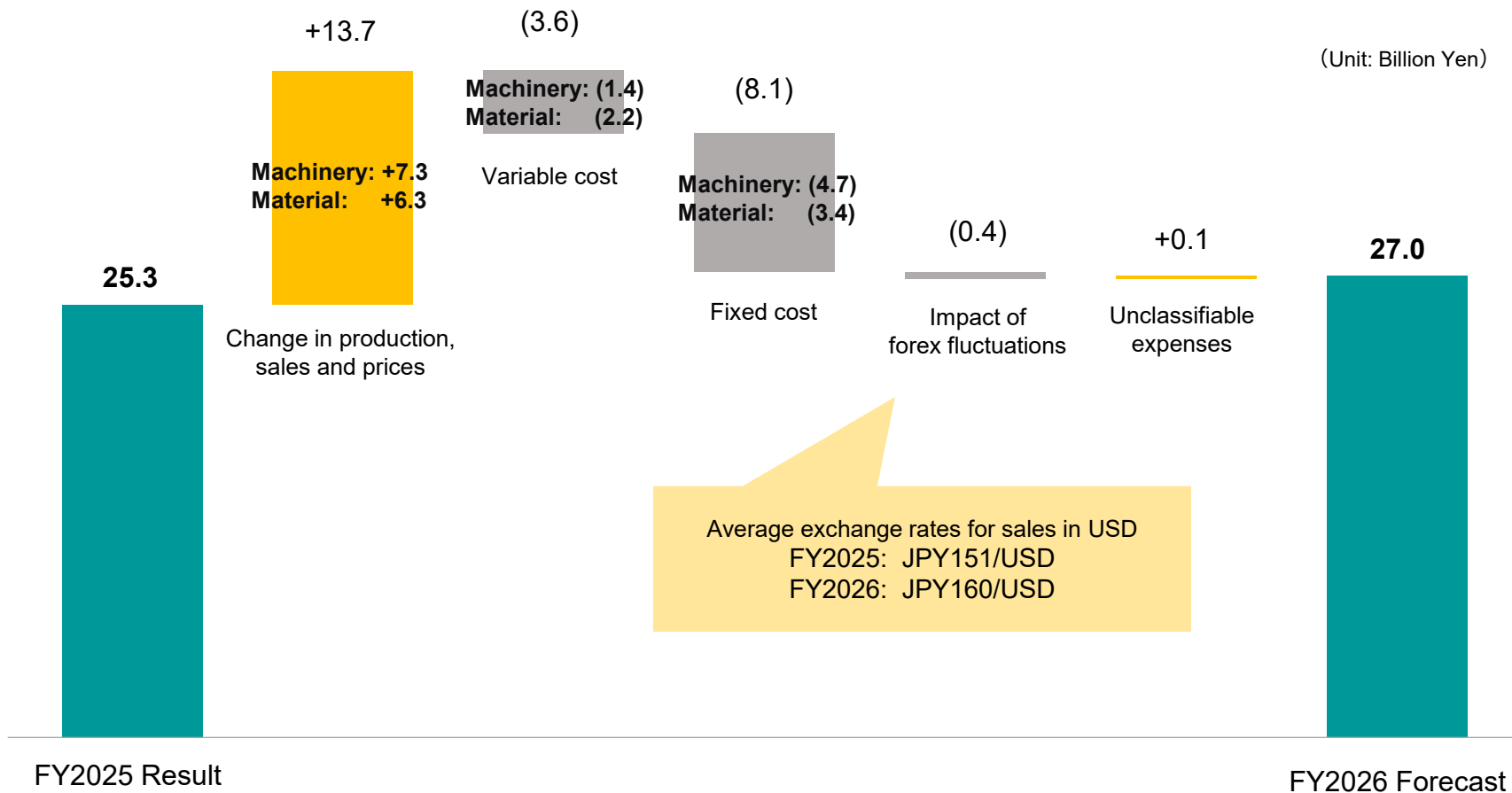
YoY growth in orders received, sales and profits are expected

(Unit: Billion Yen)

	FY2026 Result (A)	FY2026 Forecast (B)	Change from the previous year (B)-(A)
Orders received	309.4	340.0	30.6
Net sales	274.8	310.0	35.2
Operating profit	25.3	27.0	1.7
(%)	9.2%	8.7%	-
Ordinary profit	26.0	26.0	0
Profit attributable to owners of parent	19.2	19.0	(0.2)
Earnings per share (Yen)	261.38	258.11	(3.27)
Dividend per share (Yen)	92.0	92.0	0.0
EBITDA	34.3	39.1	4.8
(%)	12.5%	12.6%	-

FY2026: Analysis on Changes in Operating Profit

Operating profit is expected to increase by ¥1.7 billion due to the increase of production, sales and prices



FY2026: Forecasts by Segment

YoY growth in orders received, sales and profits are expected for both segments

Industrial Machinery Products

(Unit: Billion Yen)

	FY2025 Result (A)	FY2026 Forecast (B)	Change from the previous year (B)-(A)
Orders received	248.2	261.5	13.3
Net sales	226.2	249.0	22.8
Operating profit	20.0	20.8	0.8
(%)	8.9%	8.4%	-
EBITDA	24.9	26.9	2.0
(%)	11.0%	10.8%	-

Material and Engineering

	FY2025 Result (A)	FY2026 Forecast (B)	Change from the previous year (B)-(A)
Orders received	58.1	76.0	17.9
Net sales	45.7	58.5	12.8
Operating profit	8.8	9.5	0.7
(%)	19.4%	16.2%	-
EBITDA	11.5	14.0	2.5
(%)	25.2%	24.0%	-

FY2026: Industrial Machinery Products Business

Sales is expected to grow YoY mainly due to the increase of defense equipment
Orders received is expected to increase due to the growth of plastic production and processing machinery

(Unit: Billion Yen)

	Net Sales / Operating Profit			Orders Received		
	FY2025 Result (A)	FY2026 Forecast (B)	Change from the previous year (B)-(A)	FY2025 Result (C)	FY2026 Forecast (D)	Change from the previous year (D)-(C)
Plastic production and processing machinery	72.9	63.5	△ 9.4	46.2	80.0	33.8
Molding machine	64.8	68.5	3.7	63.7	70.0	6.3
Defense equipment	46.9	72.0	25.1	87.3	80.0	△ 7.3
Others	41.6	45.0	3.4	51.0	31.5	△ 19.5
Total	226.2	249.0	22.8	248.2	261.5	13.3
Operating income	20.0	20.8	0.8			

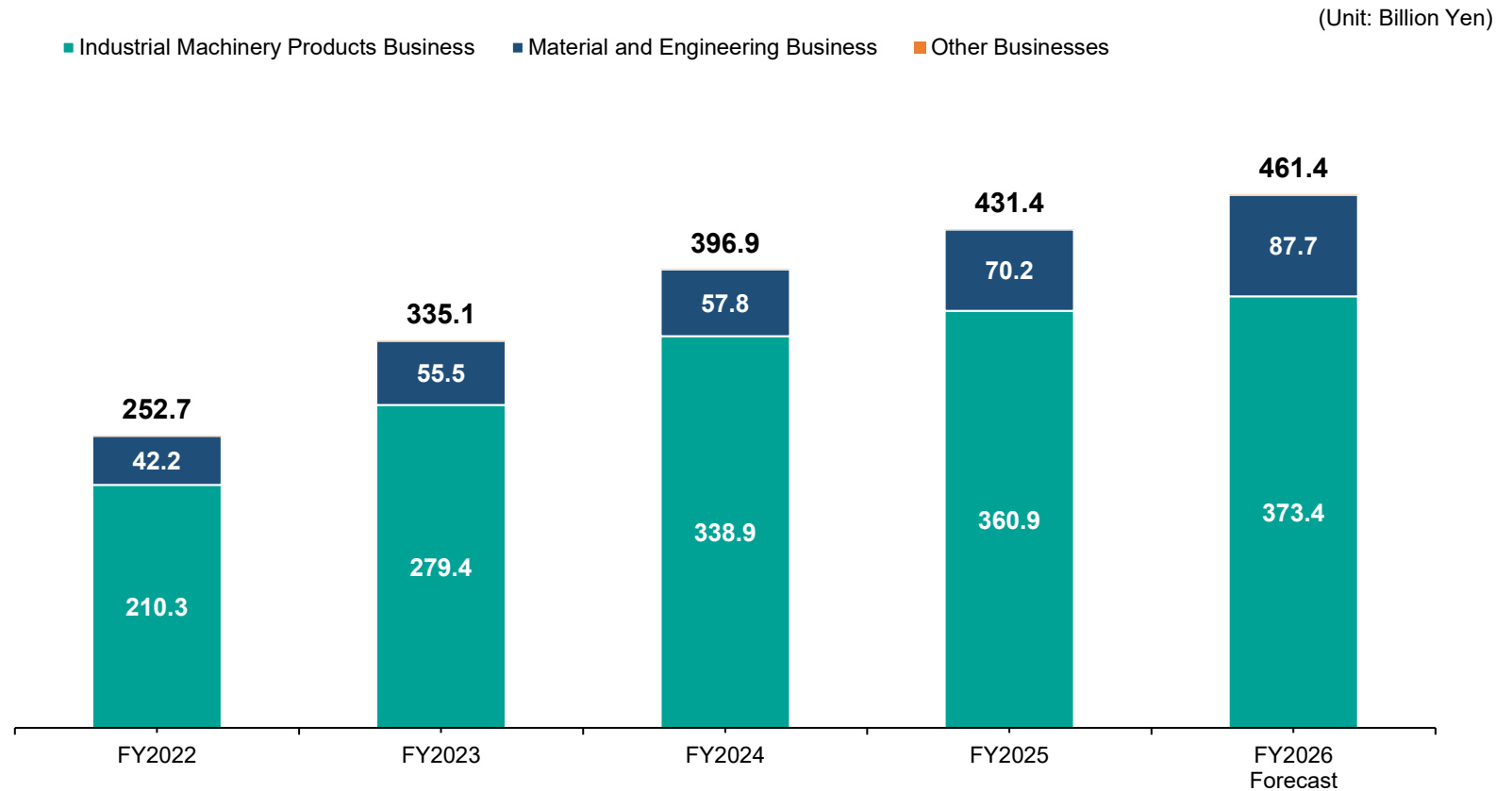
FY2026: Material and Engineering Business

Sales, profit and orders are expected to grow

(Unit: Billion Yen)

	Net Sales / Operating Profit			Orders Received		
	FY2025 Result (A)	FY2026 Forecast (B)	Change from the previous year (B)-(A)	FY2025 Result (C)	FY2026 Forecast (D)	Change from the previous year (D)-(C)
Steel forgings and plates	39.7	48.0	8.3	52.7	65.5	12.8
Engineering, etc.	6.0	10.5	4.5	5.4	10.5	5.1
Total	45.7	58.5	12.8	58.1	76.0	17.9
Operating profit	8.8	9.5	0.7			

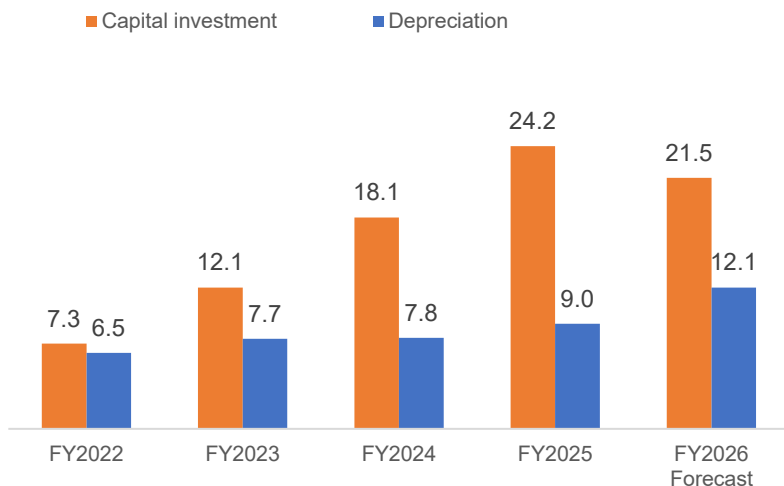
FY2026: Changes in Order Backlog and Forecasts



*Figures are as of the end of March of each fiscal year.

FY2026: Status of Capital Investment and Depreciation, Cash Flows, Financial Position, and R&D Expenses

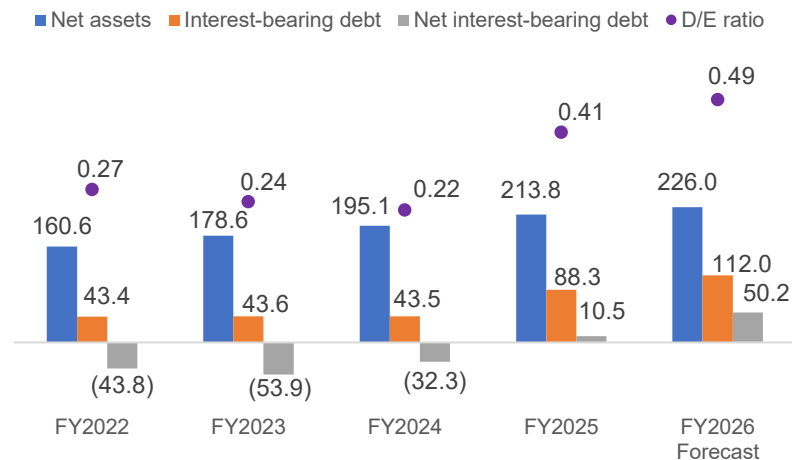
Status of Capital Investment and Depreciation



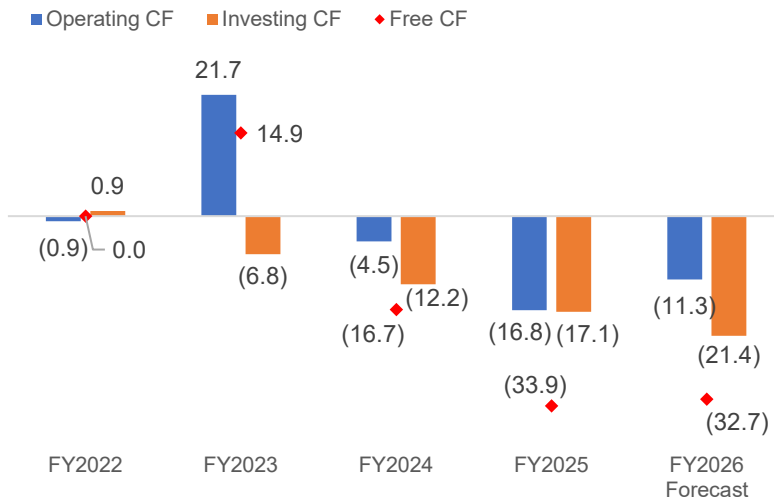
Financial Position

(Unit: Billion Yen)

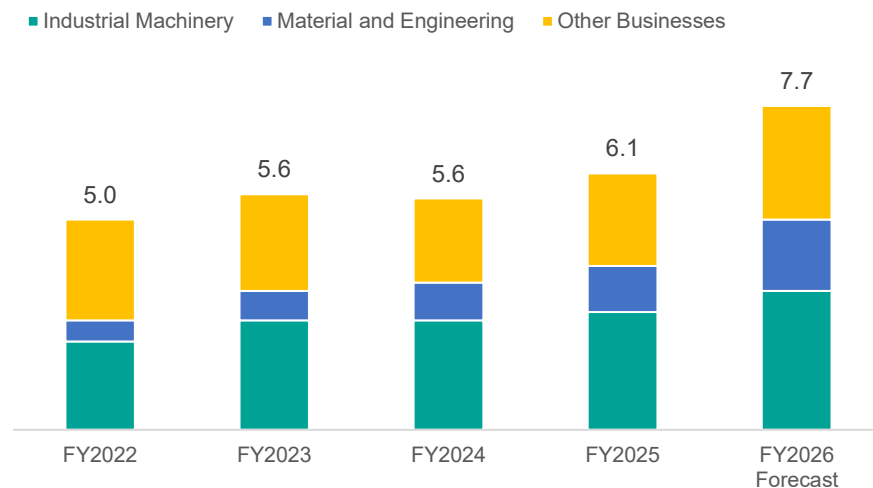
*Figures are as of the end of March of each fiscal year



Status of Cash Flows



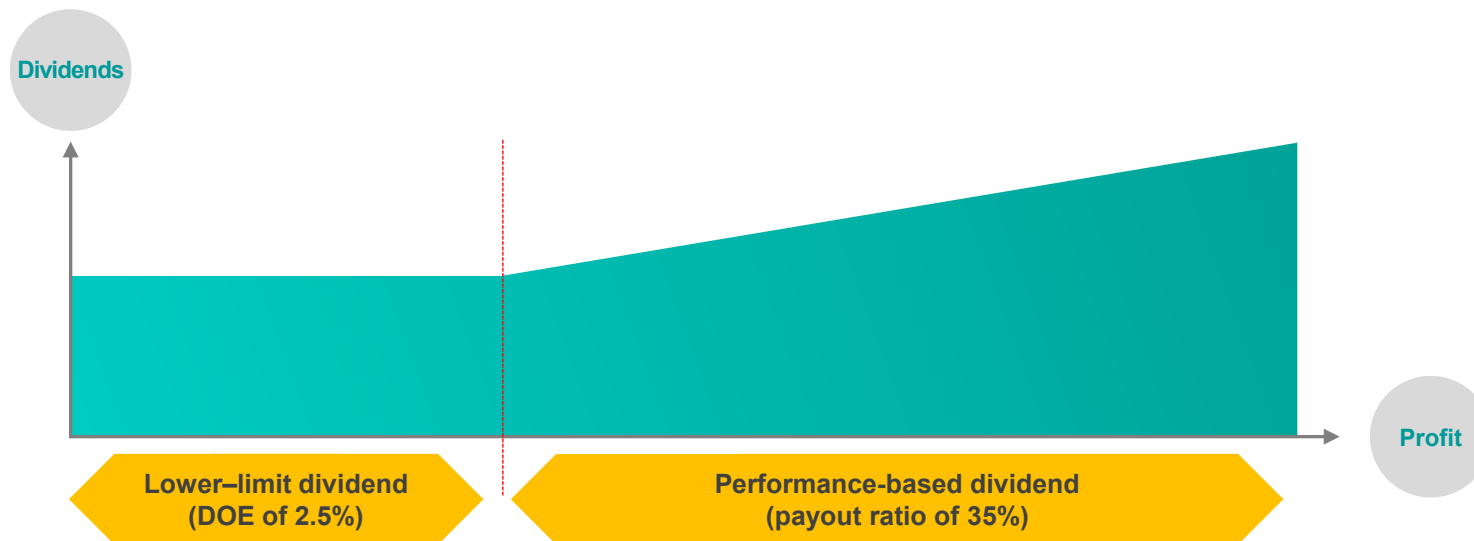
Status of R&D Expenses



Dividend policy during the medium-term management plan JGP2028

The consolidated dividend payout ratio target is set as 35% or more, while ensuring a minimum dividend on equity (DOE) of 2.5%

■ Schematic of dividend policy



Results and forecast: Annual dividend forecast for FY2025 is planned to be ¥92, an increase of ¥4 from the previous forecast. Annual dividend forecast for FY2026 is ¥92.

	FY2022	FY2023	FY2024	FY2025		FY2026 (Forecast)
				Previous forecast (as of Nov. 14, 2025)	Plan	
Dividend per share (Yen)	58.0	59.0	86.0	88.0	92.0	92.0
Payout ratio (consolidated)	35.6%	30.4%	35.2%	35.0%	35.2%	35.6%


[PART III]

Progress of the Medium-term Management Plan JGP2028 and Business Overview

Progress on track to achieve the final-year target of JGP2028

(Unit: Billion Yen)

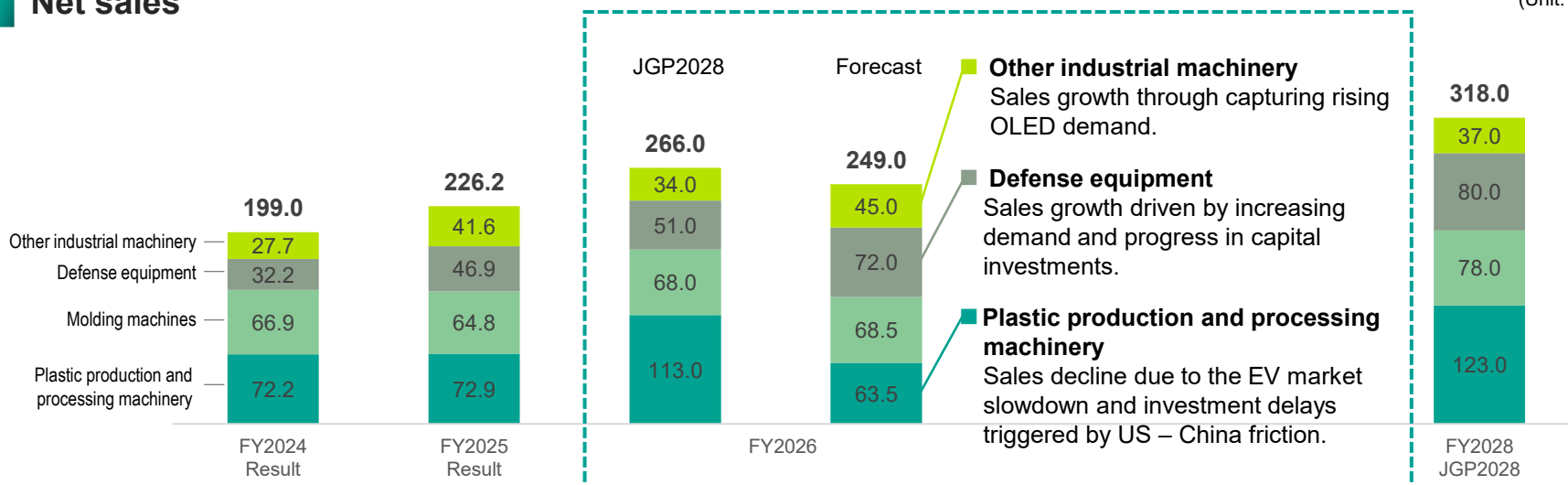
	FY2024	FY2025	FY2026		FY2028
	Result	Result	JGP2028 (Disclosed Jun. 2026)	Forecast	JGP2028 (Disclosed Jun. 2026)
Net sales	248.5	274.8	320.0	310.0	380.0
Operating profit	22.8	25.3	26.0	27.0	37.0
(%)	9.2%	9.2%	8.1%	8.7%	9.7%
ROE	9.7%	9.5%	9.0%	8.7%	10-11%



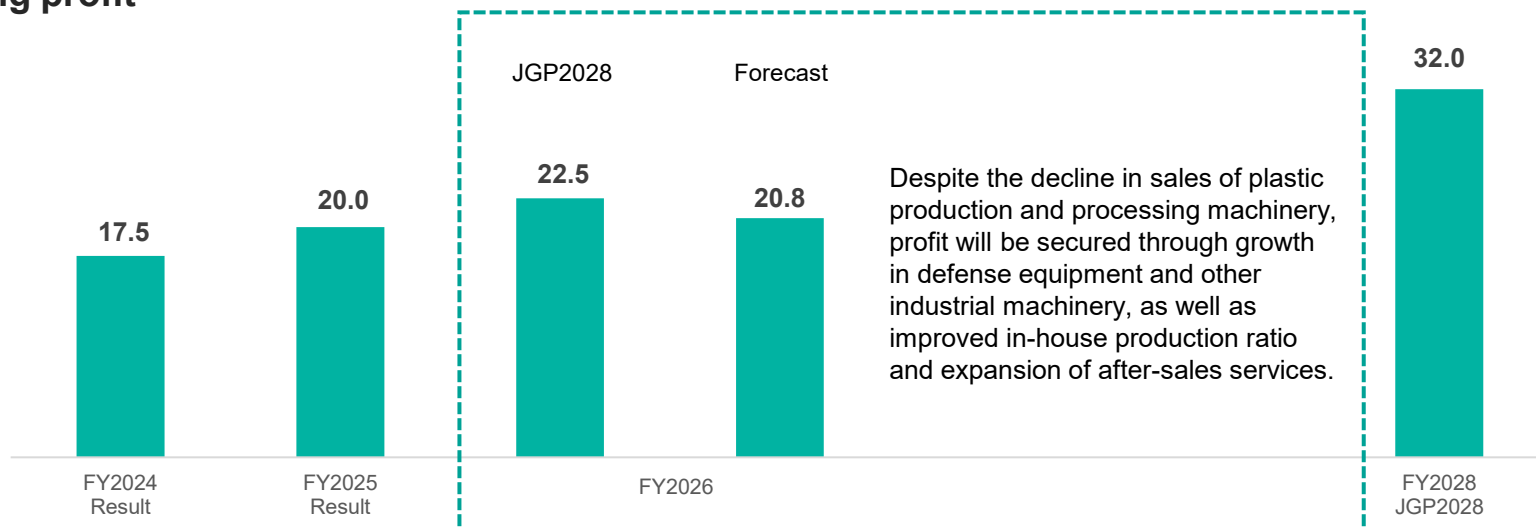
Medium-term Management Plan JGP2028 – Industrial Machinery Business

Net sales

(Unit: Billion Yen)



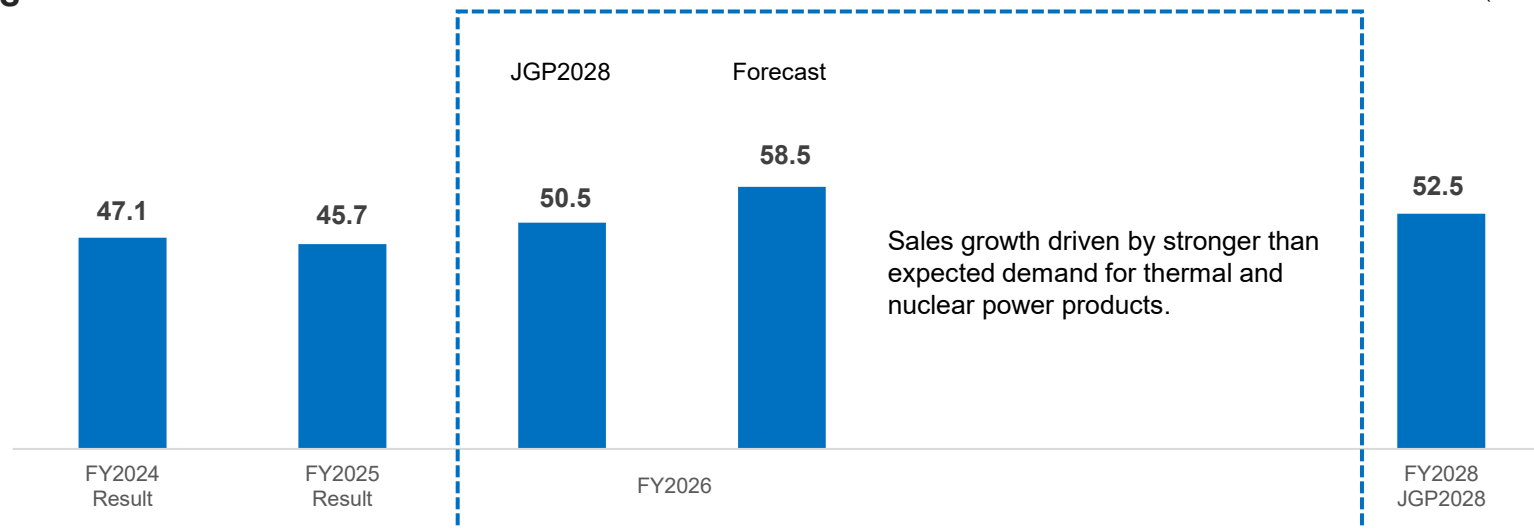
Operating profit



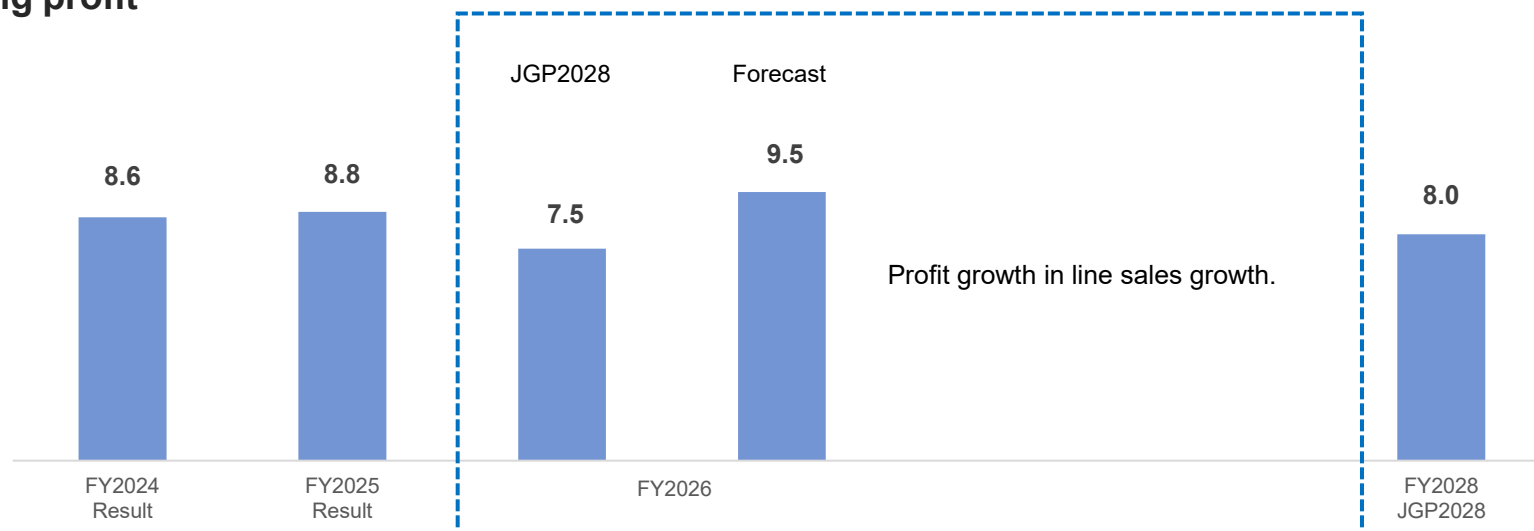
Medium-term Management Plan JGP2028 – Material and Engineering Business

Net sales

(Unit: Billion Yen)



Operating profit



Medium-term Management Plan JGP2028 – Progress of the 4 Basic Policies

Basic Policies	Actions taken since FY2025
<p>① Sustainable improvement of value of existing businesses</p>	<ul style="list-style-type: none"> ○ Construction of No.3 Machining Shop at the Hiroshima Plant has been completed, enhancing the production capacity and efficiency for machinery parts. ○ Capacity expansion at the Muroran Plant is progressing as planned, with some of the operations starting. ○ Continued initiatives at each plant for optimization of manufacturing locations and mutual complementation to respond to the growing demand for defense equipment. A new Assembly Shop completed at the Hiroshima Plant. ○ Decision made to construct new company housing in the Muroran area to support increased production capacity. ○ Established “Experience Centre” in India, accelerating the presence of our industrial machinery products. ○ Newly established Global Strategy Headquarters and Plastics Machinery Solutions Business Division. Merger with Japan Steel Works M&E Inc.
<p>② Creating and nurturing new businesses</p>	<ul style="list-style-type: none"> ○ Promoted research and development activities focusing on investments towards the realization of a Super-Smart Society. ○ Site acquired in Kashiwa, Chiba for a new R&D base for innovative technologies. Operations targeted to begin in FY2027.
<p>③ Expanding investment in tangible assets, including investment in people</p>	<ul style="list-style-type: none"> ○ Utilized engagement survey and established the J-IS Index (JSW Ikiiki (“Motivated”) Status Index) to quantitatively assess progress on “autonomous growth of diverse individuals” and “maximization of organizational performance”. ○ Received Kurumin certification from the Ministry of Health, Labour and Welfare for childcare support initiatives.
<p>④ Strengthening corporate governance</p>	<ul style="list-style-type: none"> ○ Revised the officers’ remuneration system (increased the proportion of stock-based remuneration and revised the restricted transfer period) and enhance incentive effectiveness for the improvement of the corporate value in the medium to long-term and to further promote shared interests with our shareholders. ○ Promoted the Organizational Culture Reform Project. Penetrated the “Principles for Action of the Japan Steel Works Group” established in FY2024 guiding decision-making and actions of the employees. Promoted the cultural transformation toward encouraging employees to take on challenges. ○ Established the “The Japan Steel Works Group Compliance Policy”.

Basic Policy① Sustainable Improvement of Value of Existing Businesses

– Increase production capacity through capital investment

Hiroshima plant – Investment for enhancing production capacity and in-house production

- No.3 Machining Shop was completed as scheduled and has commenced operation. As the first new factory in 80 years, it serves as a smart factory model, installed with automation and unmanned equipment to increase production capacity without increasing headcount.
- Construction of No.4 Machining Shop is progressing steadily towards the scheduled operation start in the 1st half of FY2027.
- The investments for machining shops will enhance production capacity for machinery parts for various machinery, raise the in-house ratio to improve profitability, and drive growth in the after-sales service business through shorter lead times and improved customization capabilities.

Investment progress and outlook at the Hiroshima plant

	FY2025	FY2026		FY2027		FY2028		
	2 nd Half	1 st Half	2 nd Half	1 st Half	2 nd Half	1 st Half	2 nd Half	
No.3 Machining Shop	Scheduled to begin operation at the end of FY2025							
No.4 Machining Shop	Construction/equipment installation etc.				Scheduled to begin operation from FY2027 1H			



No.3 Machining Shop that began operation (factory for manufacturing machinery parts)

Muroran plant – Capacity expansion investment to meet the growing demand for power products

	FY2025	FY2026		FY2027	
	2 nd Half	1 st Half	2 nd Half	1 st Half	2 nd Half
Manipulator	Building expansion, equipment assembly etc.	Operation			
Large-scale lathe	Relocation of existing equipment / foundation work etc.				
Remelting equipment (ESR)	Equipment design / manufacture / installation etc.				



Manipulator (operation commenced in April)



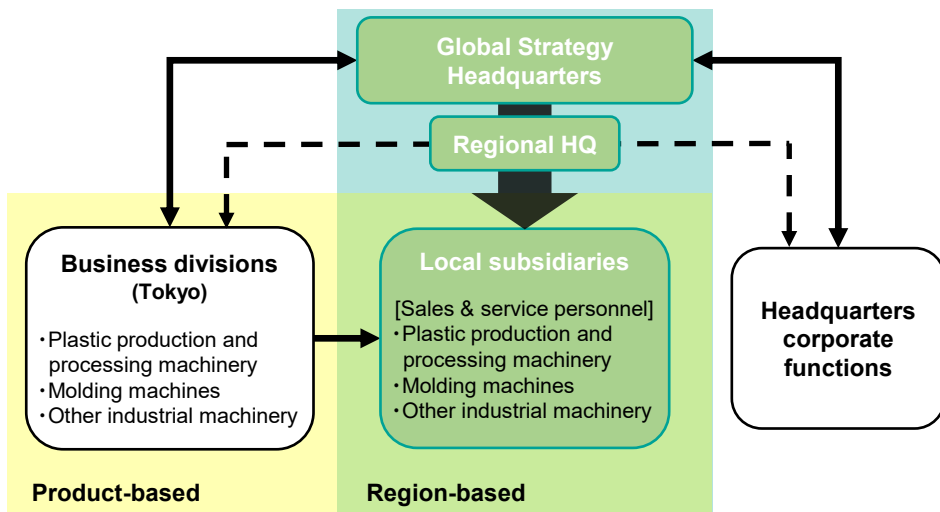
Company housing construction decided (CG, approx. 120 units)

- Production capacity for rotor shafts for steam turbines / generators will increase to 1.5 times the FY2025 level by FY2028.
- Enhance human resources in the Muroran area to support increase the production capacity to meet rising demand, including defense-related needs.

Basic Policy① Sustainable Improvement of Value of Existing Businesses

– Promotion of global expansion

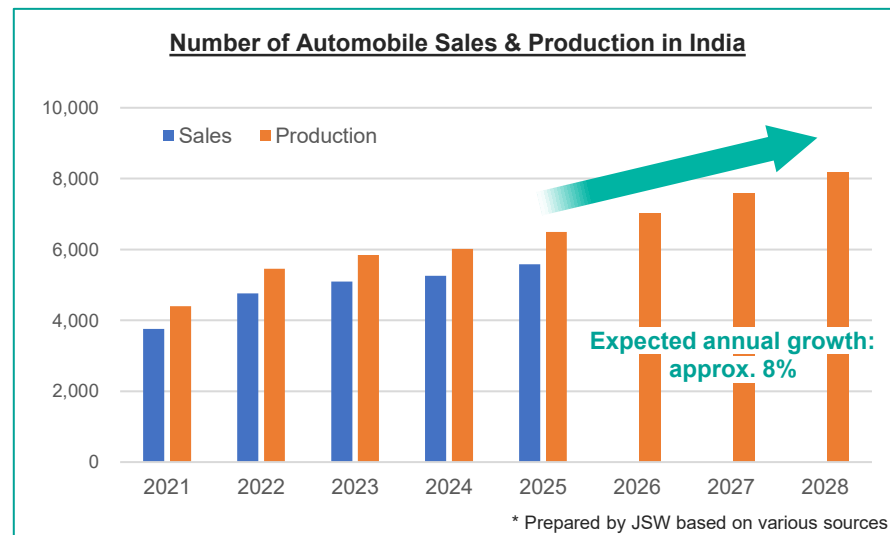
Global Strategy Headquarters – Enabling flexible strategy formulation and execution tailored to each region










- Shifted the organizational structure from product-based to region-focused to accelerate the global expansion of “plastic production and processing machinery,” “molding machines,” and “other industrial machinery”.
- Established regional headquarters across five regions, including Europe and India, to oversee local subsidiaries and enables flexible, region-tailored strategy formulation and execution.
- A new base is planned in Bengaluru, India, a key focus region, to drive further business expansion.

Expanding orders for industrial machinery in India



- Increasing capital investments toward expanding polyolefin production capacity has led to pelletizer orders for 3 consecutive quarters since Q3 FY2025.
- Continued growth in demand for electric injection molding machines.
- First delivery in India of a vacuum hot press machine for printed circuit boards. Strong demand for industrial machinery continues under the Make in India policy.
- Advancing supply chain development, including material procurement and sales network.



Market sentiment for the main products – Industrial Machinery Products Business

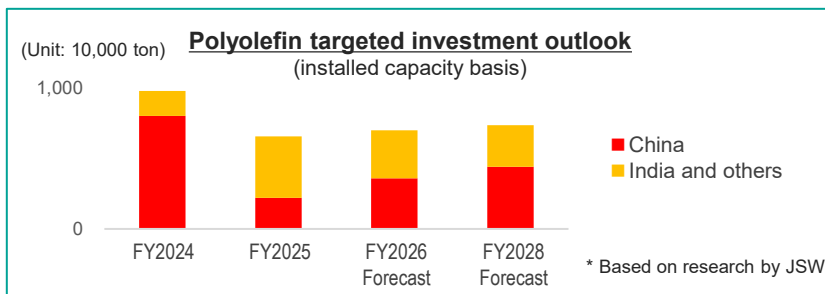
Industrial Machinery Products Business	Market sentiment (FY2025 comparison)	Economic conditions from the perspectives of order acquisition
Pelletizers		<ul style="list-style-type: none"> ● Investment decisions in China begun to resume following the government's greater policy clarity. Plans in emerging markets including India are progressing more concretely.
Twin-screw extruders		<ul style="list-style-type: none"> ● In China, demand is expected to expand, driven by the advancing manufacturing industry. ● Future-oriented investments for next-gen plastics development and recycling initiatives are increasing.
Film and sheet manufacturing equipment		<ul style="list-style-type: none"> ● Growing demand for wet-type separator films for ESS (Energy Storage Systems), driven by expansion of data centers. ● Demand for optical applications continues.
After-sales services		<ul style="list-style-type: none"> ● While geopolitical risks in the Middle East may impact customer operations, service demand continues to grow, supported by the expanding installation record. Aim to capture existing/potential demand through service network expansion in growth markets and investment effects at the Hiroshima plant.
Plastic molding machines		<ul style="list-style-type: none"> ● Demand in Southeast Asia continues to recovery, with increasing inquiries in Europe. ● Demand in on the grow for high-end machines in the emerging markets including India.
Magnesium molding machines		<ul style="list-style-type: none"> ● The adoption of magnesium alloy components continues due to the increasing need for lightweight car bodies due to the electrification of automobiles.
Laser application equipment		<ul style="list-style-type: none"> ● Demand related to OLED products for FPDs continues and will focus on capturing such demand with F-ELA equipment.

Market sentiment for the main products – Material and Engineering Business

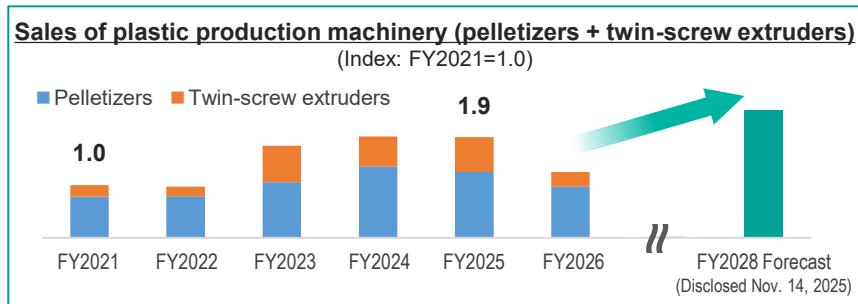
Material and Engineering Business	Market sentiment (FY2025 comparison)	Economic conditions from the perspectives of order acquisition
Steel forgings and plates		<ul style="list-style-type: none"> ● Demand for rotor shafts for steam turbines and generators is increasing for both high-efficiency thermal power plants, such as GTCCs, and nuclear power plants. Inquiries are active both in Japan and overseas. ● Nuclear power product demand led by European countries continues, with signs of market expansion to other markets including North America. In addition to new builds of large-scale reactors and SMRs, demand for casks continues, supported by the accelerated reactor restarts.
Engineering, etc.		<ul style="list-style-type: none"> ● Respond to the growing demand in the Industrial Machinery Products Business while actively receiving orders for external inspection works.

Plastic Production and Processing Machinery

Plastic production machinery

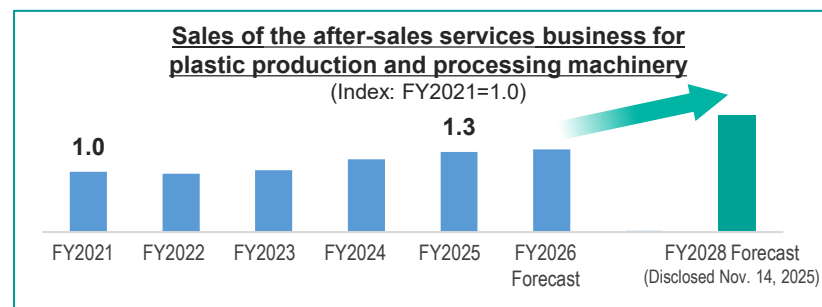


- In China, investment stagnated due to the impact of the U.S. trade policies and economic slowdown, continued through FY2025 as companies waited for the clarification of the 15th Five-Year Plan. Investment is expected to resume from FY2026, though at a moderate scale.
- In India, investments to double polyolefin production capacity are materializing under the Make in India policy. Multiple orders were secured consecutively in Q3-Q4 FY2025 and Q1 FY2026. The Indian market, along with other regions, will become increasingly important from FY2026 onward.



Plastic machinery – Strengthening after-sales service

- Established Plastics Machinery Solutions Business Division as of Apr. 1, 2026, to build an integrated sales and service structure to centrally manage after-sales services for plastic production and processing machinery.
- Strengthening demand identification through the development and expansion of after-sales service networks in growth markets.
- Driving growth of the after-sales service business by ensuring timely supply of maintenance parts to support stable operation of delivered machinery, as well as providing solutions including retrofits for new application development.



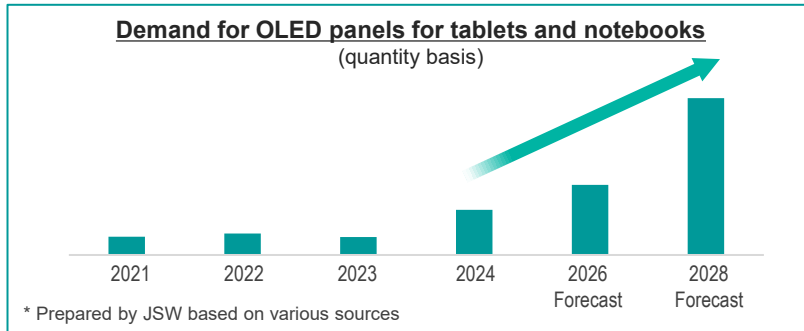
- ➔ Aim to continuously capture long-term demand growth by leveraging investment benefits at the Hiroshima plant, capturing recovering demand in the core Chinese market, and expanding track records in growth markets including India.

Electronic Devices

– Capturing growing demand for ELA equipment and expanding cleanroom capacity

F-ELA equipment for FPDs

- Demand for OLED panels for tablets and laptops continues to grow, driven in part by the replacement from LCDs, with an expected CAGR of over 30%. Display manufacturers, particularly in China, continue to invest in capacity expansion for G8 panels among others.



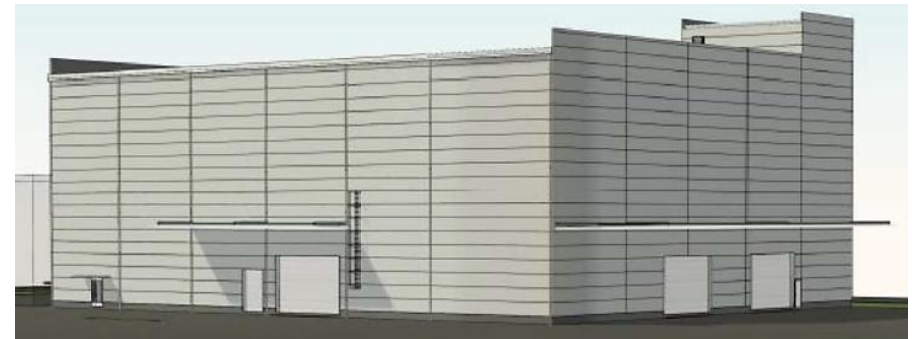
- F-ELA equipment (an ELA system with a float-type stage), offering outstanding productivity, secured multiple orders in relation to the world's first G8 OLED panel production project in FY2023. Subsequent orders from multiple customers have followed continuously, establishing our F-ELA equipment as the de facto standard for G8 OLED manufacturing.
- After-sales service business is growing, driven by continued adoption by leading industry players.

Yokohama plant – Expansion

- Expanded the existing cleanroom to address the increasing demand and larger ELA equipment needs. Additionally, a decision was made to construct a new large-scale cleanroom, enabling greater flexibility in meeting customers' delivery requirements.



F-ELA equipment for G8 OLED panel manufacturing



New cleanroom facility (CG rendering)

Defense Equipment

– Production capacity expansion through optimization of manufacturing locations and mutual complementation

Production capacity expansion through optimization of manufacturing locations and mutual complementation

Hiroshima Plant

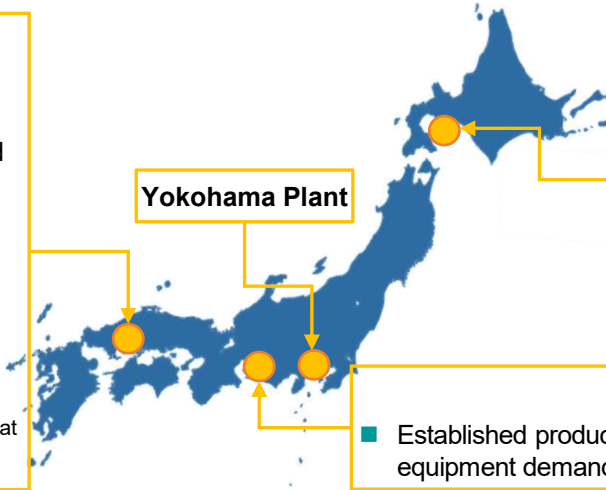
- Meet the increasing demand as the final assembly plant for defense equipment.
- New Assembly Shop was completed as planned and has commenced operation. Production capacity steadily expanding in coordination with



Muroran plant and Meiki plant.

The new Assembly Shop that has commenced operation

Yokohama Plant



Muroran Plant

- Responding to the increased demand of defense equipment, such as artilleries, as a material development and manufacturing plant.
- Established production system for wheeled armored vehicles (AMV) and started shipping in September.
- Building new production lines to respond to the increased demand of missile canisters.

Meiki Plant

- Established production system for the increase of defense equipment demand.

Delivered the first AMV

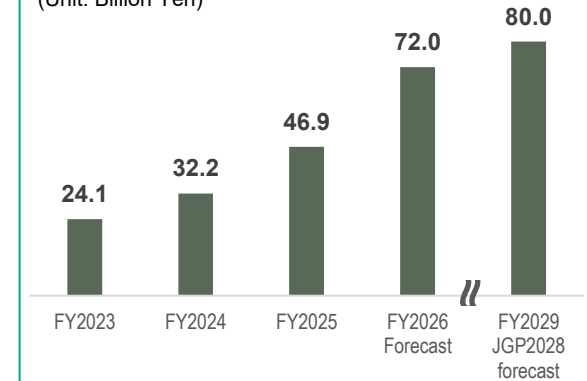


Armored personnel carrier AMV

- Order record of AMV
 - Dec. 9, 2022: Patria's AMV selected to replace Type-96 Wheeled APC (Japan Ministry of Defense)
 - Aug. 31, 2023: Licensing agreement signed between JSW & Patria
 - 2024: Concluded the contract to deliver 26 AMVs
 - 2025: Concluded the contract to deliver 28 AMVs among others
 - Nov. 2025: Delivery of the first AMV
 - **2026: Concluded the contract to deliver 28 AMVs**

Net sales of defense equipment

(Unit: Billion Yen)



Market trend of nuclear power products

Trend by country		
Japan	Cabinet Decision was made on the 7 th Strategic Energy Plan in Feb. 2025. Based on the premise of ensuring safety, the plan accelerates the restart of nuclear power plants and the installation of next-gen innovative nuclear reactors. Demand driven by the accelerating restarts remains firm.	
EU	U.K.	Plan to secure nuclear capacity of maximum 24GW by 2050. Total of 4 EPR units for Hinkley Point C and Sizewell C are under construction. Further projects for similar sized power plants, including the nationalized Wylfa, are planned.
	France	The plan to build 6 EPR-2 units is progressing steadily. The company continues to secure orders and proceed with production. An additional 8 units are under consideration.
	Other	Poland: Plan to construct 3 units of AP1000 for operation in 2033 and after. Bulgaria: Plan to construct 2 units of AP1000.
North America	U.S.: Department of Energy announced plans to expand nuclear capacity by 2.5GW by 2027 and 5 GW by 2029. Uprates of existing reactors and restarts of closed plants are progressing. New-build projects are starting to materialize, including SMRs under the U.S.–Japan strategic investment initiative. Canada: SMR construction plan is in progress.	

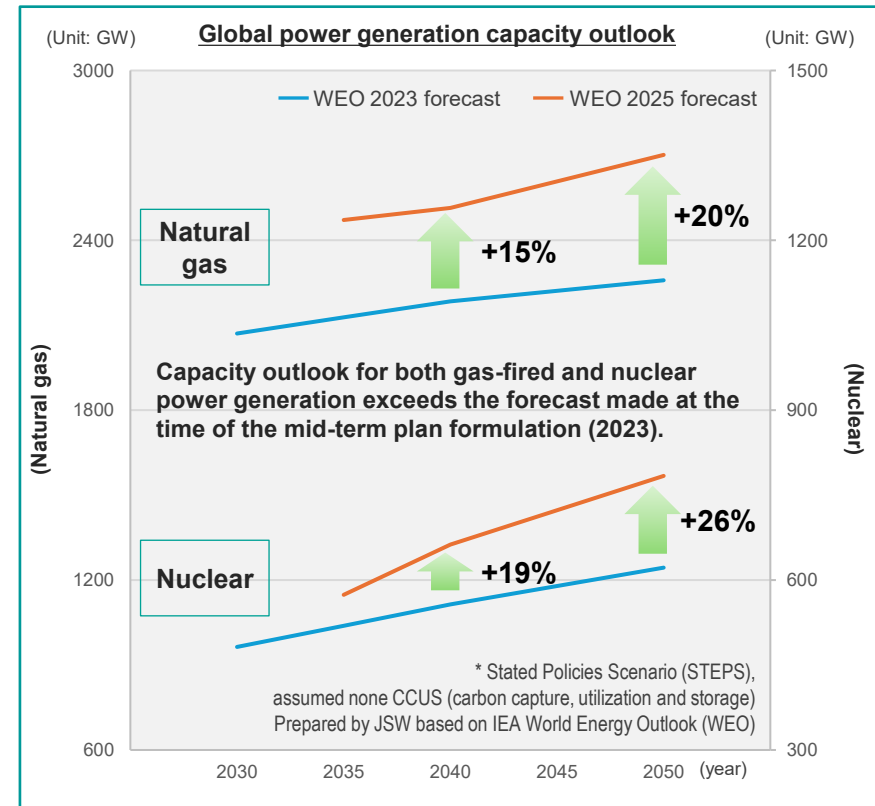
- In Europe, large-scale nuclear reactor projects are progressing steadily. We expect to receive orders related to French projects in FY2026. New NPP Projects in other European countries are also materializing.
- In the U.S., new build projects are materializing. Demand in relation to restarts and uprates of existing plants are increasing.
- In Japan, demand for cask components for the transport / storage of spent fuel remains firm.



Signed MOU with GE Vernova Hitachi Nuclear Energy in support of the BWRX300 program (Apr.)

Demand for components for turbines and generator stays strong

- Demand for rotor shafts for high-efficiency thermal power generation, including those for GTCCs, continues to grow.
- The extension of operation license of existing nuclear power plants and the increase of new builds is pushing up the continuing demand for replacement of extra-large scale steam turbines and generators.



- **Our aim of FY2033 remains unchanged, with no major revisions to core policies and strategies.**
- **The market environment for main products has changed materially compared to when JGP2028 (FY2024-2028) was formulated in 2023.**

[Changes]

- **Global shift back toward nuclear in energy policy; growing electricity demand for AI and data centers**
 - **Slowdown in EV-related investment; changes in trade policies of countries**
- ➔ **In response, strategies and initiatives toward achieving FY2028 targets are being updated.**
Updated medium-term management plan to be announced around July.

Reference Materials

Trends in Sales and Profit

(Unit: Billion Yen)

	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	213.7	238.7	252.5	248.5	274.8
Industrial Machinery Products Business	171.1	202.9	208.3	199.0	226.2
Plastic production and processing machinery	62.1	92.2	102.7	72.2	72.9
Molding machines	65.3	65.8	58.7	66.9	64.8
Defense equipment	-	23.8	24.1	32.2	46.9
Others	43.7	21.1	22.8	27.7	41.5
Material and Engineering Business	40.0	33.9	41.9	47.1	45.7
Steel Forgings and plates	25.4	24.9	33.0	38.4	39.7
Clad steel plates and pipes	6.0	-	-	-	-
Engineering, etc.	8.6	9.0	8.9	8.7	6.0
Other Businesses	2.6	1.8	2.2	2.4	2.8
Operating income	15.4	13.8	18.0	22.8	25.3
Industrial Machinery Products Business	17.7	18.9	20.4	17.5	20.0
Material and Engineering Business	1.3	(0.8)	3.2	8.6	8.8
Other Businesses	0	(0.4)	0	0.1	0
Profit attributable to owners of parent	13.9	11.9	14.2	17.9	19.2

Trends in Main Assets and Cash Flows

(Unit: Billion Yen)

	FY2021	FY2022	FY2023	FY2024	FY2025
Total assets	339.7	348.3	366.7	398.1	429.9
Net assets	151.0	160.6	178.6	195.1	213.8
Net assets per share (Yen) * * Since FY2016, amounts are after reserve -> reverse split of stocks	2,031.29	2,162.18	2,404.83	2,625.13	2,885.87
Equity ratio (%)	44.0	45.7	48.3	48.5	49.4
Return on equity (%)	9.6	7.8	8.5	9.7	9.5
Operating cash flow	22.3	(0.9)	21.7	(4.5)	(16.8)
Investing cash flow	(2.9)	0.9	(6.8)	(12.2)	(17.1)
Financing cash flow	(2.8)	(20.1)	(4.8)	(5.7)	36.0
Cash and cash equivalents at end of the period	105.7	86.4	96.9	75.1	77.3

JSW Group

Purpose

What is the JSW Group's value?

Material Revolution,
Making the world sustainable and prosperous.

Vision

What will JSW Group aim for?

Benefiting all stakeholders by developing and implementing industrial machinery and new materials that solve social issues.

Value Creation Process

How can JSW Group provide value to realize the Vision?

JSW Group Core Competence

Melting, Mixing, and Solidifying + Machine Element and Precision Control

JSW Group will further refine its core competence, develop industrial machinery and new materials that solve social issues, and supply them to the world, thereby simultaneously creating social value and enhancing sustainable corporate value.

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