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May 14, 2026

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

Company name: NID Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 2349
 URL: [http:// www.nid.co.jp/](http://www.nid.co.jp/)
 Representative: Shuntaro Komori, President
 Inquiries: Hiroshi Kosuge, Director, Corporate Design Manager
 Telephone: +81-8-3-6221-6811
 Scheduled date of annual general meeting of shareholders: June 26, 2026
 Scheduled date to commence dividend payments: June 29, 2025
 Scheduled date to file annual securities report: June 25, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (Video distribution)

(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.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	26,428	5.8	3,372	9.6	3,608	6.0	2,502	5.7
March 31, 2025	24,968	10.6	3,077	9.5	3,403	8.9	2,367	12.3

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥3,054 million [44.4%]
 For the fiscal year ended March 31, 2025: ¥2,114 million [Δ 11.0%]

	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
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	229.04	—	10.9	12.2	12.8
March 31, 2025	216.66	—	11.5	12.5	12.3

(2) Consolidated Financial Position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	30,723	24,277	79.0	2,222.11
March 31, 2025	28,233	21,529	76.3	1,970.56

Reference: Equity

As of March 31, 2026: ¥24,277million
 As of March 31, 2025: ¥21,529million

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	2,506	△376	△308	17,311
March 31, 2025	2,768	△506	△302	15,489

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	—	—	—	28.00	28.00	305	12.9	1.5
Fiscal year ended March 31, 2026	—	—	—	29.00	29.00	316	12.7	1.4
Fiscal year ending March 31, 2027 (Forecast)	—	—	—	30.00	30.00		13.0	

3. Consolidated Financial Forecasts for the Fiscal Year Ending March 31, 2027 (From April 1, 2026 to March 31, 2027)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First half	13,220	3.5	1,460	0.9	1,570	0.3	1,090	0.7	99.77
Full Year	27,500	4.1	3,400	0.8	3,620	0.3	2,520	0.7	230.65

*** Notes**

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

(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	13,109,490 shares
As of March 31, 2025	13,109,490 shares

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

As of March 31, 2026	2,183,932 shares
As of March 31, 2025	2,183,932 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	10,925,558 shares
Fiscal year ended March 31, 2025	10,925,575 shares

* Quarterly financial results reports are exempt from quarterly review conducted by certified public accountants or an audit corporation.

* Proper Use of Earnings Forecasts and Other Special Matters

All projections provided in this document are based on the most accurate information available at the time of this writing. The Company does not have the intention of guaranteeing the realization of future performance. Our actual results may differ from our projections due to various unforeseen reasons.

4. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	16,201,663	18,124,151
Notes receivable - trade	102,318	149,387
Accounts receivable - trade	4,057,073	4,145,321
Work in process	197,148	157,948
Other	210,836	276,366
Total current assets	20,769,041	22,853,175
Non-current assets		
Property, plant and equipment		
Buildings and structures	492,502	587,526
Accumulated depreciation	△265,778	△295,662
Buildings and structures, net	226,724	291,864
Vehicles	51,732	55,009
Accumulated depreciation	△33,532	△40,055
Vehicles, net	18,199	14,954
Tools, furniture and fixtures	405,497	482,624
Accumulated depreciation	△284,596	△322,221
Tools, furniture and fixtures, net	120,900	160,403
Land	44,765	44,765
Leased assets	56,809	34,048
Accumulated depreciation	△46,862	△32,335
Leased assets, net	9,946	1,713
Total property, plant and equipment	420,536	513,700
Intangible assets		
Goodwill	133,815	85,155
Software	49,845	55,756
Other	25,475	26,680
Total intangible assets	209,136	167,592
Investments and other assets		
Investment securities	5,114,030	5,719,138
Deferred tax assets	1,094,220	836,178
Guarantee deposits	464,755	473,056
Other	161,362	160,616
Total investments and other assets	6,834,369	7,188,989
Total non-current assets	7,464,042	7,870,282
Total assets	28,233,084	30,723,458

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	747,614	808,174
Accounts payable - other	397,592	405,809
Income taxes payable	571,227	585,336
Accrued consumption taxes	330,473	302,126
Advances received	55	55
Provision for bonuses	1,003,008	1,059,013
Provision for loss on orders received	98,523	—
Other	344,418	298,998
Total current liabilities	3,492,913	3,459,513
Non-current liabilities		
Retirement benefit liability	2,551,734	2,284,623
Provision for retirement benefits for directors (and other officers)	601,787	636,887
Asset retirement obligations	55,217	64,185
Other	1,924	476
Total non-current liabilities	3,210,663	2,986,173
Total liabilities	6,703,576	6,445,686
Net assets		
Shareholders' equity		
Share capital	653,352	653,352
Capital surplus	488,675	488,675
Retained earnings	21,651,768	23,848,294
Treasury shares	△1,875,795	△1,875,795
Total shareholders' equity	20,917,999	23,114,525
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	603,960	1,034,202
Remeasurements of defined benefit plans	7,546	129,042
Total accumulated other comprehensive income	611,507	1,163,245
Total net assets	21,529,507	24,277,771
Total liabilities and net assets	28,233,084	30,723,458

(2) Consolidated Statements of Income

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	24,968,551	26,428,729
Cost of sales	19,286,675	20,126,045
Gross profit	5,681,876	6,302,683
Selling, general and administrative expenses	2,604,749	2,930,342
Operating profit	3,077,126	3,372,341
Non-operating income		
Interest income	3,597	5,430
Dividend income	300,532	196,413
Gain on investments in investment partnerships	43,731	1,872
Insurance claim income	8,106	10,969
Subsidy income	52,872	46,754
Other	12,097	11,399
Total non-operating income	420,938	272,839
Non-operating expenses		
Interest expenses	1,294	1,285
investment partnership management fee	36,548	5,169
Loss on sale of investment securities	50,301	27,223
Taxes and dues	1,466	1,734
Other	5,326	1,671
Total non-operating expenses	94,937	37,084
Ordinary profit	3,403,127	3,608,096
Extraordinary income		
Gain on sale of non-current assets	—	13
Total extraordinary income	—	13
Extraordinary losses		
Loss on retirement of non-current assets	2,844	1,746
Loss on valuation of investment securities	62,765	50,691
Total extraordinary losses	65,609	52,438
Profit before income taxes	3,337,517	3,555,671
Income taxes - current	1,070,098	1,058,120
Income taxes - deferred	△99,759	△4,890
Total income taxes	970,338	1,053,229
Profit	2,367,179	2,502,441
Profit attributable to		
Profit attributable to owners of parent	2,367,179	2,502,441
Profit attributable to non-controlling interests	—	—
Other comprehensive income		
Valuation difference on available-for-sale securities	△247,392	430,241
Remeasurements of defined benefit plans, net of tax	△4,961	121,495
Total other comprehensive income	△252,353	551,737
Comprehensive income	2,114,825	3,054,179
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,114,825	3,054,179
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Changes in Shareholders' Equity

Consolidated Financial Results for the Fiscal Year 2025 (From April 1, 2024 to March 31, 2025)

(Thousand yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of current period	653,352	488,675	19,579,581	△1,875,617	18,845,991
Changes of items during period					
Dividends of surplus			△294,992		△294,992
Profit attributable to owners of parent			2,367,179		2,367,179
Purchase of treasury shares				△178	△178
Net changes of items other than shareholders' equity					
Total changes of items during period			2,072,186	△178	2,072,008
Balance at end of current period	653,352	488,675	21,651,768	△1,875,795	20,917,999

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of current period	851,352	12,508	863,861	19,709,852
Changes of items during period				
Dividends of surplus				△294,992
Profit attributable to owners of parent				2,367,179
Purchase of treasury shares				△178
Net changes of items other than shareholders' equity	△247,392	△4,961	△252,353	△252,353
Total changes of items during period	△247,392	△4,961	△252,353	1,819,655
Balance at end of current period	603,960	7,546	611,507	21,529,507

Consolidated Financial Results for the Fiscal Year 2026 (From April 1, 2025 to March 31, 2026)

(Thousand yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of current period	653,352	488,675	21,651,768	△1,875,795	20,917,999
Changes of items during period					
Dividends of surplus			△305,915		△305,915
Profit attributable to owners of parent			2,502,441		2,502,441
Purchase of treasury shares					
Net changes of items other than shareholders' equity					
Total changes of items during period			2,196,525		2,196,525
Balance at end of current period	653,352	488,675	23,848,294	△1,875,795	23,114,525

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of current period	603,960	7,546	611,507	21,529,507
Changes of items during period				
Dividends of surplus				△305,915
Profit attributable to owners of parent				2,502,441
Purchase of treasury shares				
Net changes of items other than shareholders' equity	430,241	121,495	551,737	551,737
Total changes of items during period	430,241	121,495	551,737	2,748,263
Balance at end of current period	1,034,202	129,042	1,163,245	24,277,771

(4) Consolidated Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	3,337,517	3,555,671
Depreciation	113,810	114,218
Amortization of goodwill	48,660	48,660
Increase (decrease) in retirement benefit liability	13,139	△88,008
Increase (decrease) in provision for retirement benefits for directors (and other officers)	19,000	35,100
Increase (decrease) in provision for bonuses	45,719	56,005
Increase (decrease) in provision for loss on orders received	98,523	△98,523
Interest and dividend income	△304,129	△201,843
Interest expenses	1,294	1,285
Loss (gain) on sale of investment securities	50,301	27,223
Loss (gain) on valuation of investment securities	62,765	50,691
Loss (gain) on sale of property, plant and equipment	—	△13
Loss on retirement of property, plant and equipment	0	949
Loss on retirement of intangible assets	2,844	2,413
Decrease (increase) in trade receivables	27,457	△135,317
Decrease (increase) in inventories	1,741	39,235
Decrease (increase) in other current assets	△13,736	△40,995
Decrease (increase) in other non-current assets	1,690	3,607
Increase (decrease) in trade payables	63,672	60,560
Increase (decrease) in accounts payable - other	△55,186	△2,647
Increase (decrease) in accrued consumption taxes	71,157	△28,347
Increase (decrease) in other current liabilities	△31,502	△38,423
Increase (decrease) in other non-current liabilities	—	△542
Other, net	13,155	11,001
Subtotal	3,567,896	3,371,959
Interest and dividends received	302,307	191,539
Interest paid	△1,294	△1,285
Income taxes paid	△1,100,092	△1,055,547
Net cash provided by (used in) operating activities	2,768,817	2,506,667
Cash flows from investing activities		
Payments into time deposits	△50,000	△101,203
Purchase of investment securities	△555,999	△261,933
Proceeds from sale and redemption of investment securities	419,250	202,073
Purchase of property, plant and equipment	△201,614	△172,010
Purchase of intangible assets	△18,938	△32,242
Proceeds from sale of property, plant and equipment	—	13
Payments of guarantee deposits	△95,366	△9,361
Proceeds from refund of guarantee deposits	—	1,060
Purchase of insurance funds	△4,172	△2,861
Net cash provided by (used in) investing activities	△506,841	△376,464
Cash flows from financing activities		
Proceeds from short-term borrowings	720,000	720,000
Repayments of short-term borrowings	△720,000	△720,000
Dividends paid	△295,191	△306,000
Purchase of treasury shares	△178	—
Other, net	△6,889	△2,661
Net cash provided by (used in) financing activities	△302,259	△308,662
Net increase (decrease) in cash and cash equivalents	1,959,715	1,821,539
Cash and cash equivalents at beginning of period	13,530,111	15,489,827
Cash and cash equivalents at end of period	15,489,827	17,311,366