

Information Regarding Medium-term Management Plan

NPC Incorporated (TSE Growth 6255) October 10, 2025

Medium-term Management Plan

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Reason of withholding of medium-term management plan

- Changes to the tariffs and policies regarding renewable energies in the US
 - Effecting First Solar's supply chain (e.g., raw materials) to be unstable, which is causing their directions regarding capital investment to be unpredictable (changing from strengthening production facility for existing products to development of new products)
- As perovskite PV module is a new technology, the future market size and full-scale market expansion heavily depends on development and testing progress of PV module manufacturers
- =difficult at this point to predict equipment demand
- Capital investment of the customer in the electronic components industry, which the Company identified as a second major customer, has been stalling due to the situation of the semi-conductor market
- We have been working on the acquisition of new stable customers that replaces its position; however, it is not proceeding as expected



Withhold from announcing since it is not possible to guarantee appropriateness and accuracy of the medium-term targets

Medium-term business strategy

- Reduce imbalance to a specific customer while maintaining business with First Solar

First Solar : Perovskite PV module manufacturing equipment : Solar panel recycling machine : Automation machine for industrial waste management industry and others

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- Aim to constantly achieve gross profit rate of 30%

(High value-added technology, standardized products, expansion into untapped market, cost reduction, etc.)

Our Future Actions

Improve profitability by adding key pillars of the business that contributes to the environment and is high value-added, while maintaining business with existing solar panel manufacturer



First Solar

- Provision of equipment for new production facilities, reallocation of facilities, and equipment upgrading
- Provision of equipment for R&D of new products and pilot production



Perovskite PV Module Manufacturing Equipment

- Provision of equipment for confirmed order for a domestic company, acquire orders towards further market expansion
- Start provision of front-end equipment (inkjet printing equipment)
- Adapting to new technologies such as tandem technology



Solar Panel Recycling Machine

- Making our recycling technology a de facto standard of the industry, development of new products
- Building relationship with glass manufacturers
- Building network for collecting discarded solar panels



Automation Machine for Industrial Waste Management Industry

- Uncovering demand of automation technology for labor issues (safety, hygiene, labor shortage, etc.)
- In-house development AI technology
- Expansion of lineup of standardized products

Thank you very much for your interest in NPC!

“We, through creation of products,
aim to be a company needed by nature, society and people.”

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