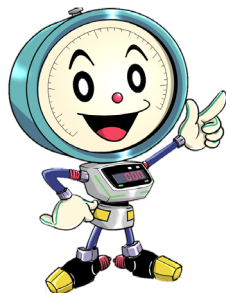


# New Medium-Term Management Plan 2028

**“Turning Our Traditions into Power  
to Create New Value!”**



TSE Prime Market : 7715

May 26, 2026

 **NAGANO KEIKI**

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# 1. Review of the Previous Medium-Term Management Plan (2nd Medium-Term Management Plan 2023–2025)

## 2. "New Medium-Term Management Plan 2028"

- Overview
- Key Initiatives

## 3. Initiatives by Segment

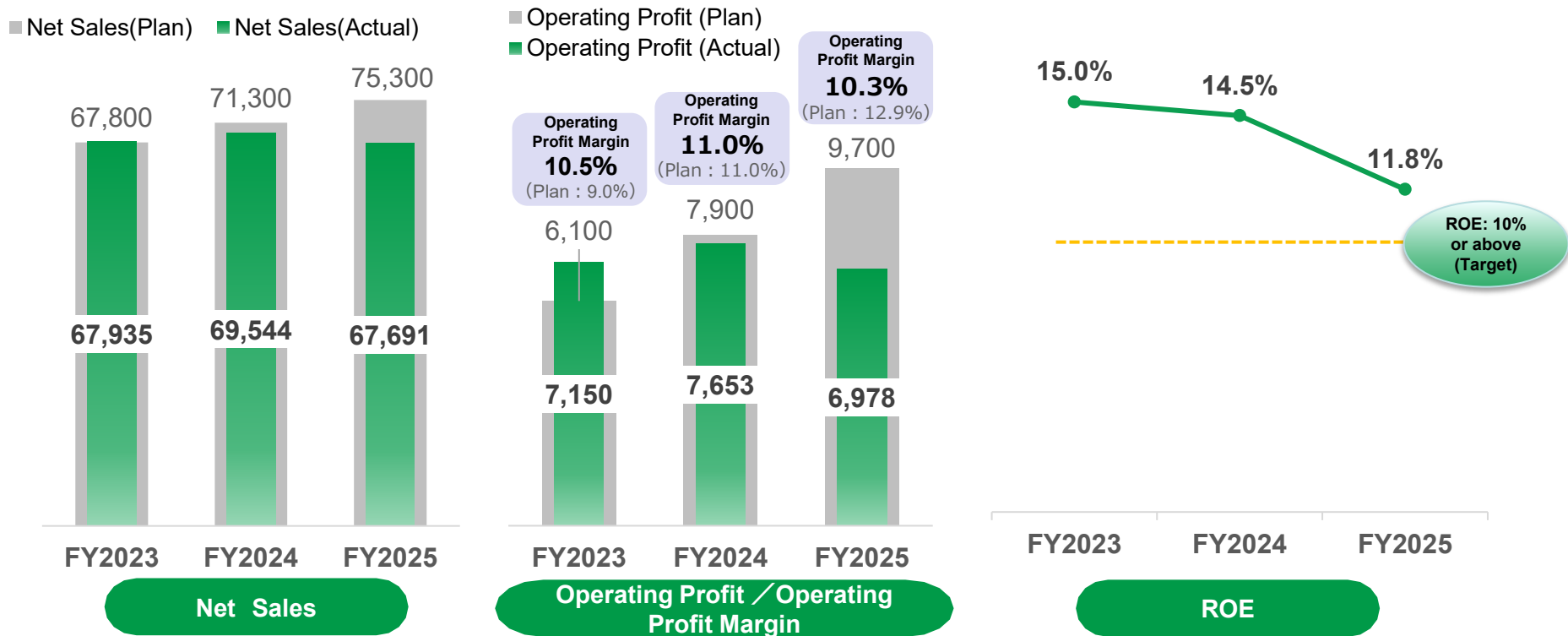
## 4. Financial & Capital Strategy

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# Key Management Indicators (Revenue, Operating Profit-Related Metrics & ROE)

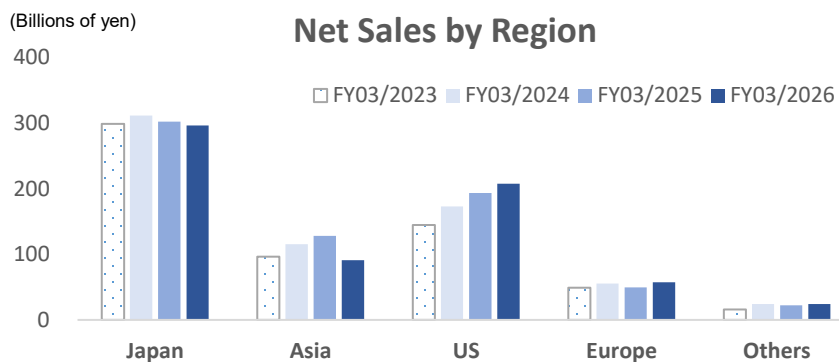
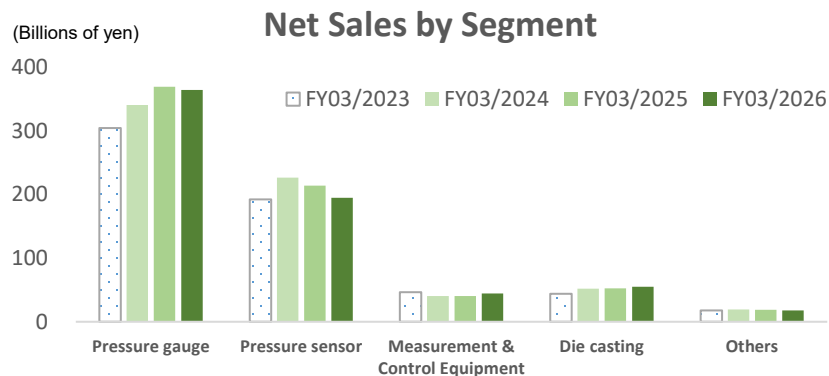
(Millions of yen)

Revenue, operating profit, and operating profit margin showed an upward trajectory throughout the plan period; however, all fell short of targets. ROE, on the other hand, achieved its target.



# 2nd Medium-Term Management Plan — Review of Management Indicators

Net Sales	Operating Profit Margin	ROE
<ul style="list-style-type: none"> <li>Revenue increased from FY2023 to FY2024, supported by domestic-centered factory construction (greenfield) investment and equipment demand in the semiconductor industry, as component shortages eased.</li> <li>In FY2025, while the U.S. subsidiary achieved dollar-denominated sales growth and the Measurement &amp; Control and Die Casting segments posted revenue increases, pressure gauges and pressure sensors saw year-over-year revenue declines due to a completion of the initial investment cycle and the onset of an adjustment phase in the semiconductor industry, resulting in a shortfall against the target of ¥75.3 billion.</li> </ul>	<ul style="list-style-type: none"> <li>From FY2023 to FY2024, the share of high-value-added products sold to the semiconductor industry increased, driving margin improvement and enabling the Company to achieve its planned targets.</li> <li>In FY2025, the proportion of products for the semiconductor industry — which had entered an adjustment phase — declined across both pressure gauges and pressure sensors. Although profit margins improved year-over-year in the Measurement &amp; Control and Die Casting segments, the final-year target of 12.9% was not achieved.</li> </ul>	<ul style="list-style-type: none"> <li>As operating profit margins improved from FY2023 to FY2024, ROE rose to 15.0% and 14.5%, respectively. The structure is one in which profit margin levels underpin capital efficiency and leverage, both of which have been on a gradual declining trend.</li> <li>In FY2025, despite the impact of a year-over-year decline in operating profit margin, the Company secured an ROE of 11.8%, exceeding the target level.</li> </ul>



# Review of Key Initiatives under the 2nd Medium-Term Management Plan

## Growth Strategies (4 initiatives) under the 2nd Medium-Term Management Plan (FY2023–FY2025)



While we pursued a fundamental restructuring of our business portfolio, capital investment demand in the semiconductor-related sector provided a degree of support; however, a prolonged supply-demand rebalancing driven by global market fluctuations significantly impacted our financial performance, resulting in the targets being unmet.

	Initiatives	Evaluation	Rationale
Growth Strategy 1	Improvement of Business Profitability	△	<ul style="list-style-type: none"> <li>• Due in part to soaring raw material costs, the elimination of unprofitable products was not achieved</li> <li>• Price negotiations for low-margin commodity products proved difficult, resulting in delays in model consolidation within the pressure gauge business</li> <li>• Progress was made in automating the production line for small pressure gauges and expanding production capacity for pressure sensors (From September 2025, previously dispersed processes were consolidated within the Maruko Electronics Equipment Factory premises)</li> </ul>
	Accelerated Product Development	△	<ul style="list-style-type: none"> <li>• Demand for decarbonization-related applications in the new energy sector (hydrogen and ammonia businesses) continued to expand</li> <li>• The launch of high-value-added products and services utilizing wireless technology was delayed</li> <li>• A new organizational structure was established to respond swiftly to customer needs; however, it has taken time to achieve the expected results</li> </ul>
Growth Strategy 2	Strengthening of Global Strategy	△	<ul style="list-style-type: none"> <li>• Revenue increased in North America and Asia, driven by the local production and local consumption model for pressure sensors through Ashcroft</li> <li>• In addition to a sharp slowdown in capital expenditure accompanying fluctuations in global semiconductor demand, the accumulation of distribution inventory in the market for related products became pronounced</li> <li>• The impact of tariff policies, primarily those of the United States, has necessitated a strategic reassessment</li> </ul>
	Expansion of Sales in Overseas Markets	×	<ul style="list-style-type: none"> <li>• Centered on the Asia region, a combination of heightened geopolitical risks and a slowdown in the global economy resulted in a deterioration of business conditions exceeding initial assumptions, with the suppression of industrial machinery and capital investment serving as a significant headwind</li> </ul>
Growth Strategy 3	Product Development through Proprietary Technology (Expansion of Business Domain)	○	<ul style="list-style-type: none"> <li>• The commercialization of optical sensors has enabled pressure measurement in extreme environments (ultra-high temperatures and cryogenic conditions)</li> <li>• A hull structural monitoring system was developed by applying FBG (Fiber Bragg Grating) sensor technology cultivated in the infrastructure monitoring field (our system was adopted for JAMSTEC's Arctic research vessel "Mirai II")</li> <li>• Demand for leak testing equipment has increased across the automotive industry as well as in the manufacturing of electronic components, food products, and pharmaceuticals</li> <li>• In response to growing demand for high-precision pressure measurement, a new pressure calibrator was launched, and a wireless product enabling pressure measurement via wireless communication was introduced, thereby strengthening the product portfolio</li> </ul>
Growth Strategy 4	Promotion of ESG Management	○	<ul style="list-style-type: none"> <li>• The GHG emission reduction target for FY2025 was achieved (30% reduction compared to FY2013 / *Scope 1 and 2)</li> <li>• Expansion of environmentally friendly products (including RoHS compliance) and commencement of new product launches based on mercury-free technology</li> <li>• Introduction and implementation of a new personnel evaluation system (from FY2024)</li> <li>• Introduction of a performance-linked compensation system for directors</li> </ul>

# Recognition of the External Environment Surrounding Our Company

## Global Megatrends: Summary of PEST Analysis

### P (Political Factors)



Growing Importance of Economic Security  
Tightening of Decarbonization and Environmental Regulations  
Expansion of Infrastructure Investment

### E (Economic Factors)



Uncertainty in the Global Economy  
Structural Transformation of Industries (Semiconductor Sector)  
Surging Raw Material and Energy Costs

### S (Social Factors)



Growing Demands for SDGs and ESG-Oriented Management  
Declining Workforce and Rising Demand for Automation  
Advancement of New Energy and Healthcare Sectors

### T (Technological Factors)



Deepening of IoT / AI and Data Science  
Proliferation of 5G / 6G and Edge Computing  
Development of Advanced Sensor and MEMS Technologies

## Current Status and Strengths of the Nagano Keiki Group



**High Market Share in the Plant & Process Sector (Pressure Gauges)**



**Ability to Meet Diverse Industrial Needs (Pressure Gauges & Pressure Sensors)**









**High-Precision, High-Reliability Measurement Technology (Globally Recognized)**



**Strong Positioning in the Semiconductor Market across Asia (Pressure Gauges & Pressure Sensors)**

## "Threats" and "Opportunities" Arising from the Market Environment Threats

Threats 	Opportunities 
 Geopolitical Risks and Destabilization of Supply Chains	<ul style="list-style-type: none"> <li>• Expansion of New Energy (e.g., Hydrogen) Related Infrastructure</li> <li>• Technological Innovation Driven by Decarbonization and Tightening Environmental Regulations</li> <li>• Growing Demand for High-Value-Added Solutions Leveraging IoT / AI (Cloud &amp; Wireless Technologies)</li> <li>• Expanding Need for High-Precision Measurement in Advanced Technologies, Including Healthcare</li> <li>• Structural Growth of the Semiconductor Industry and Government Support Across Nations</li> </ul>
 Suppression of Capital Investment Due to Global Economic Uncertainty	
 Surging Raw Material and Energy Costs	
 Intensifying Technological Competition and Talent Acquisition Challenges	

## Future Direction (Implications for the New Medium-Term Management Plan)



**Accelerating Growth Strategies to Capture Global Megatrends (Including 17 Strategic Fields Designated by the Japanese Government)**



**Strengthening Our Role as a Company That Advances Alongside Technological Innovation (Wireless Technology, Optical Sensing, and MEMS Technology)**



**Building a Global Supply Chain and Optimizing the Business Portfolio**

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1. Review of the Previous Medium-Term Management Plan  
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2. **"New Medium-Term Management Plan 2028"**  
- **Overview**  
- Key Initiatives

3. Initiatives by Segment

4. Financial & Capital Strategy

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# “Turning Our Traditions into Power to Create New Value!”

We will reassess and reposition the management targets established under the 2nd Medium-Term Management Plan as renewed milestones, and press forward with unwavering commitment to growth.

Review of the Previous Medium-Term Management Plan (FY2023–FY2025)

**FY2026.3 Management Targets — Not Achieved**  
A deviation from the profit plan has been identified.

Although we designated this period as a "Reform Phase" and drove company-wide initiatives with unified commitment, the prolonged deterioration of the global economy and geopolitical risks disrupted the supply-demand balance, resulting in an impact that exceeded the offsetting effect of semiconductor-related investments.

As a result, both net sales and operating profit fell short of plan, and the gap against our targets widened.

New Medium-Term Management Plan 2028 — Strategic Direction

## Key Performance Indicators

**Net Sales** ¥75.5 billion  
**Operating Profit Margin** 12%

## Five Key Strategic Priorities

1. Developing New Products & Reinforcing Existing Businesses
2. Enhancing Profitability
3. Strengthening the Management Foundation
4. Venturing into New Frontiers
5. Strengthening Competitiveness in Global Markets

Long-Term Strategic Direction (Fiscal Year ending March 2035)

## Management Targets

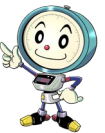
**Net Sales** ¥100 billion  
**Achieve an Operating Profit Margin** 15%

As a company that walks alongside technological innovation, we are advancing a project to explore the construction of a new production facility within the Maruko Electronics Equipment Factory, with the aim of commencing operations within the next medium-term management plan period.

- ① Pressure Gauge Production Building Countermeasures against aging of existing equipment
- ② Pressure Sensor Production Building Response to rapidly expanding demand

These represent critically important growth investments aimed at strengthening a sustainable business foundation and expanding our global footprint. We will steadily advance these initiatives toward scaling our business operations.

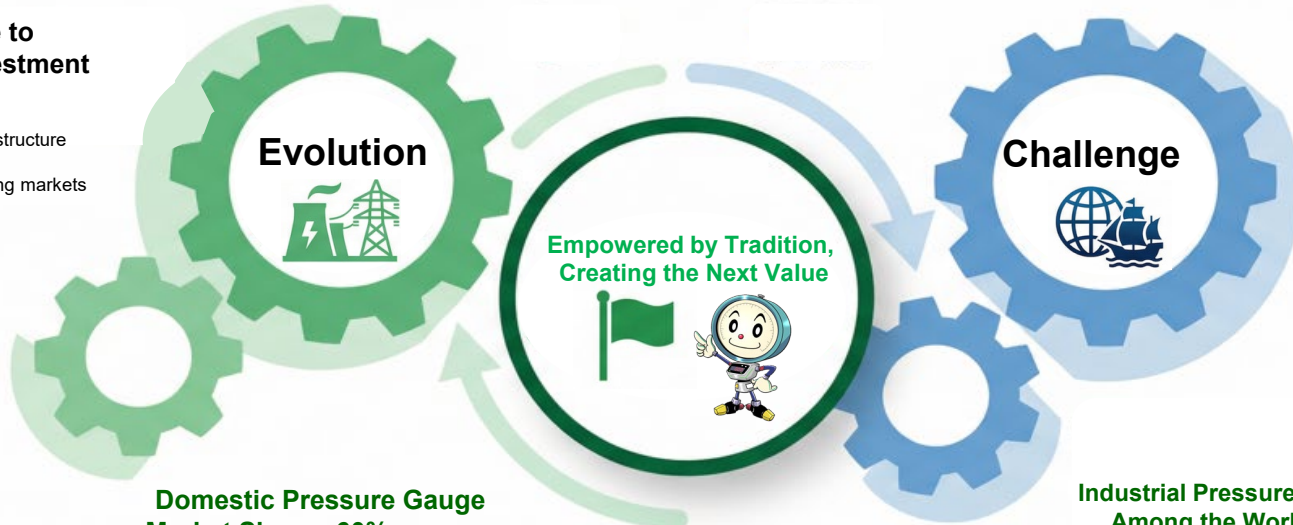
We will drive both 'Evolution and Challenge' as the two pillars of our growth strategy.



# “New Medium-Term Management Plan 2028” Background and Objectives

## Flexible Response to Infrastructure Investment Demands

- Flexible response to infrastructure investment demands
- Securing stability in existing markets



**Domestic Pressure Gauge Market Share: 60% or more**

**Industrial Pressure Sensor Production Volume: Among the World's Top-Tier Manufacturers**

Evolution



### Domestic & International Infrastructure and Replacement Demand

- Strengthening Sales Capabilities — Domestic & Overseas (Group Collaboration)
- Expanding Service Network

Evolution



Challenge

### Strengthening Production Base (New Facility Planning)

- Considering Construction of 2 New Production Buildings (Operational from Next Mid-Term Plan)
- Addressing Labor Savings and Growing Pressure Sensor Demand

Challenge



### Deepening Technology & Strengthening Overseas Markets

- Refining Technology to Meet Diversifying Needs
- Challenging New Market Frontiers

## Global Expansion & New Frontier Development

- Strengthening Overseas Market Expansion of Pressure Sensors
- Entering New Markets Leveraging Technological Seeds (Active engagement in 17 high-growth sectors, etc.)

# "New Medium-Term Management Plan 2028" Key Management Indicators

( Millions of yen )

	FY03/2026	Coverage Period of the New Medium-Term Management Plan			Change FY27→ FY29
		FY03/2027	FY03/2028	FY03/2029	
Net sales	67,691	67,500	71,200	75,500	+8,000
Operating Profit	6,978	6,800	7,600	9,000	+2,200
Operating Profit Margin	10%	10%	11%	12%	+2Pt
ROE	11%	Securing 12% minimum			-
(Dividend Indicators)	-	Adopt progressive dividends as a principle, maintaining or increasing the dividend level of the previous fiscal year throughout the period			-

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# Key Initiatives in the New Mid-Term Management Plan 2028

**Evolution**



**① New Product Development & Strengthening Existing Business**

**Continuous Introduction of New Products + Deepening Core Technologies**

- Wireless Evolution of Existing Products
  - Expanding Wireless Measurement Capabilities
  - Re-evaluation of Seeds Held by the Group
  - Deepening Core Technologies (Pressure Gauges & MEMS Technology)
- Providing Solutions from Measurement to Control (Including Enhanced After-Sales Maintenance)

**Evolution**



**② Enhancing Profitability**

**Optimizing Product Portfolio for Enhanced Profitability**

- Strengthening Profitability
  - Promoting Cost Reduction
  - Price Revisions Under Consideration
- Enhancing Competitiveness
  - Strengthening Capabilities for Custom-Specification Products and Repeat Orders
- Visualizing Profitability
  - Reviewing Standard Cost Data
  - Strengthening Budget vs. Actual Management




**③ Strengthening Management Foundation**

**Growth Investment × Operational Innovation × ESG Enhancement**

- Innovating Productivity with a View to Building a New Factory ⇒ IT / Human Capital Investment
- Driving Operational Efficiency & Establishing BCP Frameworks
- Strengthening Financial Strategy & Capital Policy
- GHG Reduction, Promoting Diversity & Strengthening Governance

**Challenge**



**④ Challenging New Domains / Frontiers**

**Pioneering New Domains × Active Engagement in 17 Government Strategic Fields**

- Pioneering New Measurement Domains Through Optical Sensor Technology
- Active Involvement in 17 Strategic Fields ⇒ Launch of Pilot Projects
- Expanding R&D Investment Promoting Academia-Industry-Government Collaboration

**Challenge**



**⑤ Strengthening Competitiveness Through Global Market Expansion**

**Expanding Global Market Share in Pressure Sensors (Group-Wide)**

- Strengthening Overseas Sales Channels for Pressure Sensors ⇒ Enhancing Local Production & Local Consumption of Pressure Sensors by Ashcroft in Semiconductor / Industrial Machinery Sectors
- Strengthening Sales Activities in East & Southeast Asia

## Timely Launch of New Products



- 7 new models scheduled for launch in FY2026 (Nagano Keiki)
- Capturing demand in data center applications
- Expanding specifications and product lineup of wireless products

## Expanding Calibration Capabilities for High-Precision Pressure Measurement Instruments



- Strengthening calibration services (capacity expansion)
- Enhancement of Gas Micro-Differential Pressure Measurement Capability-
- Expansion of Liquid Pressure Calibration Range-

## Advancement and Deepening of Pressure Measurement and Core Technologies

## [Pressure Gauges]

- Advancing core technologies – including Bourdon tubes and internal mechanisms – through intensified R&D focused on higher precision, stability, and durability
- Promotion of production line automation

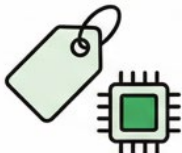


## [Pressure Sensors]

- Advancing MEMS technology and driving new product development across key growth markets (new energy, semiconductor manufacturing, and industrial machinery)
- Broadening the high-precision product portfolio



## Parts Standardization (Model Consolidation)



- Promoting standardization of electronic components
- Establishing appropriate pricing in response to inflation (under review)

## Strengthening Control &amp; Solution Business



- Expanding composite device business by integrating proprietary technologies in pressure / temperature / airtightness measurement
- Leveraging measurement data (Measurement × DX Solutions)
- Enhancing after-sales maintenance services

## Optimizing the Product Portfolio to Enhance "Profitability"

By optimizing the pricing of custom-specification products, enhancing earnings visibility based on standard costs, and implementing a company-wide profit improvement program, we will simultaneously achieve higher profit margins and strengthen our competitive advantage

### ① Assessment of Profitability



- Promotion of Cost Reduction
- Price Revisions Under Consideration
- Review of Low-Profit Products
- Promotion of Product Model Consolidation

### ② Enhancement of Competitiveness



- Setting Appropriate Pricing
- Expansion of Custom-Specification Products
- Strengthening Capabilities for Repeat Orders (Improvement of After-Sales Service)

### ③ Visualizing Profitability



- Enhancement of Internal Management
- Verification and Utilization of Standard Cost Data
- Establishing a budget-to-actual management framework

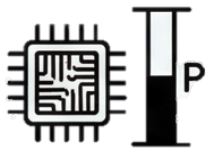
# Next-Generation Sensing Technology Envisioned by Nagano Keiki

## Existing Technology (Evolution) High-Reliability Measurement Supporting Nagano Keiki

### Past



Since our founding, we have been committed to the in-house development of "Bourdon tube" technology, establishing a reputation for high reliability.



We possess core technologies in pressure gauges and pressure sensor elements, covering virtually the entire range from ultra-low to ultra-high pressure. We have a proven track record of meeting diverse customer needs.

## New Technology (Challenge) Expanding Measurement Horizons Through Optical Sensor Technology

### Present



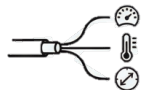
Establishing innovative measurement technology leveraging the properties of light



Surpassing conventional limitations to achieve pressure measurement across extreme temperature ranges — from cryogenic to ultra-high temperatures



Enabling pressure measurement for cryogenic liquid hydrogen and ultra-high-temperature resin (fiber) applications



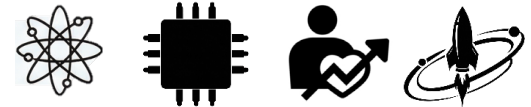
Multi-functional capability covering not only pressure measurement, but also "displacement and temperature measurement"

## Future Outlook (New Frontiers) Exploring Possibilities in Uncharted Territory

### Future

With optical sensor technology as the "core", transcending existing concepts —

Striving to establish sensing technologies that contribute to next-generation fields












- New Energy  
- Carbon Neutrality
- AI & Semiconductor Manufacturing
- Advanced Medical Care
- Space Development

## [Challenge]

# Our Applicable Products and Value Proposition Aligned with the Government's 17 Strategic Fields

While steadily advancing market share expansion in existing products, we will accelerate the development of new products through cutting-edge technologies.

Through these efforts, we are committed to achieving sustainable growth.

Category	Domain	Strategic Field	Current Engagement Level	Key Applications	Applicable Products & Technologies	Growth Expectations
Core Growth Domains		Resources & Energy Security & Green Transformation (GX)		Pressure monitoring for nuclear energy (SMR) / hydrogen & ammonia / next-gen thermal & renewable energy	Dedicated instruments for nuclear applications / optical sensors / wireless technology	Capturing safety monitoring demand for large-scale facilities / Growing opportunities and unit prices driven by demand expansion and replacement cycles
		AI & Semiconductors	★★★	Embedded in manufacturing equipment / vacuum processes / ultra-low pressure measurement	Absolute pressure / ultra-low pressure / high corrosion resistance / high-precision & high-temperature capability	High-precision & high-temperature solutions for advanced processes / Expanding adoption across new application areas
		FoodTech (Food Manufacturing)		IO-Link / airtightness verification / gas supply (manufacturing recipe management via pressure measurement)	IO-Link / wireless technology / packaging & manufacturing equipment	Sustained demand growth driven by continued food factory investment / Tailwinds from smart manufacturing and high-airtightness packaging trends
Nurturing Domains		Drug Discovery & Advanced Healthcare		Gas supply / room pressure management / clean bench / pressure standards (high-precision)	Ultra-low pressure measurement / high-precision enhancement / MEMS technology	Expanding adoption through miniaturization and higher value-added offerings / Extending applicability into the medical sector
		Shipbuilding (Digitalization & Energy Efficiency)	★★★	Propulsion systems & hull maintenance / environmental regulation compliance	Pressure gauges & sensors (marine standards) / hull structural monitoring	Capturing lifecycle demand across new builds, repairs, and maintenance
		Aerospace		Rocket propellant (ground facilities) / aerospace applications	Ultra-low pressure measurement / high-precision enhancement / liquid hydrogen pressure measurement (optical)	Building a track record in high-reliability applications / Preparing for future horizontal expansion
		Disaster Prevention & National Resilience	★★★	Pipeline pressure monitoring & leak detection / underground pressure fluctuation	Measurement products with data logging capability	Growing demand from aging infrastructure renewal / Increasing installation and replacement opportunities as tailwinds
Exploratory Domains		Data Centers	★★★	Cooling systems (liquid & air) / pressure & flow monitoring / server room pressure & differential pressure management	Absolute pressure / ultra-low pressure / high-precision & wireless capabilities	Expanding measurement needs driven by AI growth → data center demand surge / Rising importance of cooling and room pressure monitoring
		Fusion Energy (Nuclear Fusion)	★★★	Ultra-high vacuum / cooling systems (helium & water) / pressure monitoring	Ultra-high vacuum / extreme environment applications (optical)	Accumulating technical expertise in ultra-high vacuum and extreme environments / Positioned as a high-potential domain for future breakthroughs

Note: Engagement levels are shown relatively using (★).

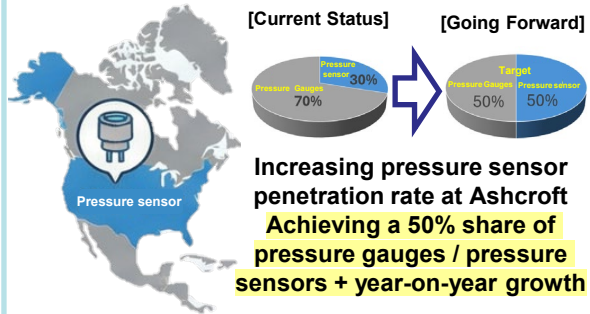
# "Strengthening Competitiveness through Global Market Expansion" Reinforcing Existing Businesses by Leveraging Group-Wide Capabilities

## Two Core Strategies

- ① Expanding Pressure Sensor Sales in North America
- ② Strengthening Sales Operations in East / Southeast Asia

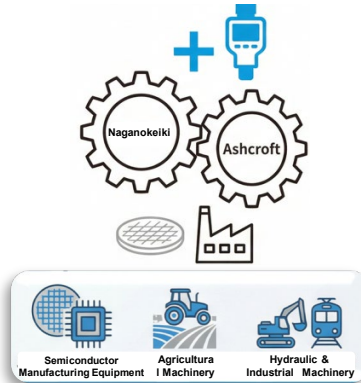
Pressure sensor demand in global markets is on the rise

### Expanding Pressure Sensor Sales in North America



Promoting local production for local consumption  
(Enhancing compliance with international standards)  
Expanding pressure sensor sales

### Strengthening Group Collaboration



Expanding pressure sensor sales in North America  
Engineer deployment and technical support  
Strengthening sales information sharing and support

### Expanding Global Market Share in East / Southeast Asia



Strengthening sales operations centered on Thailand and Vietnam  
(in collaboration with local distributors)  
Launching differentiated new products in response to competitive market trends

# "Turning Our Traditions into Power to Create New Value!"

## New Frontiers



- Active engagement in 17 strategic fields
- Application of optical and wireless technologies
- Expanding R&D investment (through industry-academia-government collaboration)
- Strengthening competitiveness through global market expansion



## [Evolution]

- New product development
- Expanding wireless measurement capabilities
- Deepening core technologies (pressure gauge internals & MEMS technology)
- Delivering solutions from measurement to control



## [Challenge]

- Expanding pressure sensor market share (overseas markets)
- Strengthening sales channels (overseas)
- Expanding service networks (through Group collaboration)

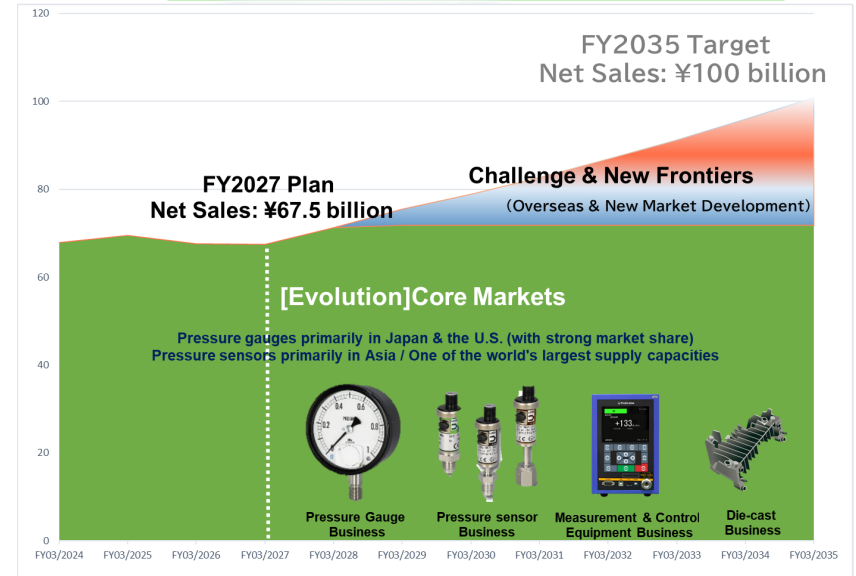
## Maintenance & Growth Investment



Advancing the study of constructing two new production buildings in preparation for the next Medium-Term Management Plan (2029–2031)  
– Laying the foundation for a new era of growth –

## Long-Term Policy (FY2035)

Management Targets  
Net Sales: ¥100 billion  
Achieving an Operating Profit Margin of 15%



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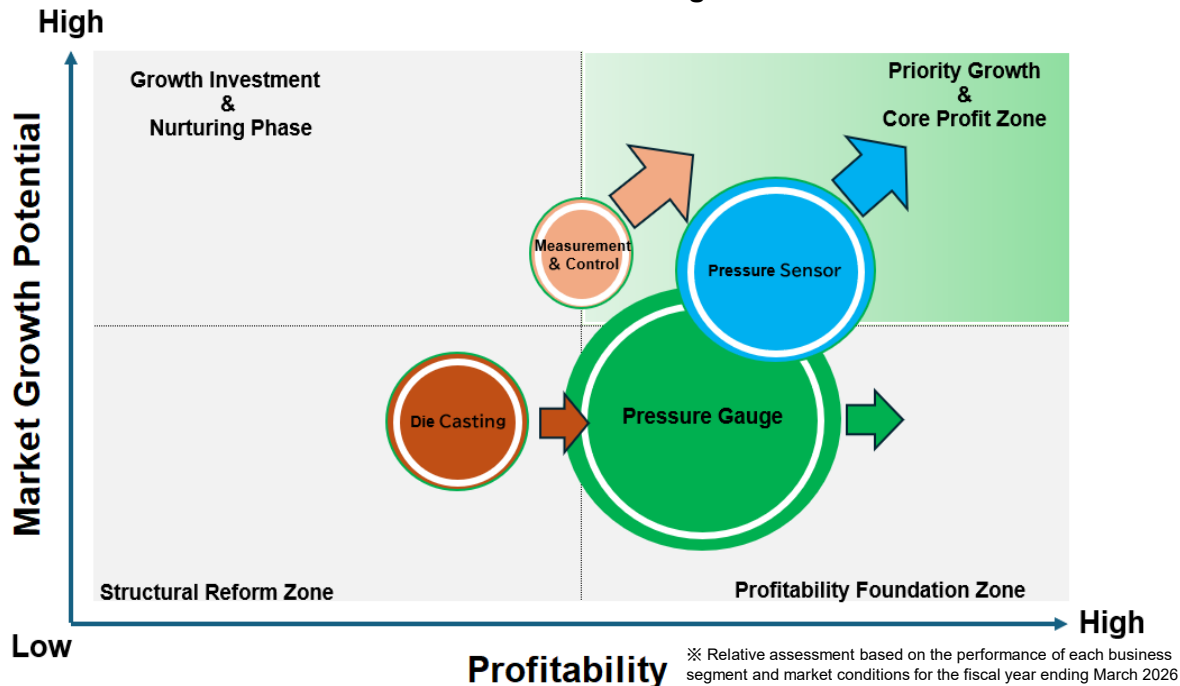
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# Positioning of Business Segments (Growth Potential × Profitability) — Current Assessment

Cash generated from our profitability-based business domains will be reinvested to further strengthen our business foundation, with a focus on priority growth areas (Pressure Sensors and Measurement & Control), while we also intensify our efforts toward further growth in our structural reform domains.



※ Relative assessment based on the performance of each business segment and market conditions for the fiscal year ending March 2026  
 [Legend] Bubble size = Relative business scale  
 \*\*Arrow = Strategic direction under the Medium-Term Plan\*\*

## Countermeasure Policies by Segment

Segment	Key Initiatives
Pressure Gauge	<ul style="list-style-type: none"> <li>Shift to high-value-added products (enhanced environmental resistance &amp; high reliability)</li> <li>Efficient production of standard products with optimized pricing and specifications</li> </ul>
Pressure sensor	<ul style="list-style-type: none"> <li>Expanding application-specific product lineup (introduction of new products &amp; technologies)</li> <li>Strengthening collaboration with sales networks including North America (e.g., Ashcroft)</li> </ul>
Measurement & Control Equipment	<ul style="list-style-type: none"> <li>Enhancing solution-based proposals (measurement + control + maintenance)</li> </ul>
Die-cast	<ul style="list-style-type: none"> <li>Selective focus on high-value-added projects with diversified applications</li> <li>Improvement of yield rates, molds, and manufacturing processes</li> </ul>

## Anticipated Risks by Segment

Segment	Key Risks
Pressure Gauge	<ul style="list-style-type: none"> <li>Slow down in replacement cycles</li> <li>Price competition in commodity products / fluctuations in procurement costs</li> </ul>
Pressure sensor	<ul style="list-style-type: none"> <li>Fluctuations due to customer inventory adjustments</li> <li>Increasingly stringent certification and quality requirements; intensifying competition</li> </ul>
Measurement & Control Equipment	<ul style="list-style-type: none"> <li>Variability in acceptance timing (equipment-related projects)</li> <li>Maintaining and enhancing technical skills / proposal capabilities / maintenance structure</li> </ul>
Die-cast	<ul style="list-style-type: none"> <li>Demand decline due to alternative processes/materials and parts consolidation</li> <li>Rising material/energy costs and increasingly sophisticated quality requirements</li> </ul>

Over 100 years since founding — built on trust, continuously supporting the safety and reliability of infrastructure including industrial machinery and plants

## 01 Our Strengths

- Dominant market share (60%+ domestic) with robust production capacity
- In-house manufacturing of core components enabling versatile applications and ensuring safety and reliability
- Accelerating global expansion
- Accelerating global expansion

## 02 Business Environment

- Growing demand for infrastructure and plant equipment upgrades, both domestically and overseas
- Gradual recovery in demand for semiconductors and FA pneumatics
- Demand headwinds driven by geopolitical factors

## 03 Business Strategy

Strengthening Profitability and Production Foundation through Expansion of High Value-Added Products and Improved Production Efficiency



### 1. Expanding Sales of High Value-Added Products

Ensuring stable supply and enhancing responsiveness for high-precision, high-stability, and long-life products across various plant applications



### 2. Strengthening Profitability (Production Line Automation)

Securing profitability through the advancement of production process automation and cost improvement initiatives



### 3. Strengthening Research and Development

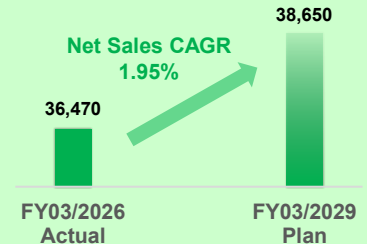
Refining existing technologies and expanding calibration coverage to further advance our core competencies

## 04 Medium-Term Financial Targets

Net Sales Target

**38,650 million yen**

Final Year of Medium-Term Management Plan (FY2028)



Net Sales CAGR Target

**1.95%**

Medium-Term Management Plan Period (FY2026–FY2028)

## In-house development and manufacturing of high-precision, high-reliability pressure sensing technologies supporting automation and labor-saving in growing markets

### 01 Our Strengths

- In-house development of core components (sensor elements) covering a broad range of pressure measurement applications to meet diverse customer needs
- Proven track record in tackling cutting-edge, technically demanding fields such as hydrogen and semiconductors

### 02 Business Environment

- Growing demand for sensors driven by IoT adoption, technological advancement, and automation
- Addressing demand for wireless measurement products with data connectivity for labor-saving applications (high value-added products)
- Concerns over economic stagnation stemming from geopolitical risks

### 03 Business Strategy

#### Concentrating Resources on Growth Sectors and Expanding Market Share in Overseas Markets through Group Collaboration (North America & Asia)



#### 1. Accelerating Expansion into Growth Sectors

Focusing on high-growth sectors such as data centers and new energy, with the introduction of wireless and optical sensor solutions



#### 2. Strengthening Global Sales Structure

Expanding sales of pressure sensors in North America. Strengthening partnerships with local distributors and expanding market share across East and Southeast Asia.



#### 3. Strengthening Industry-Academia-Government Collaboration (Keeping Pace with Technological Innovation)

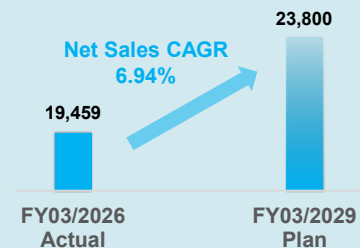
Meeting high-precision requirements demanded by industry. Deepening core technologies and strengthening research and development capabilities.

### 04 Medium-Term Financial Targets

#### Net Sales Target

# 23,800 million yen

Final Year of Medium-Term Management Plan (FY2028)



#### Net Sales CAGR Target

# 6.94%

Medium-Term Management Plan Period (FY2026–FY2028)

## Underpinning safety and reliability across diverse manufacturing environments through high-precision leak and pressure resistance testing technologies

### 01 Our Strengths

- Integrated solutions addressing complex needs by leveraging proprietary technologies in pressure, temperature, and airtightness measurement
- Seamless group collaboration spanning from production to maintenance
- Extensive experience and proven track record on production floors across food, pharmaceutical, and automotive parts industries. Overwhelming technological superiority in leak detection and testing

### 02 Business Environment

- Growing demand for high-precision leak testing products across FA pneumatics, food, and medical industries
- Increasing inspection demand driven by food safety requirements

### 03 Business Strategy

#### Establishing a Solid Revenue Foundation through Integrated Solution Proposals in "Measurement, Control, and Maintenance"



##### 1. Addressing Increasingly Sophisticated Inspection Needs

Growing opportunities for leak inspection driven by advancing quality and safety standards in the food and medical sectors



##### 2. Solution-Based Proposals (Enhancing Service and Maintenance Offerings)

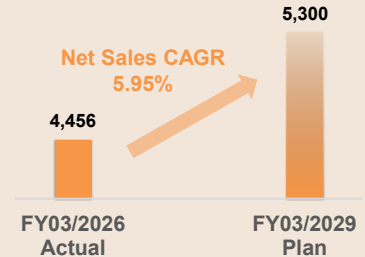
Leveraging accumulated leak inspection technologies and expertise to strengthen approaches to new markets. Delivering total solutions encompassing inspection environment development, going beyond the simple sale of equipment.

### 04 Medium-Term Financial Targets

#### Net Sales Target

## 5,300 million yen

Final Year of Medium-Term Management Plan (FY2028)



#### Net Sales CAGR Target

## 5.95%

Medium-Term Management Plan Period (FY2026–FY2028)

**Integrated production system and technological expertise — from mold design and casting to post-processing — delivering products with lightweight, complex geometries, superior thermal dissipation, and exceptional quality and precision, developed through automotive applications**

## 01 Our Strengths

- Integrated production system encompassing mold design and manufacturing, casting, and post-processing, with expertise in optimizing part geometry for mass production of die-cast products
- Capability to handle intricate and complex geometries developed through heat sink manufacturing, backed by deep expertise in thermal management components
- In-house group capability for high-precision die-cast components

## 02 Business Environment

- Structural shift in automotive component demand driven by EV adoption (declining internal combustion engine parts, rising demand for thermal dissipation and heat conduction components)
- Potential for cross-sector expansion of thermal management component technologies

## 03 Business Strategy

**Protecting the Existing Customer Base with Proven Quality and Technology, while Pursuing Adaptation to Shifting Demand and Exploration of New Domains and Markets**

### 1. Pioneering New Markets



Pursuing business growth by adapting to evolving demand in the automotive sector, while actively developing new customers in emerging domains and markets by leveraging expertise in thermal dissipation components

### 2. Strengthening Intra-Group Collaboration



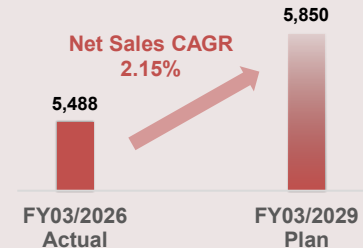
Maximizing in-house group capabilities through deeper exploration of inter-group synergies, including high-precision die-cast component manufacturing and the application of proprietary polishing technologies

## 04 Medium-Term Financial Targets

### Net Sales Target

**5,850 million yen**

Final Year of Medium-Term Management Plan (FY2028)



### Net Sales CAGR Target

**2.15%**

Medium-Term Management Plan Period  
(FY2026–FY2028)

1. Review of the Previous Medium-Term Management Plan  
(2nd Medium-Term Management Plan 2023–2025)
2. "New Medium-Term Management Plan 2028"
  - Overview
  - Key Initiatives
3. Initiatives by Segment
- 4. Financial & Capital Strategy**
5. ESG & Sustainability Strategy

# Financial & Capital Strategy

## (1) Enhancing Business Profitability

- Global Expansion
- Challenge into New Domains
- Review from a Capital Profitability Perspective

## (2) Optimizing the Balance Sheet

- Reduction of Cross-Shareholdings
- Leveraging Debt for Growth Investments

## (3) Shareholder Return Policy

- Progressive dividends as our fundamental policy
- Flexible investment based on capital structure (including share buybacks)



## (1) Enriching IR Activities

- Enhanced Information Disclosure
- Dialogue with Investors

## (2) Sustainability Strategy

- Strengthening Management Foundation for Sustainable Growth
- Introduction of Environmentally Conscious Products

## (3) Reducing the Cost of Capital

- Embedding Growth & Financial Strategy through IR Activities

Cash Allocation Philosophy : Optimal Capital Allocation through Aggressive Growth Investment × Shareholder Returns

### New Medium-Term Plan (FY2026–2028)

- Strengthening Cash Generation Capability
- Investment for Reinforcing Business Foundation



### Next Phase Plan (FY2029 and Beyond)

- Aggressive Investment in New Plant Launch and Production Reform
- Accelerating New Product Launches and R&D Investment in New Fields

# Financial Targets

- Optimizing Capital Efficiency in Existing Businesses
- Capital Allocation to Future Growth Areas

2nd Medium-Term Management Plan			New Medium-Term Management Plan	
	Plan	Actual		Plan
	FY03/2026	FY03/2026		FY03/2029
<b>Net Sales</b>	¥75.3 Billion	¥67.6 Billion	<b>Net Sales</b>	¥75.5 Billion
<b>Operating Profit Margin</b>	13%	10%	<b>Operating Profit Margin</b>	12%
<b>ROE</b>	10% or above	11%	<b>ROE</b>	12%
			<b>(Dividend Indicators)</b>	Progressive Dividend

**New Medium-Term Management Plan 2028**



- Initiatives for Cost of Capital Management
  - Value creation exceeding cost of equity
  - Stable dividend policy and flexible shareholder returns
- Strengthening capital profitability through improved profitability via business strategy and B/S control through financial strategy

## Approach to Financial Targets : Practicing Cost of Capital Management × Strengthening Capital Profitability

### New Medium-Term Management Plan (FY2026–2028)

Establishing ROE > Cost of Equity (We estimate our cost of equity to be approximately 9–11%)

- ① Building a business foundation for further growth toward new factory operations
- ② Financial management aimed at improving capital efficiency

### FY2029 and Beyond

Pursuit of profitability through capital efficiency verification of existing businesses

- ① Improving capital profitability across each business segment
- ② Pursuing added value in new domains and uncovering Group synergies

# Capital Allocation

## Balancing Growth Investment and Financial Soundness

- Leveraging operating cash flow and proceeds from the reduction of strategic shareholdings to sustain business reinvestment while accelerating investment in growth areas
- Reducing existing interest-bearing debt across Group companies to strengthen financial soundness and preserve capacity for financial leverage utilization in future growth investments

### Capital Allocation Plan (3-Year Cumulative Total: FY03/2026 – FY03/2028)

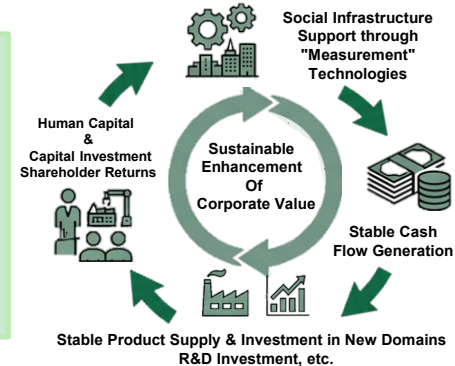
Cash Inflows	Cash Outflows					
Asset Optimization (including sale of cross-shareholdings, etc.) Approx. ¥4.0 billion	Capital Investment	Growth Investment	Approx. ¥5.0 billion	Launch of New Production Building Project at Maruko Plant		
Operating Cash Flow Approx. ¥15.0 billion		Routine Investment	Approx. ¥8.0 billion	Strengthening and maintaining business infrastructure		
	Strategic Investment Allocation	Approx. ¥2.0–2.5 billion	Flexible investment for enhancing corporate value (including share buybacks)			
	Shareholder Returns	Approx. ¥3.5–4.0 billion	Continuation of stable dividends under progressive dividend policy			
			Pressure gauge	Pressure sensor	Measurement & control equipment	Die-cast

- In addition to business reinvestment aimed at "maintaining and enhancing profitability" in existing businesses, allocate capital toward growth investments to build foundations in new domains.
- Funding sources include operating cash flow, supplemented by the continued reduction of strategic shareholdings.
- Taking funding capacity into account, also consider opportunistic investments, including share buybacks.

- Securing financial resources for the new facility construction initiative planned for 2029 and beyond.



- While taking into account geopolitical risks and rising interest rates, we will flexibly review and adjust our capital allocation as needed.



1. Review of the Previous Medium-Term Management Plan  
(2nd Medium-Term Management Plan 2023–2025)
2. "New Medium-Term Management Plan 2028"
  - Overview
  - Key Initiatives
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- 5. ESG & Sustainability Strategy**

Key Issues



## E / Environment

**Business Activities in Harmony with the Environment**



## S / Social

**Respect for People and Diversity, a Vibrant Workplace Environment, Harmony with Society, and Contribution to Regional Development**



## G / Governance

**Transparent, Sound, and Fair Corporate Activities**

Key Initiatives

### 1 Promotion of GHG Reduction Activities

- Scope 1 & 2 Emissions: 4,900t (By end of FY2028: Nagano Keiki Co., Ltd. non-consolidated basis)
- Establishment of Scope 3 emissions tracking and aggregation system
- CDP Score: Maintaining B-level rating

### 2 Promotion of Environmentally Friendly Products (GX)

- Development of hydrogen & ammonia-related products and products forming the GX foundation
- Expansion of sales of environmentally friendly products

### 3 Initiatives for Waste & Hazardous Substance Reduction

- Mercury-free conversion of existing products
- RoHS compliance and prevention of restricted substances in products
- Improvement of recycling rates for waste at Ueda / Maruko Plants

### 4 Ensuring Diversity Among Women and Core Personnel

- Development of next-generation women leaders (Target: Female managers ratio at 8%)
- Career development for senior employees and consideration of extending retirement age

### 5 Enhancing Employee Engagement

- Review of monetary compensation systems
- Review of employee welfare and benefit facilities
- Improvement of working environment to support flexible work arrangements
- Enhancement of safety and health literacy

### 6 Social and Community Contribution

- Initiatives for supply chain management
- Participation in local environmental conservation activities, and hosting / participation in social contribution events

### 7 Initiatives for Strengthening Group Governance

- Response to revisions of the Corporate Governance Code and amendments to the Companies Act
- Maintaining and improving the Group compliance promotion framework
- Initiatives to improve capital efficiency

### 8 Sustainability Initiatives and Disclosure

- Preparation and disclosure of Integrated Report
- Review of publication methods for IR materials and other documents
- Renewal of corporate website

### 9 Initiatives for Promoting DX

- Advancing Digitalization
- Introduction of tools for operational efficiency improvement

# ESG × Business Portfolio Management

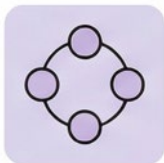
**Corporate Philosophy : "Master One Craft, Challenge the World"**

**We aim to be a company that delivers "Safety, Security, and Trust."**

In order to achieve sustainable growth of the Group and enhance corporate value over the medium-to-long term, we will strengthen our existing business foundation while leveraging that solid foundation to pursue new business domains that will drive future growth.

## Basic Policy for Business Portfolio

### Integrated Group Business Promotion



- Four business segments: Pressure Gauges / Pressure Sensors / Measurement & Control Instruments / Die Casting
- Collaboration among domestic and overseas Group companies

### Strengthening Existing Foundation Pursuing New Domains



- Optimizing capital efficiency in existing businesses
- Allocating capital to future growth areas

### Optimal Management through Enhanced Governance



- Optimizing resource allocation through strategic governance
- Review of exit decisions at the Board of Directors level

半導体 (ウエハ) プラント (工場)

一芸を極めて世界に挑戦

信頼と実績の圧力計測技術より、安全・安心の暮らしを支えています。

建設機械 (油圧ショベル) 新エネルギー (水素)

長野計器グループの生産・販売拠点

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上野原工場 長野県佐々木町

世界地図

長野計器株式会社 長野県佐々木町 佐々木町 佐々木町

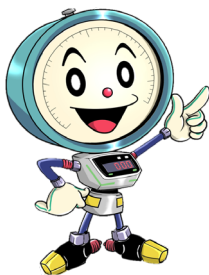
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**Thank you for your attention**

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# NAGANO KEIKI

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