

Presentation Material

for the year ended Dec. 31, 2025

Feb. 12, 2026

NAKANISHI INC.

Disclaimer

The information presented in these materials contains forward-looking statements about future business performance. These statements by definition involve risks and uncertainties and are not intended to guarantee future performance. Actual results in the future may differ from expectations and the projections presented in these materials due to changes in the global economy and fluctuations in foreign currency exchange rates and so on.

Product Lineup

Dental Business

Development, production and sales of wide range of dental equipment, which cover such as restorative dentistry, periodontics, oral surgery, mobile dental care, etc.



Handpiece



Implant motor



Oral hygiene system



Clinical micro motor

DCI Business

Presenting results of DCI, the U.S. dental chair manufacturer, acquired in 2023, as an independent segment.

Development, production and sales of dental chairs and related equipment for the North American market.



Dental chair



Dental cabinet



Dental parts

Surgical Business

Development, production and sales of bone grinding and cutting drills which can be used in areas of neurosurgery, spine surgery and orthopedic surgery.



Console



Surgical motor



Attachment



Bur

Industrial Business

Development, production and sales of spindles which can be used in high-precision processes in wide range of industrial areas such as automobile and precision parts industries.



Controller & Spindle



Controller & Spindle



Electric hand grinder



Ultrasonic cutter

Consolidated Financial Result for FY2025

Corporate Vice President & Group CFO Daisuke Suzuki

Net sales were in line with the plan. The Surgical business grew significantly by 28% YoY. The Dental, DCI, and Industrial businesses also performed steadily. As a result, consolidated net sales landed at +5% YoY.

Personnel expenses and selling expenses were increased to drive business growth, and these were absorbed by higher profit from sales growth. However, in the second half, higher costs due to U.S. tariffs became evident and put pressure on profit. Consolidated EBITDA was -3% YoY, but landed at +5% compared to the plan.

The DCI business progressed in line with the Mid Term Plan scenario. However, an impairment loss was recognized in order to reflect the profit decline caused by U.S. tariffs. As a result, net loss was 2.3 billion yen. A total payout ratio of 61% was maintained, based on adjusted net profit after excluding impairment losses, etc.

M of JPY

	FY2025 Actual	FY2024 Actual	Ratio	FY2025 Forecast	
				As of May 12	Ratio
Net sales	81,179	77,041	+5.4%	80,655	+0.6%
Gross profit	46,060	44,418	+3.7%	44,784	+2.8%
Ratio to net sales	56.7%	57.7%	—	55.5%	—
EBITDA *	19,899	20,460	-2.7%	18,932	+5.1%
Margin	24.5%	26.6%	—	23.5%	—
Operating profit	14,089	14,596	-3.5%	13,150	+7.1%
Ratio to net sales	17.4%	18.9%	—	16.3%	—
Ordinary profit	16,933	17,283	-2.0%	13,840	+22.4%
Ratio to net sales	20.9%	22.4%	—	17.2%	—
Profit attributable to owners of parent	-2,398	8,577	—	8,372	—
Ratio to net sales	-3.0%	11.1%	—	10.4%	—
E P S (JPY)	-28.70	101.37	—	—	—

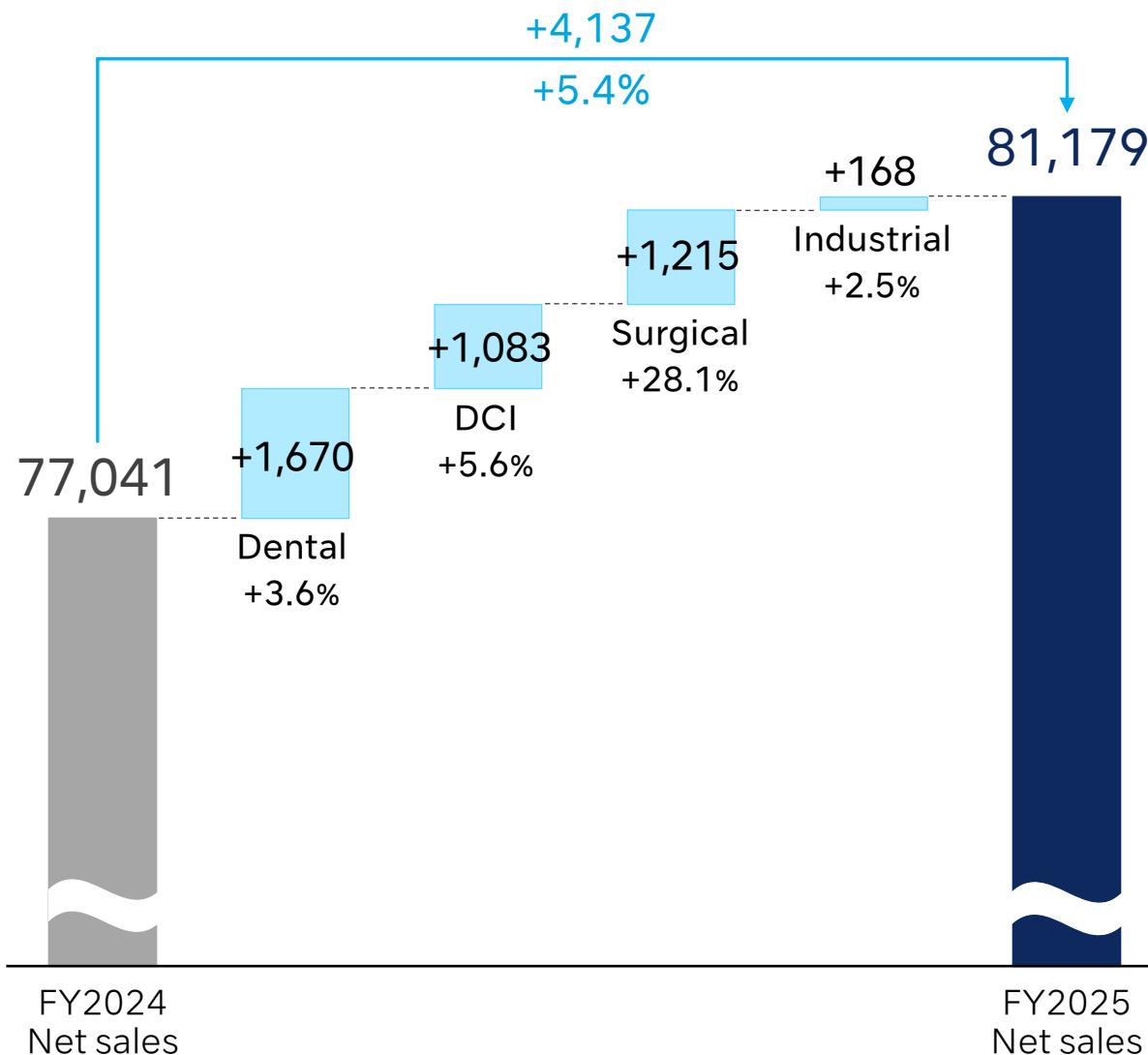
* EBITDA = Operating profit + Depreciation + Amortization

Currency rate	- Against the US dollar (JPY)	150.43	151.44	-1.01	145.00	+5.43
	- Against the EURO (JPY)	169.18	163.80	+5.38	155.00	+14.18

▪ Forex impact: Net sales +275M of JPY (vs FY2024 Actual), +3,175M of JPY (vs FY2025 Forecast)

Change in Net Sales by Business Segment

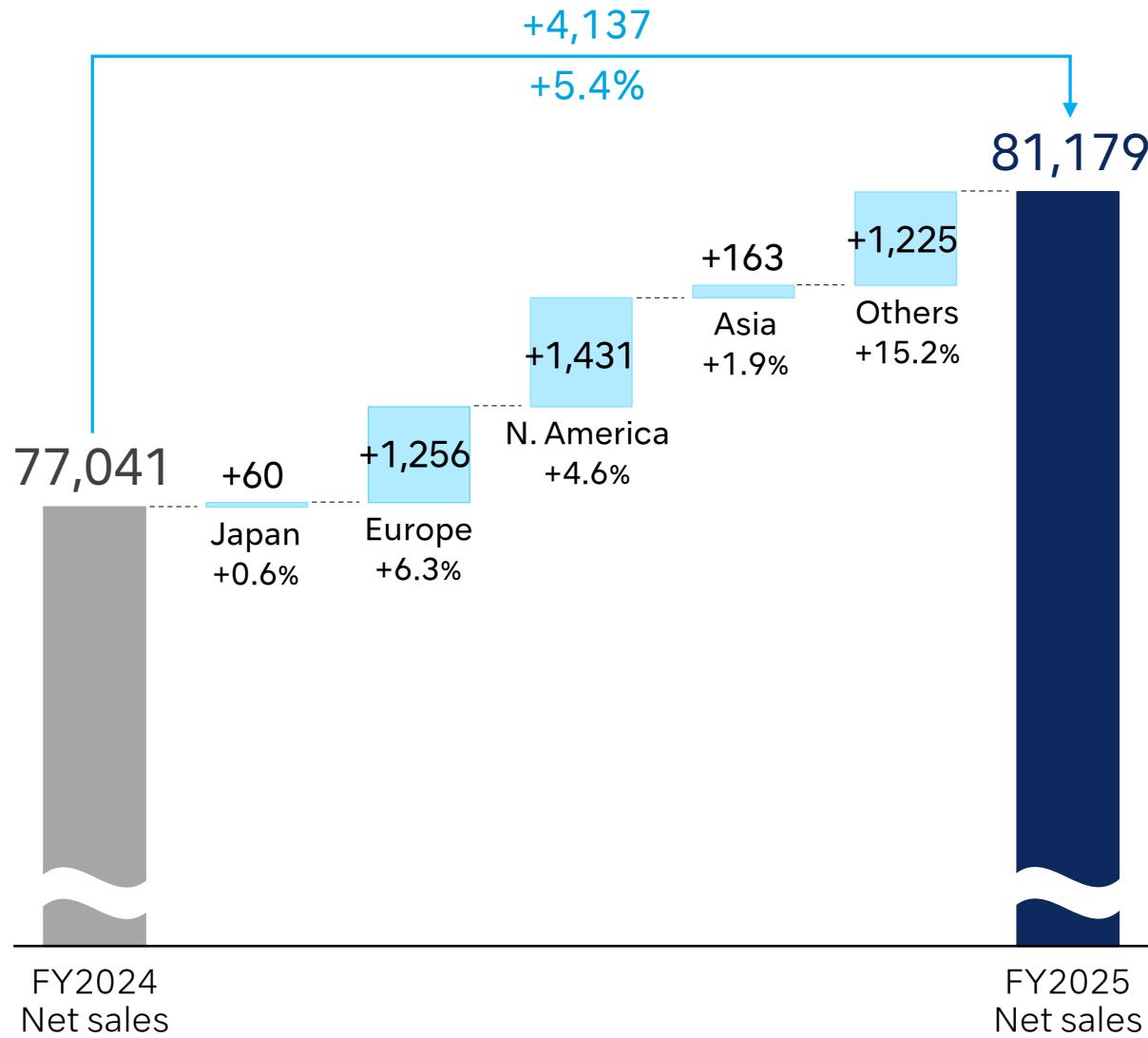
M of JPY



	FY2024 Actual A	FY2025 Actual B	of which: forex impact	Change B/A-1
Dental	46,527	48,197	+325	+3.6%
DCI	19,454	20,538	-129	+5.6%
Surgical	4,321	5,537	+10	+28.1%
Industrial	6,738	6,906	+68	+2.5%
Total	77,041	81,179	+275	+5.4%

Change in Net Sales by Region

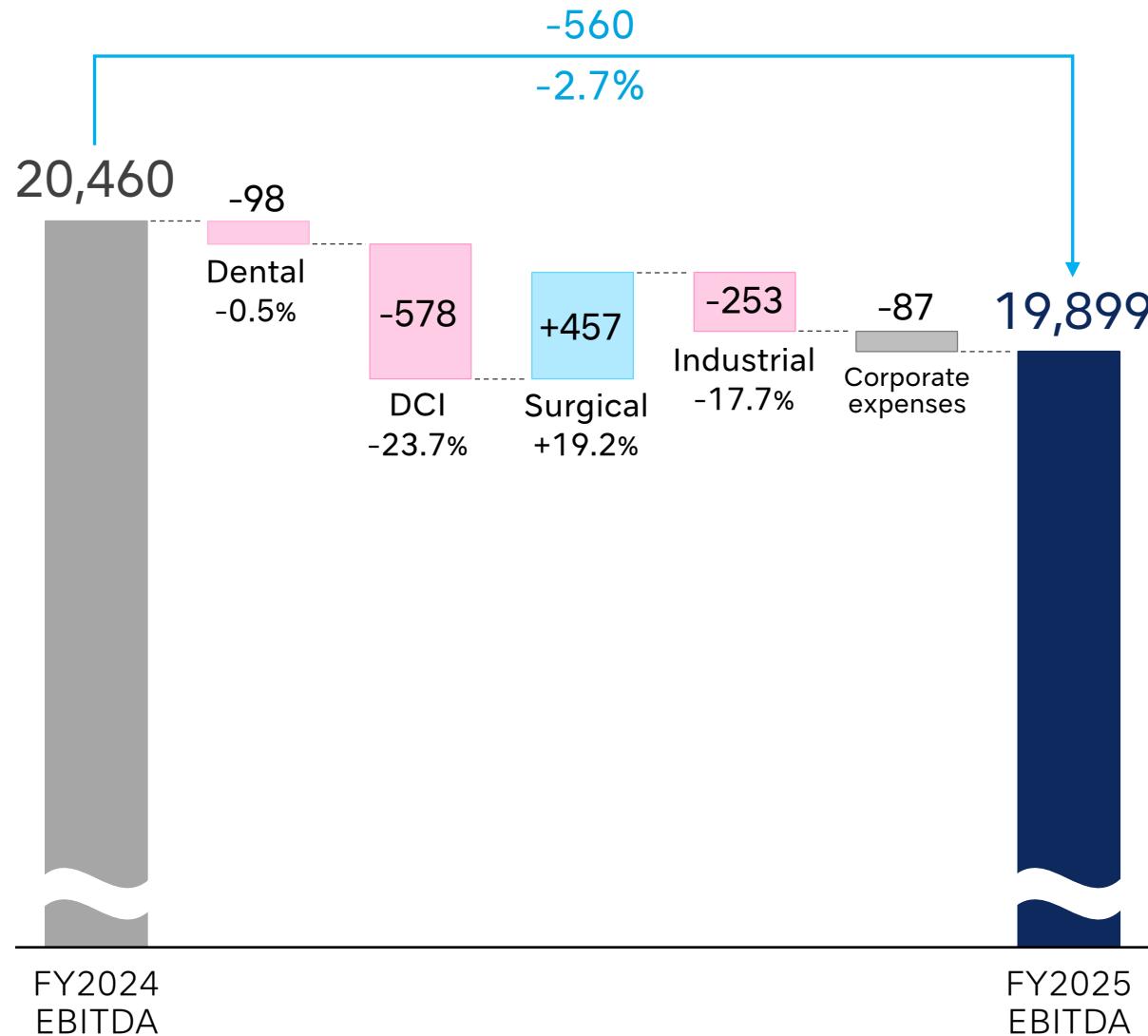
M of JPY



	FY2024 Actual A	FY2025 Actual B	of which: forex impact	Change B/A-1
Japan	9,324	9,385	-	+0.6%
Europe	20,017	21,274	+633	+6.3%
N. America	31,144	32,575	-144	+4.6%
Asia	8,502	8,665	-117	+1.9%
Others	8,052	9,277	-96	+15.2%
Total	77,041	81,179	+275	+5.4%

Change in EBITDA by Business Segment

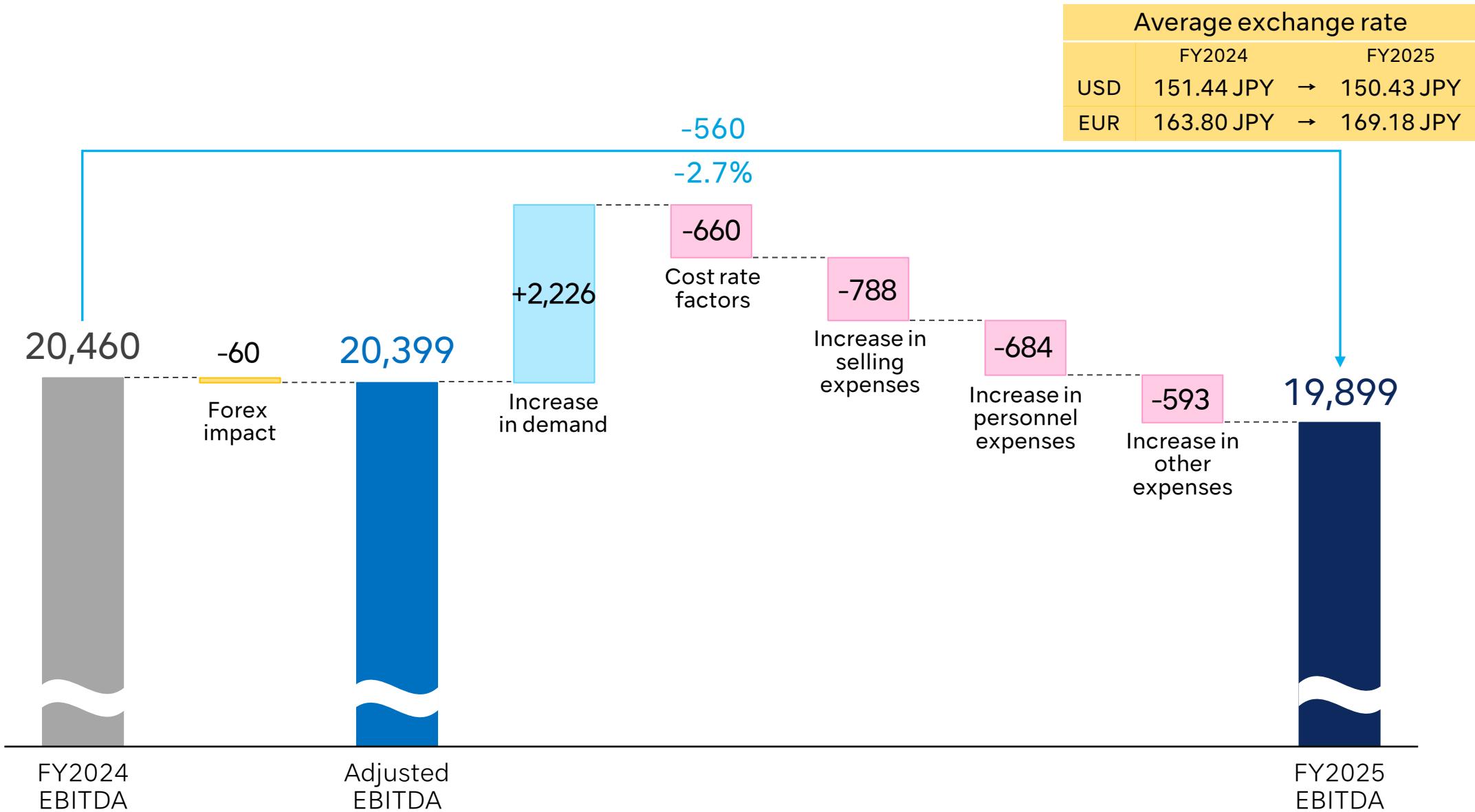
M of JPY



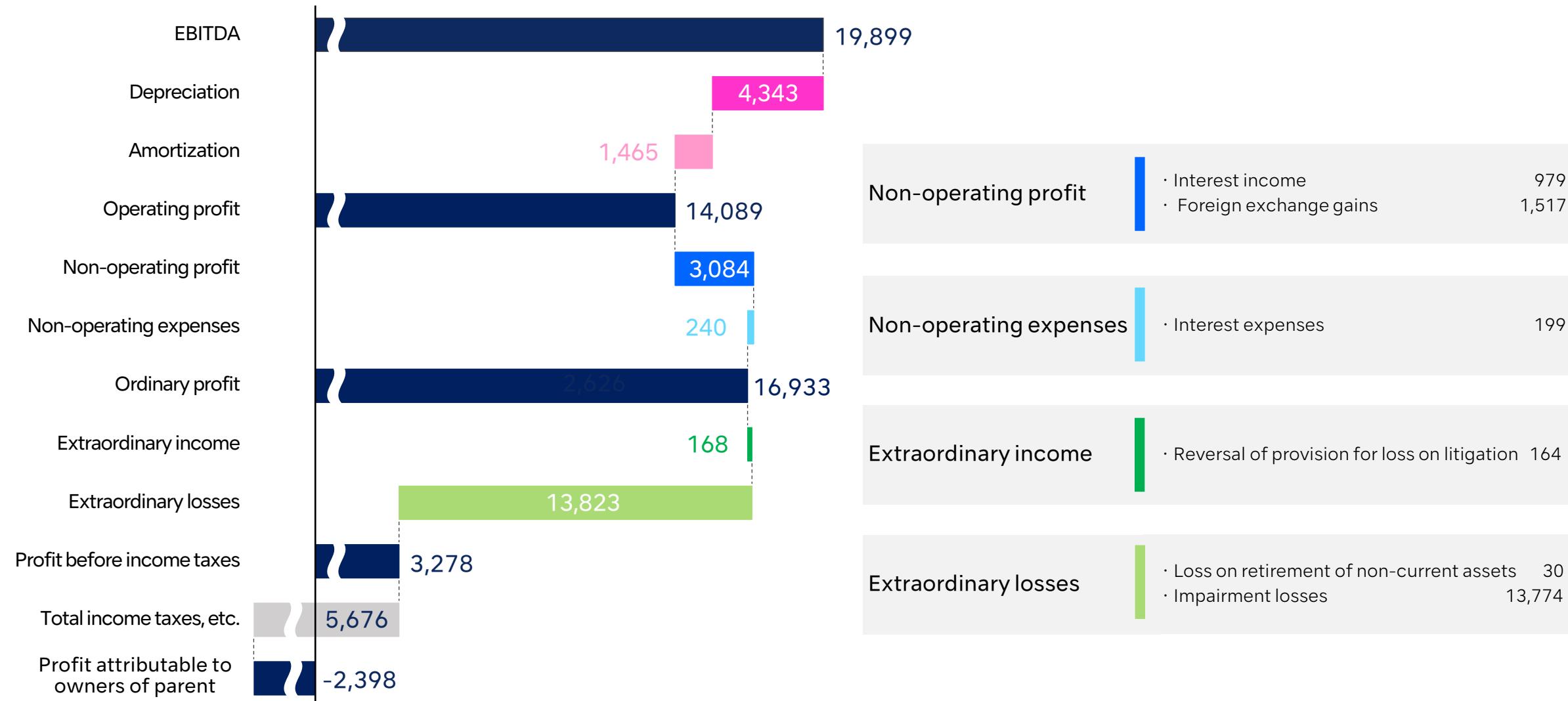
	FY2024 Actual A	FY2025 Actual B	Change B/A-1
Dental	19,337	19,238	-0.5%
DCI	2,444	1,866	-23.7%
Surgical	2,379	2,837	+19.2%
Industrial	1,434	1,180	-17.7%
Corporate expenses	-5,135	-5,223	-
Total	20,460	19,899	-2.7%
Forex impact		-60 M of JPY	(-0.3%)

Change in EBITDA

M of JPY



M of JPY



Status of the DCI business

Progress

Positive

PMI activities after the acquisition have progressed smoothly. As part of the results, the "DCI x NSK product bundle sales ratio" improved significantly, and transactions with major dealer Patterson began.

Changes in the Business Environment

Negative

Due to the U.S. government's tariff policy, import costs increased for certain key components of dental chairs, putting pressure on profit. As a result, the business has trended with a profit margin below the original plan.



In light of the change in the cost structure caused by the tariffs, the business plan was revised, and **an impairment loss on goodwill of 13.7 billion yen was recognized.**

*At the time of acquisition of DCI, a gain of 11.4 billion yen was recognized in relation to a step acquisition without cash outflows. This increased goodwill and intangible assets.

*As a result of this impairment, the annual amortization of goodwill of approximately 1.0 billion yen will no longer be recorded from FY2026 onward, and consolidated operating profit is expected to improve.

Consolidated Balance Sheet

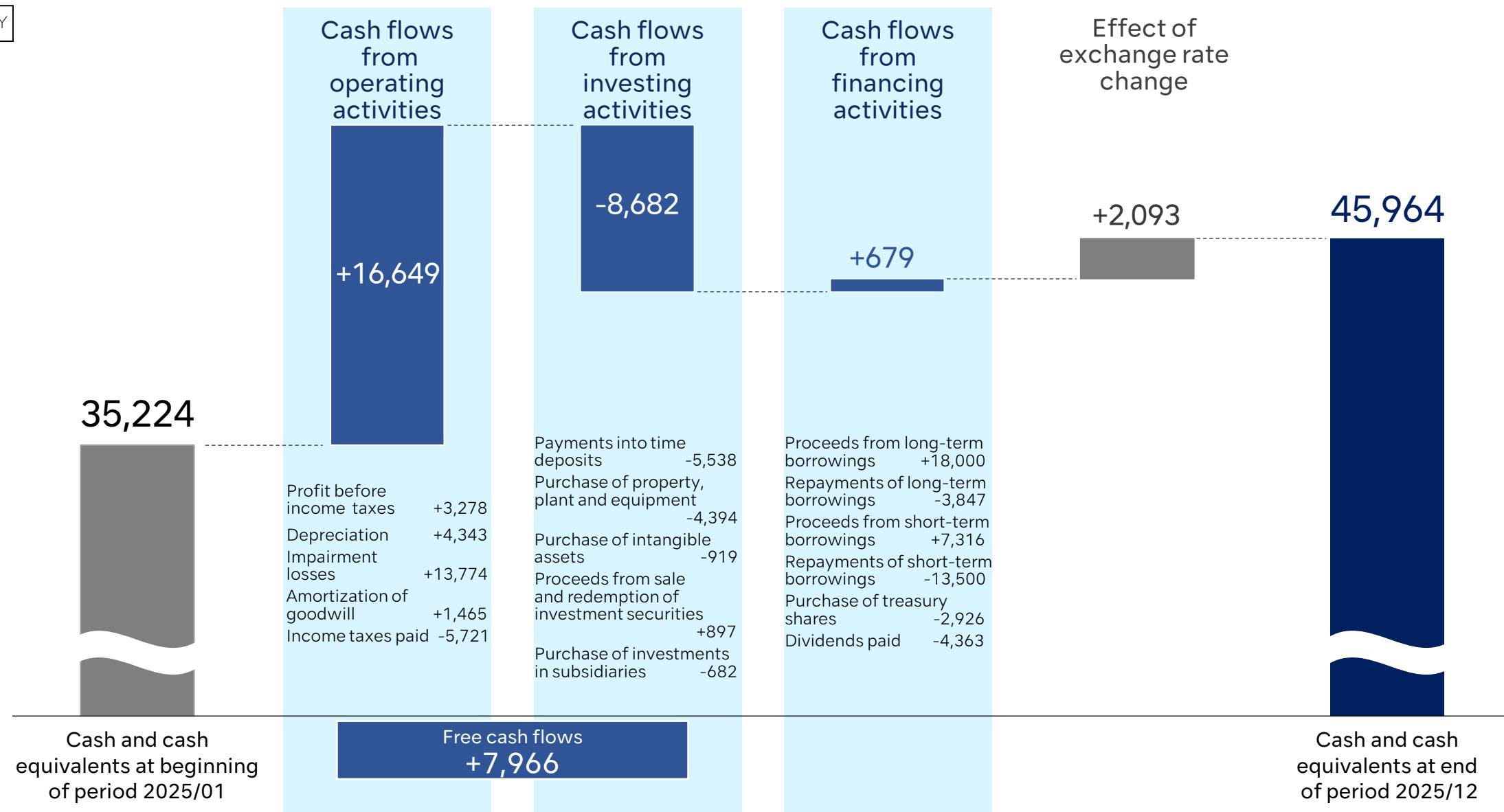
M of JPY

	As of Dec. 31, 2025	As of Dec. 31, 2024	Change	Notes	
Total assets	160,155	158,299	+1,855	· Buildings and structures · Construction in progress	+2,348 +545
- Cash and deposits	61,317	46,051	+15,266		
- Inventories	25,565	25,024	+540	· Merchandise and finished goods · Work in process · Raw materials and supplies	+678 -534 +397
- Goodwill	5,391	21,389	-15,998		
Liabilities	46,081	37,100	+8,980	· Accounts payable – trade	+676
- Loans payable	26,772	18,728	+8,044	· Short-term borrowings · Current portion of long-term borrowings · Long-term borrowings	-6,148 +5,983 +8,208
Net assets	114,074	121,199	-7,124	· Treasury shares	-2,921
- Retained earnings	110,046	116,593	-6,547		
Return on equity	-2.0%	7.3%	-9.3pt		
Return on assets	10.6%	11.6%	-1.0pt		

	FY2025 Actual	FY2024 Actual	Change	Notes	
Capital investments	5,302	5,335	-33	· M1 factory · Machinery and equipment	2,004 247
Depreciation expenses	4,343	4,208	+135		

Consolidated Statements of Cash Flows

M of JPY



Consolidated Financial Forecast for FY2026

Net Sales	88.1 B _{of JPY} (+8.6%)
SGA expenses	
EBITDA	20.6 B _{of JPY} (+3.7%)
Depreciation expenses	
Operating profit	15.6 B _{of JPY} (+11.0%)
Non-operating profit and expenses	
Ordinary profit	15.4 B _{of JPY} (-8.5%)
Extraordinary income and losses	
Total income taxes, etc.	
Profit attributable to owners of parent	10.9 B _{of JPY} (-)

Expecting sales increase in all business segments and to achieve record-high sales for the sixth consecutive year.

Expecting increases in selling, personnel, and R&D expenses as growth investments in the surgical business.

Expecting to achieve record-high earnings by higher profits driven by sales increase, absorbing cost increase.

Reduced goodwill amortization related to DCI.

Expecting to achieve record-high profit for the first time in four years, since FY2022.

Absence of the previous year's JPY1.5 billion FX gain.

Expecting lower profit due to the absence of the foreign exchange gains recorded in the previous fiscal year.

Absence of the previous year's JPY13.7 billion impairment loss.

Absence of the previous year's JPY1.1 billion Income Taxes for Prior Periods.

Expecting a return to net profit driven by the absence of one-off expenses.

Consolidated Financial Forecast for FY2026

M of JPY

	FY2026 Forecast	FY2025 Actual	Change		Note
			Amount	Ratio	
Net sales	88,180	81,179	+7,001	+8.6%	
Gross profit	48,768	46,060	+2,707	+5.9%	
Ratio to net sales	55.3%	56.7%	-1.4 pt	—	
EBITDA *	20,640	19,899	+740	+3.7%	
Margin	23.4%	24.5%	-1.1 pt	—	
Operating profit	15,642	14,089	+1,552	+11.0%	
Ratio to net sales	17.7%	17.4%	+0.4 pt	—	
Ordinary profit	15,486	16,933	-1,447	-8.5%	
Ratio to net sales	17.6%	20.9%	-3.3pt	—	
Profit attributable to owners of parent	10,943	-2,398	+13,341	—	
Ratio to net sales	12.4%	-3.0%	+15.4 pt	—	
E P S (JPY)	130.98	-28.70	—	—	
Capital investments	11,304	5,302	+6,001	—	Nakanishi : 3,101 Group companies: 8,203
Depreciation expenses	4,538	4,343	+194	—	

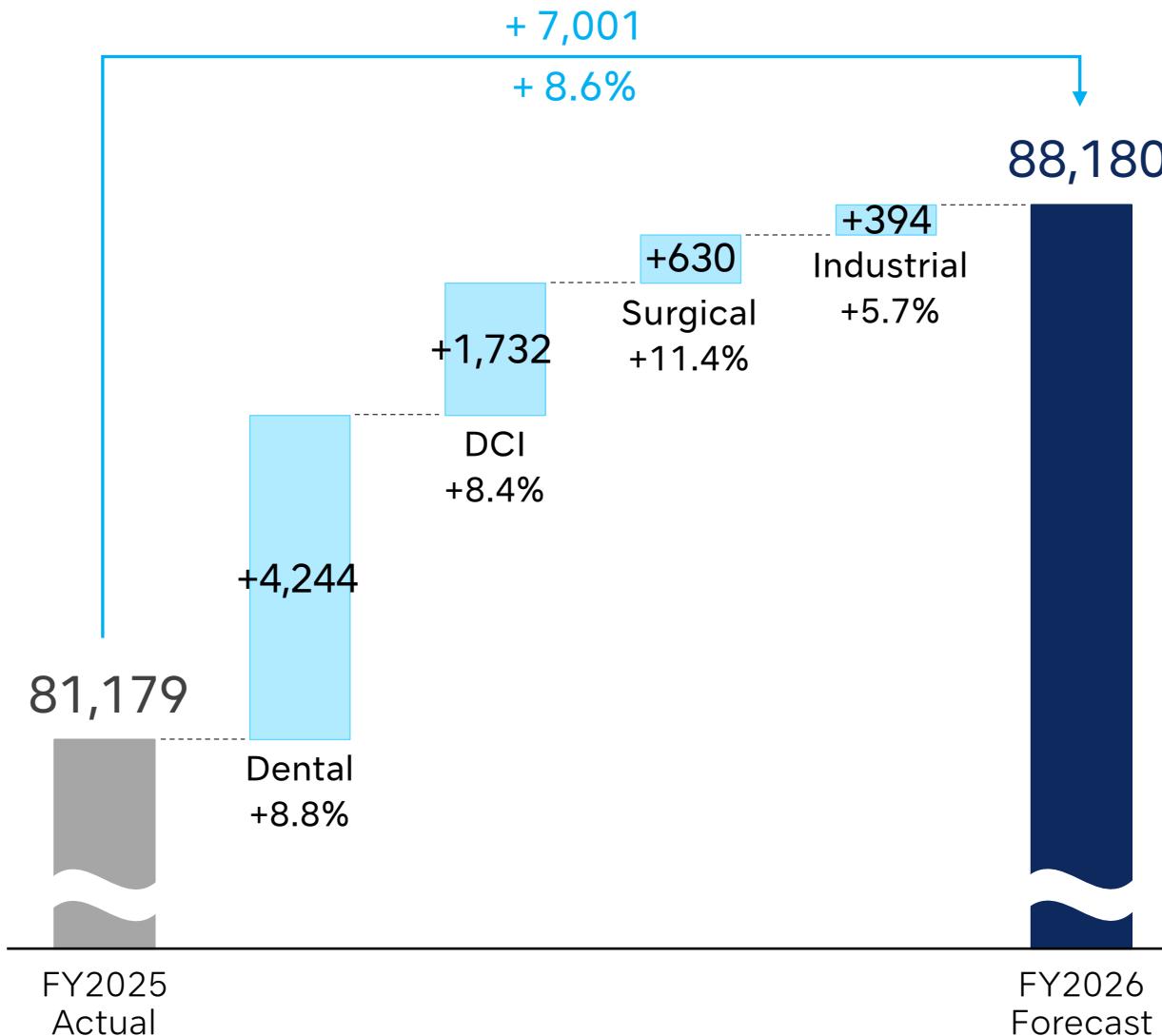
* EBITDA = Operating profit + Depreciation + Amortization

Currency rate					Forex sensitivity	
- Against the US dollar	(JPY)	150.00	150.43	-0.43	—	269 M of JPY (Annual net sales)
- Against the EURO	(JPY)	170.00	169.18	+0.82	—	103 M of JPY (Annual net sales)

Consolidated Financial Forecast for FY2026

Change in Net Sales by Business Segment

M of JPY

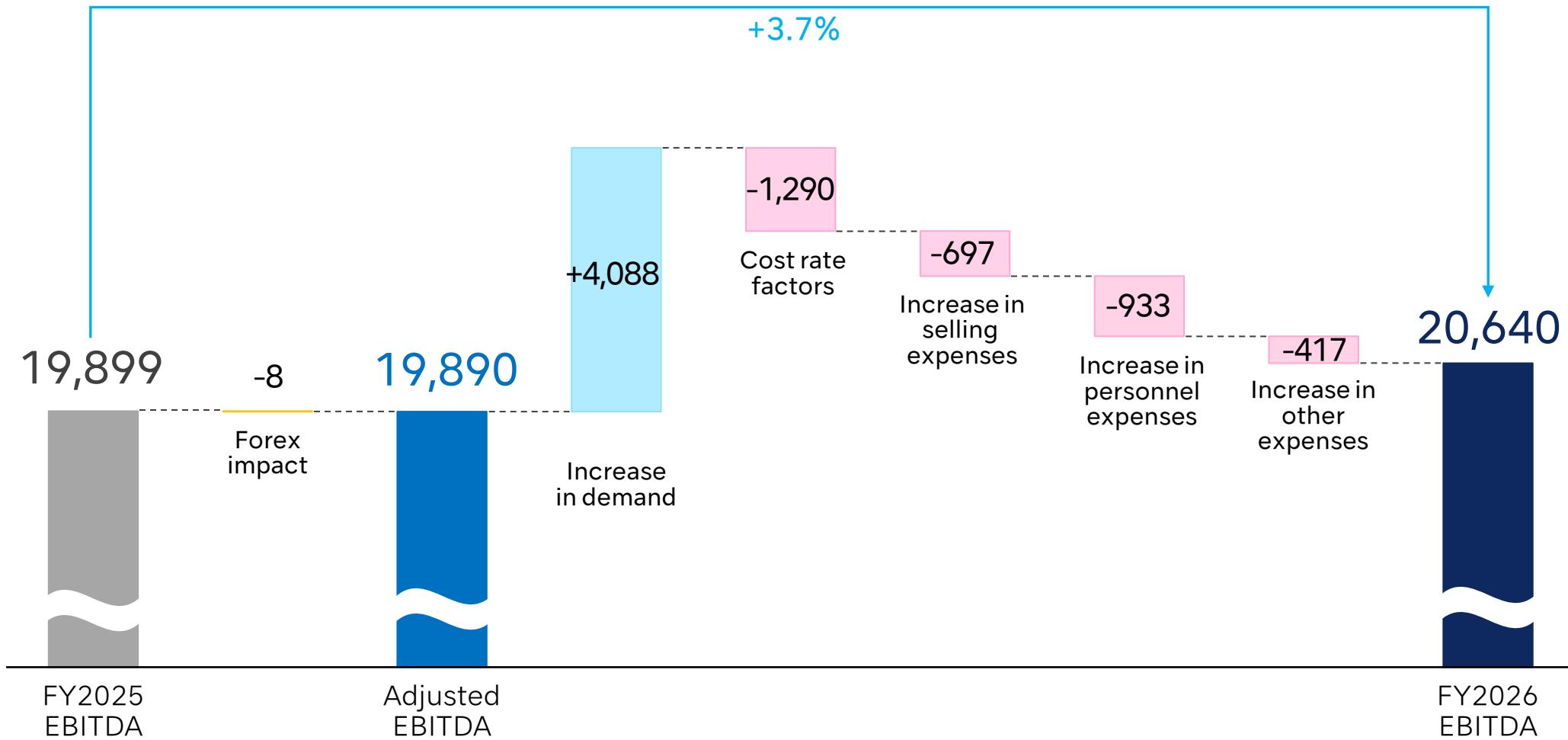


Consolidated Financial Forecast for FY2026

Change in EBITDA

M of JPY

Average exchange rate		
	FY2025 Actual	FY2026 Forecast
USD	JPY 150.43	JPY 150.00
EUR	JPY 169.18	JPY 170.00



Shareholder Return

Net profit, which is the basis for dividends, is adjusted as follows.



[Temporary profit decrease factor]

Amount decreased in net profit due to impairment loss of DCI

13,766 M of JPY



[Continuous profit decrease factor]

Amortization of goodwill increased by gain on step acquisition of DCI

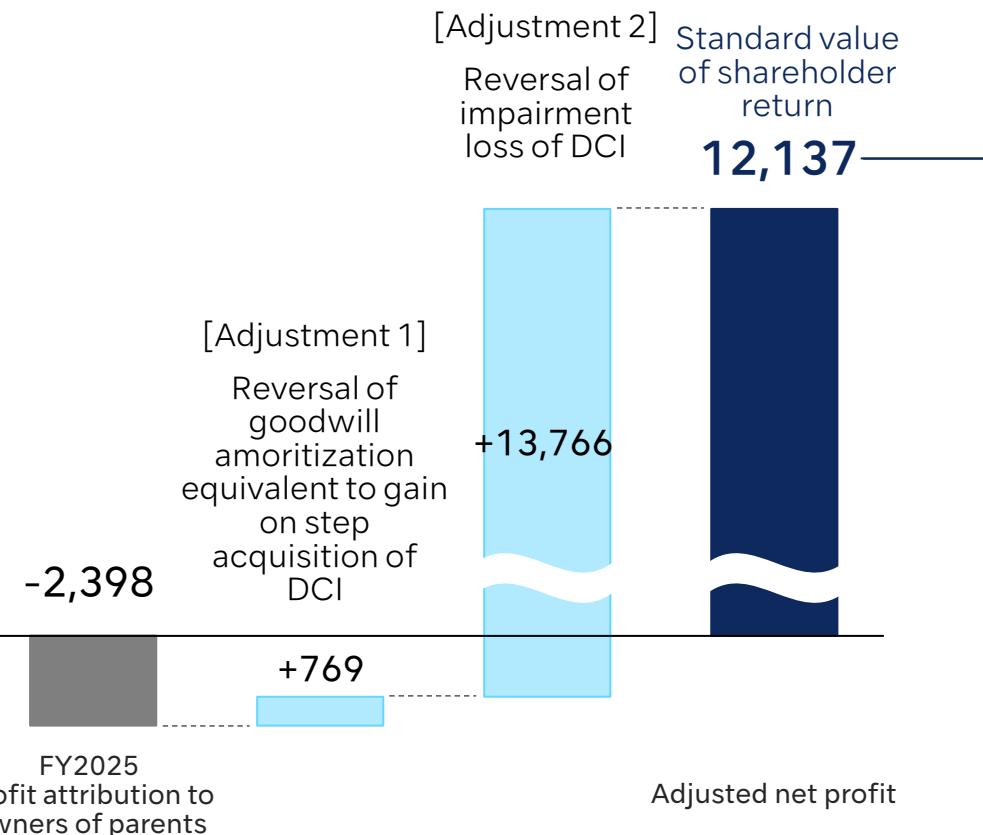
769 M of JPY/ year

The above factors are excluded from the calculation of the dividend for FY 2025.

* Amortization amount may fluctuate according to FOREX rate since the goodwill of DCI is denominated in USD.

M of JPY

Adjustment of shareholder return standard



Shareholder return in FY2025

Repurchase of own shares

Feb.-Dec. 2025	Number of shares	Amount of repurchase costs
	1,416,300	2,926 M of JPY
		total 2,926 M of JPY

Dividend

Interim (actual)	Per share 26 JPY	Total amount of dividend 2,167 M of JPY
Year-end * (forecast)	Per share 28 JPY	Total amount of dividend 2,325 M of JPY
		total 4,493 M of JPY

Shareholder return in FY2025 *

→ Adjusted net profit base	Dividend payout ratio 37.0%
→ Adjusted net profit base	Total payout ratio 61.1%

* To be proposed at the 74th Annual General Meeting of Shareholders

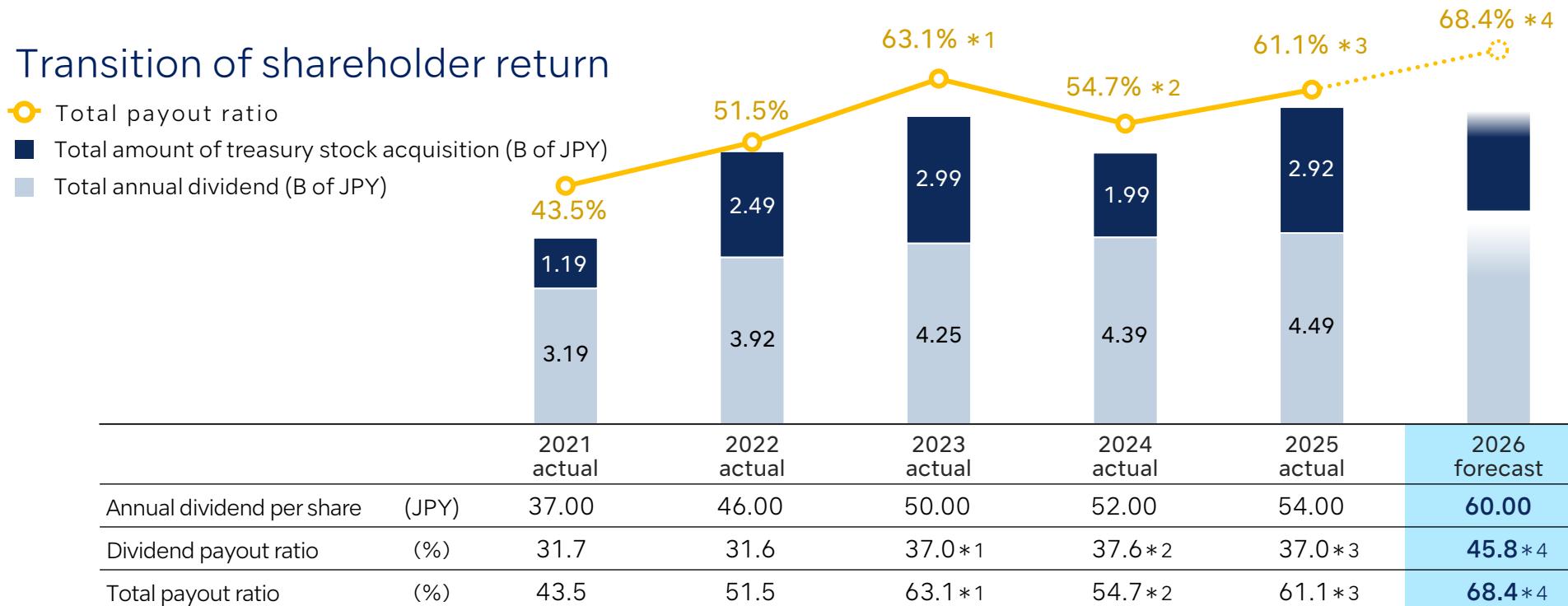
Shareholder return policy

We position the return of profits to our shareholders as one of the important management issues; therefore, we plan to enhance business foundation and promote investment in growth areas properly and proactively, as well as to return profits to shareholders in a well-balanced manner.

In the Mid Term Management Plan "NV2030," continue to adopt the total payout ratio (treasury stock acquisition + dividends) as the metric for shareholder returns.

While applying the "progressive dividend policy," raise our target to a "total payout ratio of 70%."

Transition of shareholder return



*1 Calculated using adjusted net profit which excludes extraordinary income brought by DCI acquisition.

*2 Calculated using adjusted net profit which excludes profit decrease brought by impairment loss of Jaeger.

*3 Calculated using adjusted net profit which excludes profit decrease brought by impairment loss of DCI.

*4 Calculated using forecasted net profit for FY2026.

FY2025 Overviews of Each Segment and FY2026 Future Initiatives

President & Group CEO Eiichi Nakanishi

Sales in Japan, North America, and Asia, which were slow in the first half, turned to growth from the second half. Sales increased in all markets.

B of JPY

Europe	21.2	YoY +6.3 %	Dental	Surgical	Industrial
H1	10.2	YoY +1.7 %	Dental	Surgical	Industrial
H2	10.9	YoY +10.9 %	Dental	Surgical	Industrial

Japan	9.3	YoY +0.6 %	Dental	Surgical	Industrial
H1	4.5	YoY -3.0 %	Dental	Surgical	Industrial
H2	4.8	YoY +4.2 %	Dental	Surgical	Industrial

North America	32.5	YoY +4.6 %	Dental	DCI	Surgical	Industrial
H1	15.1	YoY -0.6 %	Dental	DCI	Surgical	Industrial
H2	17.3	YoY +9.6 %	Dental	DCI	Surgical	Industrial

Asia	8.6	YoY +1.9 %	Dental	Surgical	Industrial
H1	4.2	YoY -6.5 %	Dental	Surgical	Industrial
H2	4.4	YoY +11.5 %	Dental	Surgical	Industrial

S. America, Middle East, Russia, Australia, etc.

Others	9.2	YoY +15.2 %	Dental	Surgical	Industrial
H1	4.9	YoY +24.5 %	Dental	Surgical	Industrial
H2	4.2	YoY +6.1 %	Dental	Surgical	Industrial

Establishing and Reinforcing Overseas Bases for Further Business Growth

Europe							Asia			
Reinforce	NSK Europe	Germany	2003	Dental · Surgical			NSK Shanghai	China (Shanghai)	2005	Dental · Surgical
		Eastern Europe	2026	Dental	Relocate		NSK Asia	Thailand	2009	Dental
	NSK France	France	2005	Dental			NSK Dental Korea	Korea	2014	Dental
Reinforce	NSK United Kingdom	UK	2007	Dental · Surgical	Reinforce		NSK Dental Manufacturing	China (Sichuan)	2023	Dental · Surgical
Reinforce	NSK Dental Spain	Spain	2008	Dental · Surgical			REFINE Medical	China (Guilin)	2023	Dental
	NSK Dental Italy	Italy	2013	Dental			Others (S.America, Middle East, Russia, Australia, etc.)			
	NSK Dental Nordic	Sweden	2019	Dental	Reinforce		NSK Middle East	U.A.E.	2000	Dental · Surgical
	Nakanishi Jaeger	Germany	2022	Industrial			NSK RUS	Russia	2007	Dental
Establish	NSK Schweiz	Switzerland	2026	Dental			NSK Oceania (AU)	Australia	2007	Dental
	North America						NSK Oceania (NZ)	New Zealand	2007	Dental
Major headcount expansion	NSK America	USA (IL)	1984	Dental · Surgical · Industrial	Reinforce		NSK America Latina	Brazil	2013	Dental · Surgical
	DCI International	USA (OR)	2023	DCI	Establish		NSK Turkey	Turkey	2025	Dental

New products were launched across all business domains.
With a strengthened product lineup, compete in global markets.

Dental Business
Handpiece



Ti-Max Z99L

Dental Business
Handpiece



S-Max M94L

Dental Business
Preventive dentistry product



Varios Combi Pro2

Dental Business
Mobile dental care device



VIVAace2

Major new products launched in 2025 by business domain

DCI Business
Dental chair



DCI Edge Series 5+

Surgical Business
ENT attachment



UniBur

Industrial Business
Motor spindle



E3000i

Industrial Business
Speed-Increasing spindle



NGS-3140-CTZ01



M.I.T.

Minimally Invasive Therapy

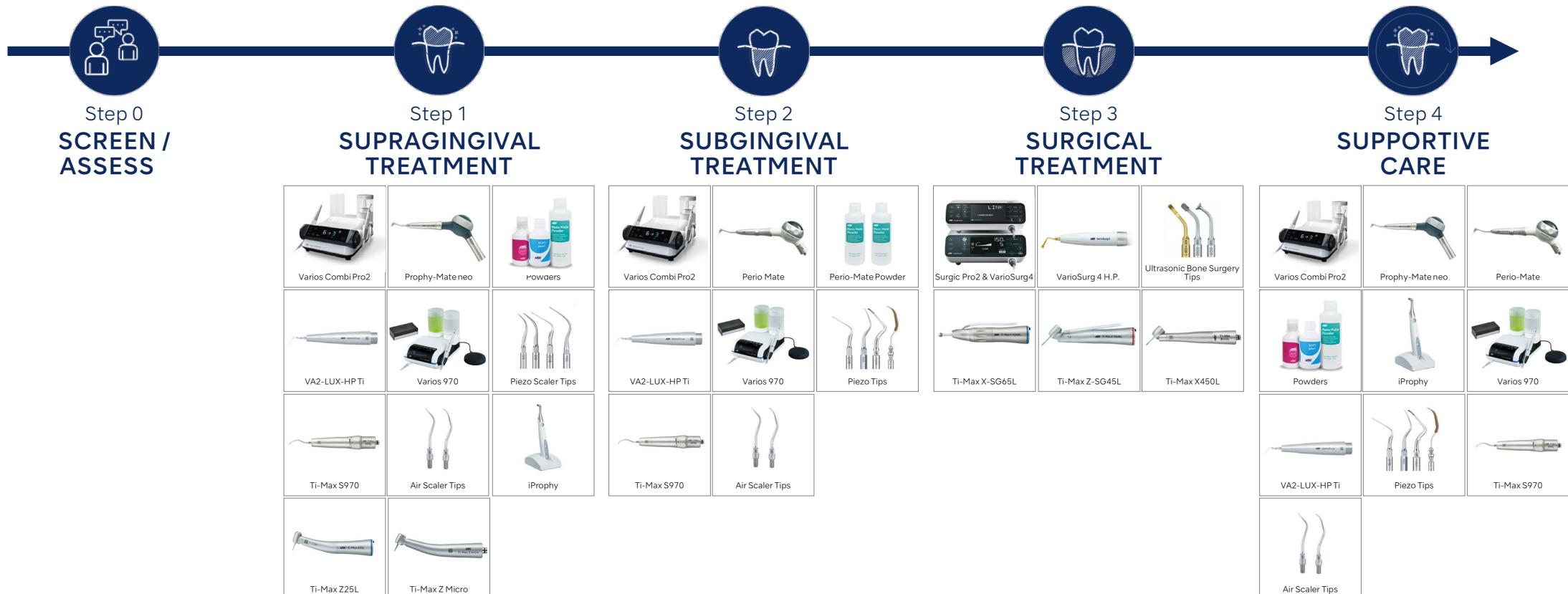
Minimally Invasive Therapy: A treatment approach that minimizes patient pain and burden while preserving natural teeth over the long term based on scientific evidence

NSK – Dental – Global site
M.I.T. dedicated webpage



<https://www.nsk-dental.com/minimally-invasive-therapy/>

NSK's broad product lineup provides total support to dentists and dental hygienists who seek to deliver treatment based on the minimally invasive clinical guidelines established by the European Federation of Periodontology (EFP).



Forecast of market trends in 2026

Dental Business : Demand recovery is expected to continue, but price competition will intensify in emerging countries.

DCI Business : Demand is expected to remain resilient, but market competition will intensify.

Surgical Business : In addition to steady demand, business opportunities will continue due to competitors withdrawing.

Industrial Business : Demand in key markets, including North America, Asia, and Japan, is expected to remain resilient.



Basic Strategy for 2026

- ▶ Dental Business : Expand global sales of competitive main products, including new products.
- ▶ DCI Business : Strengthen competitiveness through bundled sales of NSK products and further expand sales.
- ▶ Surgical Business : Capture business opportunities created by competitors withdrawing and expand collaborative business.
- ▶ Industrial Business : Actively expand proposal activities to capture automation needs.



Japan

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- Sales were sluggish through Q3 due to the impact of the distribution network reform, but Q4 sales after the launch of the new distribution network increased significantly.
- OEM business remained steady and achieved double-digit sales growth.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- As the first year of the distribution network reform, focus on expanding sales of main products such as handpieces and preventive dentistry products, and strengthening relationships with dealers.
- Strengthen relationships with OEM business partners.



Europe

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- The new preventive dentistry product launched in 2025 received excellent feedback and contributed to sales growth.
- Although market conditions were not favorable, sales increased as customers chose NSK's high-performance, high-quality products.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- Expand sales of main products such as handpieces, implant motors and preventive dentistry products.
- To capture additional business opportunities, significantly strengthen the sales structure in the Europe region.



North America

Nov. 2025

Greater NY 2025 (NY)

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- Inventory adjustment progressed, and sales increased significantly in Q4. NSK-brand sales were in line with the previous FY.
- The ratio of bundled sales of NSK products by DCI increased significantly YoY.
- OEM sales slowed in the second half and sales decreased.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- Focus on expanding sales of main products such as handpieces and bundled sales with DCI.
- Continue approaches to DSOs and dental universities.
- Expand OEM business.



Asia

Jun. 2025

Sino-Dental 2025 (Beijing)

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- China: Demand remained sluggish. Market conditions continued to be price-focused and sales were struggling.
- Korea: Demand remained weak, and both own products and OEM sales were sluggish.
- Asia: Sales decreased due to continued stagnant demand.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- While maintaining competitiveness, including through utilization of the Sichuan factory, focus on expanding product sales.
- Although demand in Korea and Asia remains weak, focus on expanding sales of NSK and REFINE.



Nov. 2025



Nov. 2025 Product seminar for dental university students (Australia)

Middle East

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- As demand recovery slowed due to the escalation of conflict, sales were supported by factors such as winning large government bidding contracts. Sales were in line with the previous FY.

South America

- Implant motors grew significantly, and Brazil performed strongly. Together with winning school procurement projects, market share increased.

Russia

- Sales of handpieces and oral surgery products performed strongly. Together with switching demand from competitors to NAKANISHI, sales increased significantly.

Australia

- Although demand remained weak, sales increased due to winning government bidding contracts and school procurement projects, as well as higher sales of implant motors.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- Although uncertainty is expected to continue, stimulate demand by highlighting product advantages and after-sales service.

- Demand remains resilient, but price competition is also intensifying. Enhance market presence through collaboration with KOLs, and expand product sales.

- Strengthen the sales network in the CIS countries, and expand sales of main products, including REFINE.

- Expand sales of main products such as handpieces and implant motors. Focus on preventive dentistry products with strong market needs.

Continue focusing on high-synergy bundled sales of NSK x DCI products

Business topics



Expansion of transactions with dealers

Training for sales representatives at new dealer partners conducted at the beginning of the year delivered strong results. From immediately after the start of transactions, results exceeded the plan. Efforts will continue to focus on private practices through dealers.



Maintaining strong product competitiveness

In the U.S. market, where more than 100 dental chair models are sold, DCI's "Series 5" again secured its position as the top-selling model, following the previous year. Market share expansion and profitability improvement will be pursued through competitive products.

2025 market trends and business overview

Market trends

- The total number of dental chairs sold in the market increased by 1% YoY, remaining roughly flat.
- Sales to the largest DSO were sluggish, and DCI's sales volume decreased by 7% YoY.
- Although sales volume decreased, net sales increased by 6% due to higher unit prices.

Business overview

2026 market forecast and key initiatives

Market forecast

- Demand is expected to remain resilient, but market competition will intensify.
- Further expand sales to major dealers that began transactions last year.
- Strengthen approaches to small and mid-sized DSOs and dental universities.
- Further increase the bundled sales ratio of NSK x DCI products.

Key initiatives



New disposable products for neurosurgery, ENT, and spine surgery **UniBur**

Japan

Overview of FY2025

Actual Sales
(YoY)
(Local currency)



- New business partner acquisition and strong disposable sales to existing customers drove double-digit sales growth. New products in the spine field also contributed to sales growth.

Europe

- Strengthening of the sales structure contributed to new project wins. Sales of disposables were strong, resulting in double-digit sales growth.

North America

- Business opportunities created by competitors withdrawing were captured. Collaborative business with medical device manufacturers also expanded steadily, resulting in significant sales growth.

Asia

- In the key Chinese market, sales of disposables continued to grow. Active sales activities were carried out in South Asia.

Measures for FY2026

Sales forecast
(YoY)
(Local currency)



- Strengthen sales capabilities and establish a sales structure for new products to capture additional demand.

- Execute new market development through channel expansion. With the launch of new products, enhance customer satisfaction and further expand product sales.

- Pursue new project wins through the launch of new products that meet KOL needs, while focusing on capturing business opportunities created by competitors withdrawing.

- While continuing to support the key market of China, further expand sales by strengthening the sales structure in Korea and Southeast Asian countries.



Overview of FY2025

Actual Sales
(YoY)
(Local currency)



Measures for FY2026

Sales forecast
(YoY)
(Local currency)



Japan

- Demand recovery progressed in the second half. Demand for automation and reshoring of production to Japan was captured.

Europe

- Challenging market conditions continued and sales were sluggish. Dealers were reorganized to strengthen sales capabilities.

North America

- Precision spindle projects for the aerospace and medical device industries, among others, contributed to sales growth.

Asia

- Large projects from machine tool manufacturers were executed steadily, resulting in significant sales growth.

- Efforts to stimulate automation demand have progressed. Pursue steady project wins.

- Provide follow-up support for newly launched dealers, and stimulate demand in fine processing fields.

- Capture automation demand through stronger relationships with dealers and participation in trade shows.

- In anticipation of the period after completion of large projects, strengthen approaches to key customers in each region.

NSK