Nihon Plast Co.,Ltd Graphs of shifts in business performance

		(Million ye												
			2020		2021		2022		2023		2024			
		End of March 2021		End of March 2022		End of March 2023		End of March 2024		End of March 2025				
Net Sales		Non-consolidated	34,069		33,112		42,636		52,654		50,568			
		Consolidated	83,065		86,504		103,359		124,255		120,591			
	Consolidated	Steering Wheels	23.9%	19,878	26.0%	22,481	26.0%	26,857	25.4%	31,518	26.2%	31,644		
		AirBag Modules	27.8%	23,057	26.9%	23,302	27.3%	28,259	26.3%	32,715	25.6%	30,861		
Sales (Product Segmented)		Interior & Exterior Parts	46.9%	38,975	45.5%	39,378	46.0%	47,553	47.8%	59,382	48.1%	58,057		
(Other	1.4%	1,155	1.6%	1,343	0.7%	690	0.5%	640	0.0%	29		
		Total	100.0%	83,065	100.0%	86,504	100.0%	103,359	100.0%	124,255	100.0%	120,591		
	Consolidated	Nissan Group	66.7%	55,401	66.7%	57,660	70.0%	72,366	66.8%	82,979	67.2%	81,038		
Sales		Honda Group	27.1%	22,532	26.7%	23,071	24.2%	24,970	27.6%	34,319	27.9%	33,614		
(Client Segmented)		Other	6.2%	5,132	6.7%	5,773	5.8%	6,023	5.6%	6,957	4.9%	5,939		
,		Total	100.0%	83,065	100.0%	86,504	100.0%	103,359	100.0%	124,255	100.0%	120,591		
•		Non-consolidated		△750	·	△1,930		△211		756		1,690		
Operating Income		Consolidated	1,288		△722		△966		2,811		2,772			
Operating Income Ratio	(%)	Non-consolidated	△2.2		△5.8		△0.5		1.4		3.3			
to Net Sales		Consolidated	1.6		△0.8		△0.9		2.3		2.3			
		Non-consolidated	1,168		530		1,402		1,796		3,889			
Ordinary Income		Consolidated	1,669		△289		△749		2,920		2,006			
Ordinary Income Ratio	(%)	Non-consolidated	3.4		1.6		3.3		3.4		7.7			
to Net Sales (Consolidated	2.0		△0.3		△0.7		2.4		1.7			
		Non-consolidated		△886	△6,195		△2,041		1,888		3,612			
Net Income		Consolidated	△1,045		△8,018		△3,602		2,478		56			
		Non-consolidated	40,827		40,342		42,137		43,039		44,812			
Total Assets		Consolidated	74,536		79,536		81,450		81,934		83,707			
		Non-consolidated	20,308		13,612		11,646		13,995		17,291			
Shareholders' Equity		Consolidated		32,911		27,377		26,219		31,057		34,538		
		Non-consolidated		1,884		3,799		1,712		1,133		1,873		
Capital Investment		Consolidated	6,290		7,227		4,680		2,710		4,142			
Depreciation and		Non-consolidated		2,007		2,324		2,093		1,494		901		
Amortization		Consolidated		4,882		5,562		5,718		5,504		4,863		
	(Person)	Non-consolidated	1,028		1,024		996		1,005		981			
Number of Employees (Pe		Consolidated	5,997		5,855		5,944		6,112		5,736			
Return on Assets	(%)	Non-consolidated	△2.1		△15.3		△5.0		4.4		8.2			
(ROA)		Consolidated	△1.4		△10.4		△4.5		3.0		0.1			
Return on Equity	(%)	Non-consolidated	△4.3		△36.5		△16.2		13.7		23.1			
(ROE)		Consolidated	△3.1		△26.6		△13.4		8.7		0.2			
Earnings Per Share	(Yen)	Non-consolidated	△46.03		△323.70		△106.61		98.75		190.57			
(EPS) (Y		Consolidated	△54.35		△419.41		△188.35		129.75		2.97			
Shareholders' Equity	(%)	Non-consolidated	49.7		33.7		27.6		32.5		38.6			
Ratio		Consolidated	44.2		34.4		32.2		37.9		41.3			
Book-Value Per Share	(Yen)	Non-consolidated	1,061.02		711.22		608.00		738.21		912.08			
(BPS)		Consolidated	1,721.28		1,432.03		1,370.54		1,640.38		1,824.28			
Interest-bearing		Non-consolidated		9,036		14,336		15,860		12,905		12,696		
Liabilities		Consolidated		20,586		29,206		30,258		23,499		24,456		