

# Medium-term Management Plan (FY2023-FY2025)

NPC Incorporated (TSE Growth 6255) October 14,2022

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Aim at steady growth with the business of PV module manufacturing equipment and automation machines, for which mid-term to long-term capital expenditure is expected, and by enhancing business portfolio.

## Sales

### Machinery Business

#### 1. PV module manufacturing equipment

- Continuous capital expenditure by the US main customer is expected backed by the strong US market
- Investments in next-generation PV modules are expected.

#### 2. Automation machines

- Mid-term to long-term capital expenditure is expected from the well-performing main customer in Japan.
- Enhance acquisition of steady customers.

### Environmental Business

#### 1. Solar panel disassembly equipment

Increase in sales volume is expected as more companies are entering end-of-life solar panel treatment business in Japan and overseas.

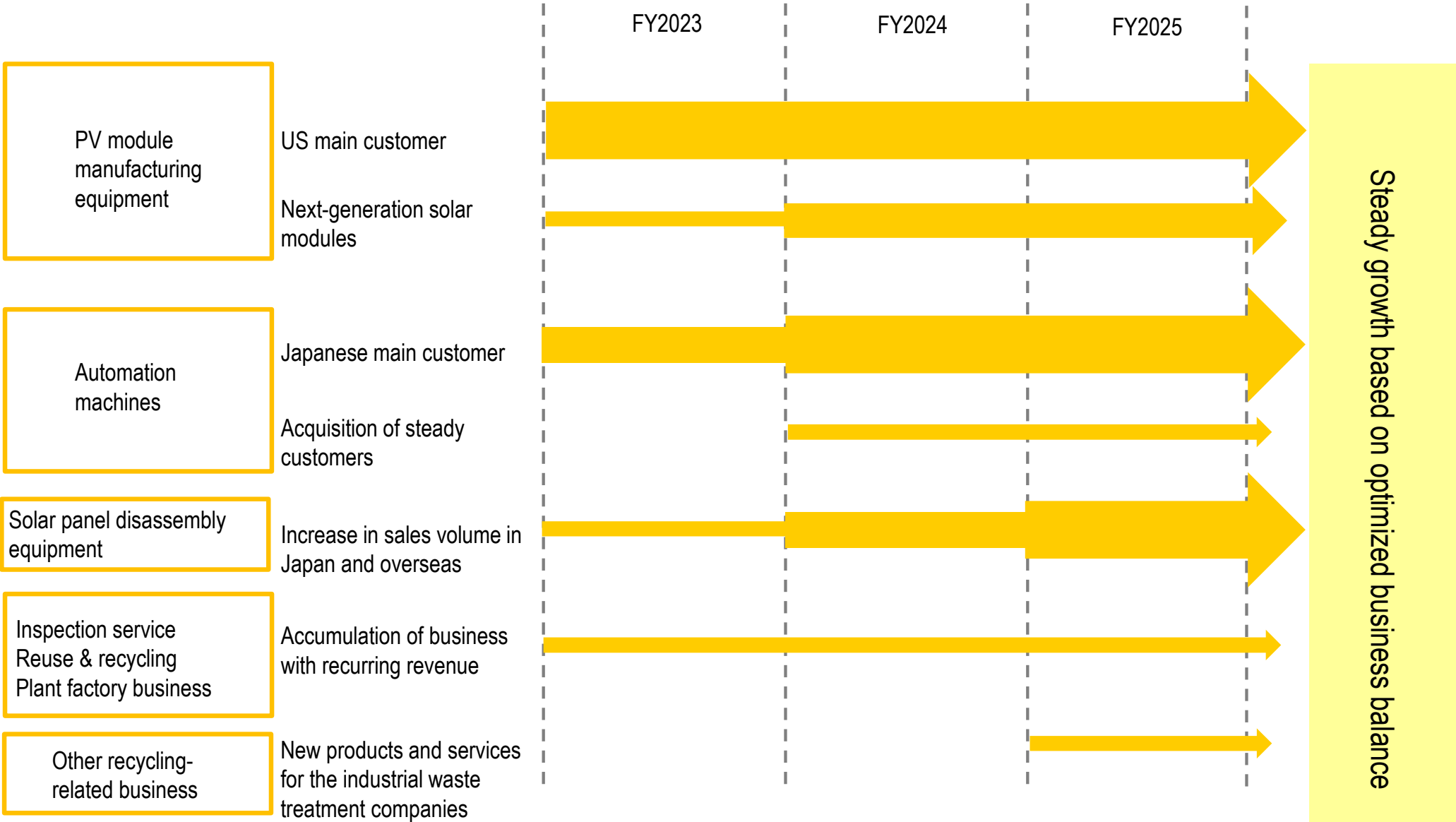
#### 2. Accumulate businesses with recurring revenue such as solar power plant inspection service, reuse & recycling, plant factory business, etc.

#### 3. Launch new products and services for the industrial waste treatment companies to be from FY2023/

## Profits

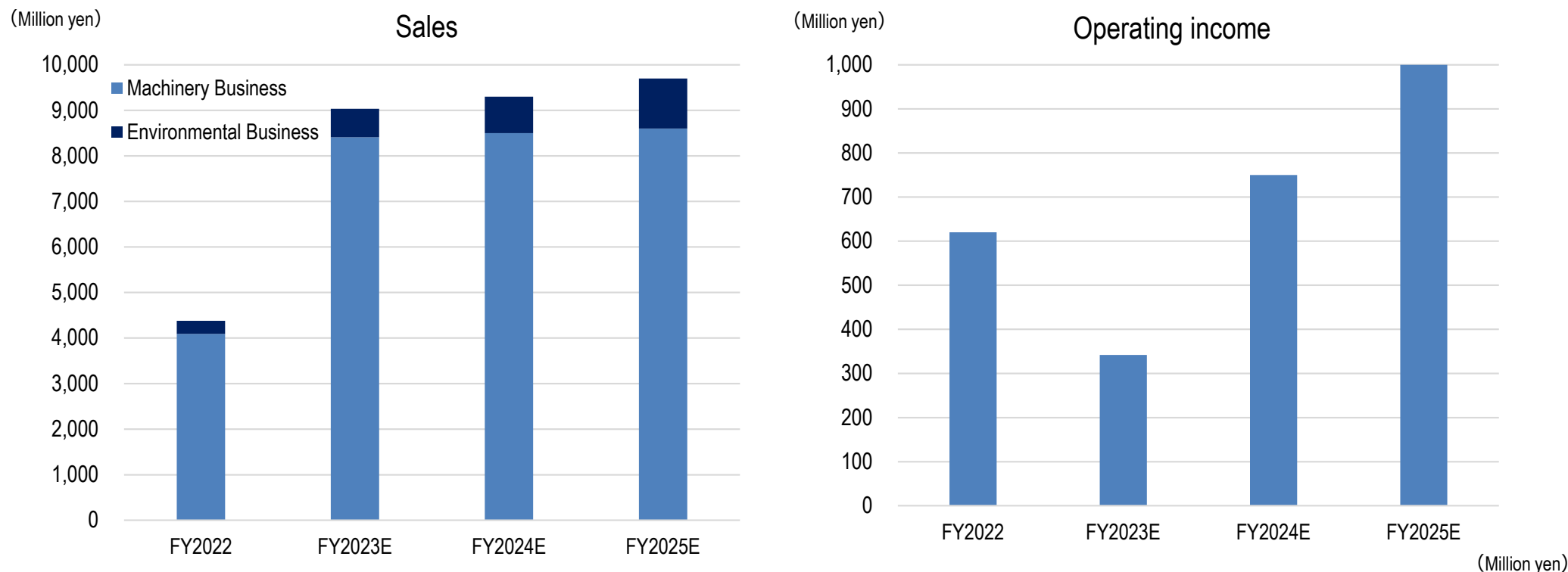
- Profits will be impacted by cost increase due to longer delivery time and price raise in parts, increase in labor cost.
- SG&A expenses are expected to be at the same level throughout the three years' period.
- No large capital expenditure is planned for the period.

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## Performance goals



	FY2022 (Results)	FY2023 (Plan)	FY2024 (Plan)	FY2025 (Plan)
Sales	4,379	9,034	9,300	9,700
Machinery Business	4,090	8,409	8,500	8,600
Environmental Business	288	624	800	1,100
Operating income	620	342	750	1,000

# 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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- The forward-looking statements in this document are based on information available as of the date of announcement. Also, please be aware that our future business performance may differ from our current future forecasts.
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