Next Generation Technology Group

FY2026 Q3 Financial Results

November 13, 2026

FY2026　Q3 Financial Results and Guidance Revision

Appendix: Company Overview

- Market Environment
- Acquisition Targets and Track Record
- Value Creation of Acquired Companies
- Equity Story
- Overview of the Group Companies

FY2026 Q3 Financial Highlights

- Adjusted EBITDA increased by 170.8% and Adjusted Profit grew by 151.3% year on year
- Driven by strong performance across several portfolio companies, as well as the full-year contributions from the 7 companies acquired in FY2025
- We acquired three companies this year. We aim to build cash flow by pursuing further acquisitions and enhancing the value of acquired companies

（millions of yen）

	FY2025 Q3	FY2026 Q3	YoY	FY2026 Guidance	Progress rate
Net Sales	8,970	21,119	+135.4%	27,500	76.8%
Adjusted EBITDA(1)	1,663	4,503	+170.8%	5,600	80.4%
Adjusted Profit(2)	883	2,219	+151.3%	2,800	79.3%

Note:
(1) Adjusted EBITDA=Operating profit+ depreciation and amortization + amortization of goodwill + acquisition related costs + share-based payment related costs
(2) Adjusted Profit = Profit attributable to owners of parent + amortization of goodwill + goodwill impairment loss - gain from negative goodwill + acquisition related costs + share-based payment related costs

FY2026 Guidance Revision

- Compared to the previous guidance announced on February 13, Net Sales has been revised upward by 19.6%, and Adjusted EBITDA and Adjusted Profit have each been revised upward by 40.0%
- This revision is due to earnings contributions from Horikoshi-Seiki, Osaki, and Sanko Giken—which were acquired during this fiscal year and not factored into the previous guidance—in addition to continued strong performance across multiple existing portfolio companies

(millions of yen)

	Previous guidance (A)	Revised guidance (B)	Change (B-A)	Percentage Change
Net Sales	23,000	27,500	4,500	19.6%
Adjusted EBITDA (1)	4,000	5,600	1,600	40.0%
Adjusted Profit (2)	2,000	2,800	800	40.0%

Note:
(1) Adjusted EBITDA=Operating profit+ depreciation and amortization + amortization of goodwill + acquisition related costs + share-based payment related costs
(2) Adjusted Profit = Profit attributable to owners of parent + amortization of goodwill + goodwill impairment loss - gain from negative goodwill + acquisition related costs + share-based payment related costs

Key Management Indicators/KPIs

■ We use Adjusted EBITDA and Adjusted Profit as management indicators

Adjusted EBITDA

- EBITDA with acquisition related costs added back
- Acquisition related costs are the fees paid to M&A advisors and due diligence expenses related to M&A activities, and represent one-time
- Adjusted EBITDA is emphasized to remove the impact of these temporary expenses on profits
- When valuing the target companies, we also subtract acquisition-related costs from the calculation, and from a cash flow perspective, these costs are factored into the value of the acquired shares

[Formula]

Operating profit
+) Amortization of goodwill
+) Depreciation and amortization

EBITDA
+) Acquisition related costs
+) Share-based payment related costs

Adjusted EBITDA

Adjusted Profit

- The figure excluding the effects of amortization of goodwill, gain from negative goodwill, goodwill impairment loss, acquisition related costs, and share-based payment related costs from the profit attributable to owners of parent
- Adjusted Profit, which excludes differences from international accounting standards and temporary gains or losses arising from M&A activities, is emphasized as an indicator representing the profit attributable to shareholders

[Formula]

Profit attributable to owners of parent
+) Amortization of goodwill
+) Goodwill impairment loss
-) Gain from negative goodwill
+) Acquisition related costs
+) Share-based payment related costs

Adjusted Profit

Calculation of Adjusted EBITDA and Adjusted Profit

(millions of yen)

		FY2025 Q3	FY2026 Q3
	Operating profit	795	3,200
(+)	**Amortization of goodwill**	88	245
(+)	**Depreciation and amortization**	455	800
	EBITDA	1,338	4,245
(+)	**Acquisition related costs**	325	246
(+)	**Share-based payment related costs**	-	12
	Adjusted EBITDA	**1,663**	**4,503**
	Profit attributable to owners of the parent	**801**	**2,167**
(+)	**Amortization of goodwill**	88	245
(+)	**Goodwill impairment loss**	-	-
(-)	**Gain from negative goodwill**	331	450
(+)	**Acquisition related costs**	325	246
(+)	**Share-based payment related costs**	-	12
	Adjusted Profit	**883**	**2,219**

Consolidated Balance Sheets

- Goodwill increased by JPY1.99B compared to the end of FY2025 due to the new acquisition. This was primarily because acquired company had low net assets; there is no change in the valuation of acquisition
- Total cash increased by JPY2.56B due to new acquisitions and cash flows from acquired companies. On the other hand, Total debt rose by JPY4.09B due to borrowings associated with these acquisitions, resulting in a JPY1.53B increase in Net Debt
- On the other hand, we raised Adjusted EBITDA guidance. Net Debt / Adjusted EBITDA is 1.18x, this remains well below our appropriate level 3.0-4.0x, indicating that we still have sufficient debt capacity

(millions of yen)

	As of December 31, 2025	As of September 30, 2026
Current assets	16,941	21,403
Non-current assets	13,885	16,964
Goodwill	3,008	4,994
Total assets	30,826	38,367
Total liabilities	21,615	26,906
Net assets	9,211	11,461
Net Debt	5,097	6,629
Total Cash (1)	11,130	13,691
Total Debt (2)	16,227	20,319
Adjusted EBITDA (3)	4,000	5,600
Net Debt / Adjusted EBITDA	1.27x	1.18x

Note:
(1) Total Cash = Cash and cash equivalents + long-term deposits + investment securities
(2) Total Debt= Long-and short-term debt + long-and short-term bonds + long-and short-term lease obligations
(3) Guidance of Adjusted EBITDA for FY2026

Stock Performance and Valuation

- Since the IPO, the stock price has been rising, and it has been performing steadily compared to the index
- On October 7, 2026, the stock price reached a new high since our IPO



- EV/EBITDA：36.3x （As of November 12, 2026）
- P/E：70.3x （As of November 12, 2026 ）

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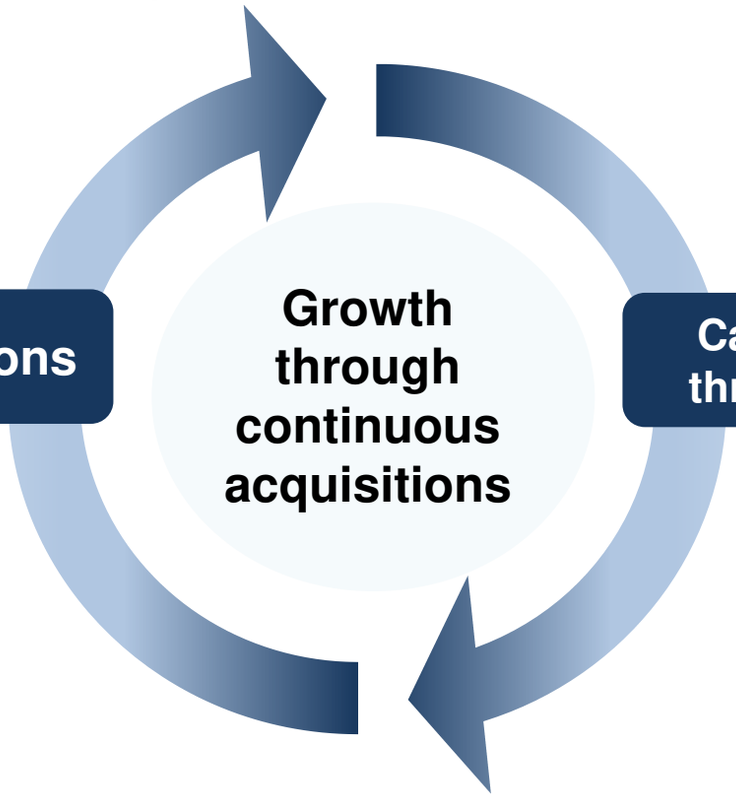
Mission



Bridging Technology to the Next Generation

Business Model - Serial Acquirer

- We are a “Serial Acquirer” that grows through a series of acquisitions at appropriate valuations
- We will continue to grow by conducting both new acquisitions and value creation efforts, i.e., driving organic growth and using the cash flow generated to further accelerate new acquisitions



M&A at low valuations

- **About 500 new pipelines / year from M&A advisors**
- **Preferred by sellers for our long-term ownership**
- **Manufacturing sector focus**
- **Experienced team**
- **Radical standardization**
- **Favorable financing terms**

Cash Flow generation through value creation

- **Unique Value creation playbook, NGP: NGTG(1) Growth Program**
- **Continuous Kaizen**
- **Encouraging collaboration among group companies**
- **Sharing best practices**

Note:
(1) Abbreviation of our English company name, Next Generation Technology Group Inc.

Basic Company Information

Company Name	Next Generation Technology Group Inc.
Year of Establishment	July 2018
Business	Serial acquisitions of manufacturing and manufacturing related companies Resale of an acquired company is not expected
Number of deals under consideration	Cumulative Total: 2,881 (Establishment - September 2026)
Number of companies acquired (M&A track record)(1)	20 companies
Number of Employees(2)	1,322 employees
Guidance(FY2026)	Net Sales 27.5 billion yen Adjusted EBITDA 5.6 billion yen Adjusted Profit 2.8 billion yen

Note:
(1) Actual results since the company was established
(2) The number of employees on a consolidated basis that includes employees of the portfolio companies, as of December 31, 2025

A Team Composed of Members with Diverse Backgrounds

M&A

Eiichi Arai CEO
- B.A. in Economics, The University of Tokyo
- Mizuho Securities
- Innovation Network Corporation of Japan
- Founded NGTG after traveling around the world

Aiko Horie Director
- B.A. in Commerce and Management, Hitotsubashi University
- Mizuho Securities

Toshiyuki Ohashi
- B.S., Electrical Engineering and M.S., Electronic Information Engineering, The University of Tokyo
- Goldman Sachs
- Innovation Network Corporation of Japan
- NeoCareer

Taiga Suzuki
- B.A. in Commerce, Hitotsubashi University
- Mizuho Securities

Takuro Hamada
- B.S. in Chemistry and Biotechnology, Faculty of Engineering, The University of Tokyo

Toshiyuki Shiga Director
- Ex-COO and Representative Director of Nissan
- Chairman of Innovation Network Corporation of Japan

Value Creation

Yuichiro Tokuda
- B.S., Department of Systems Innovation, Faculty of Engineering and M.S. in Precision Machinery Engineering, The University of Tokyo
- Dr. in Electronic Engineering, Kyoto University
- Denso Corporation

Yu Nagai
- B.S. in Mechanical Engineering and M.S. in Industrial Machinery Engineering, The University of Tokyo
- Certificated SME Management Consultant
- NTT Data Corporation

Tetsuya Yamamoto
- B.A. in law and M.A. in law, The University of Tokyo
- Licensed Attorney
- Mori Hamada & Matsumoto LPC
- Boston Consulting Group
- Nissan Corporation

Kayo Terada
- B.A. in Foreign Studies, Osaka University, majoring in German
- Pasona
- Cancer Scan

Koji Sugiyama
- Professional Engineer
- CEO of Miyoshi (Current)
- Sanzo Kankyo Engineering (JFE Kankyo Technology)

Shunya Kobayashi
- B.S. in Information and Communication Engineering
- Photron
- Baycurrent Technology

Administration

Koyo Ejiri Head of Administration
- B.A. in Law, Chuo University and MBA, Nagoya University of Commerce and Business
- CPA
- KPMG

Nobuhiro Hirai
- B.A. in Economics, Rikkyo University
- CPA
- EY

Keiko Ando
- B.A. in Science (Mathematics/Mathematical Science), Kyoto University
- CPA
- Kyoto Prefectural Government
- FUJIMI INCORPORATED

Yukino Date
- B.A. in Economics, Kobe University and MBA, Kyushu University
- CPA
- Tohmatsu
- MITSUI MATSUSHIMA
- PwC

Tomoki Yoshida
- B.A. in Business Administration, Kobe University
- Kamakura Shinsho

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Market Environment Surrounding NGTG in Japan

1

Increasing Needs for Business Succession



- ✓ Aging and lack of successors in Japanese manufactures
- ✓ Of the 3.36 million SMEs(1) in Japan, 120,000 are profitable manufacturing companies(2)
- ✓ Negative perceptions of private equity funds remain

2

Borrower-Favorable Lending Environment



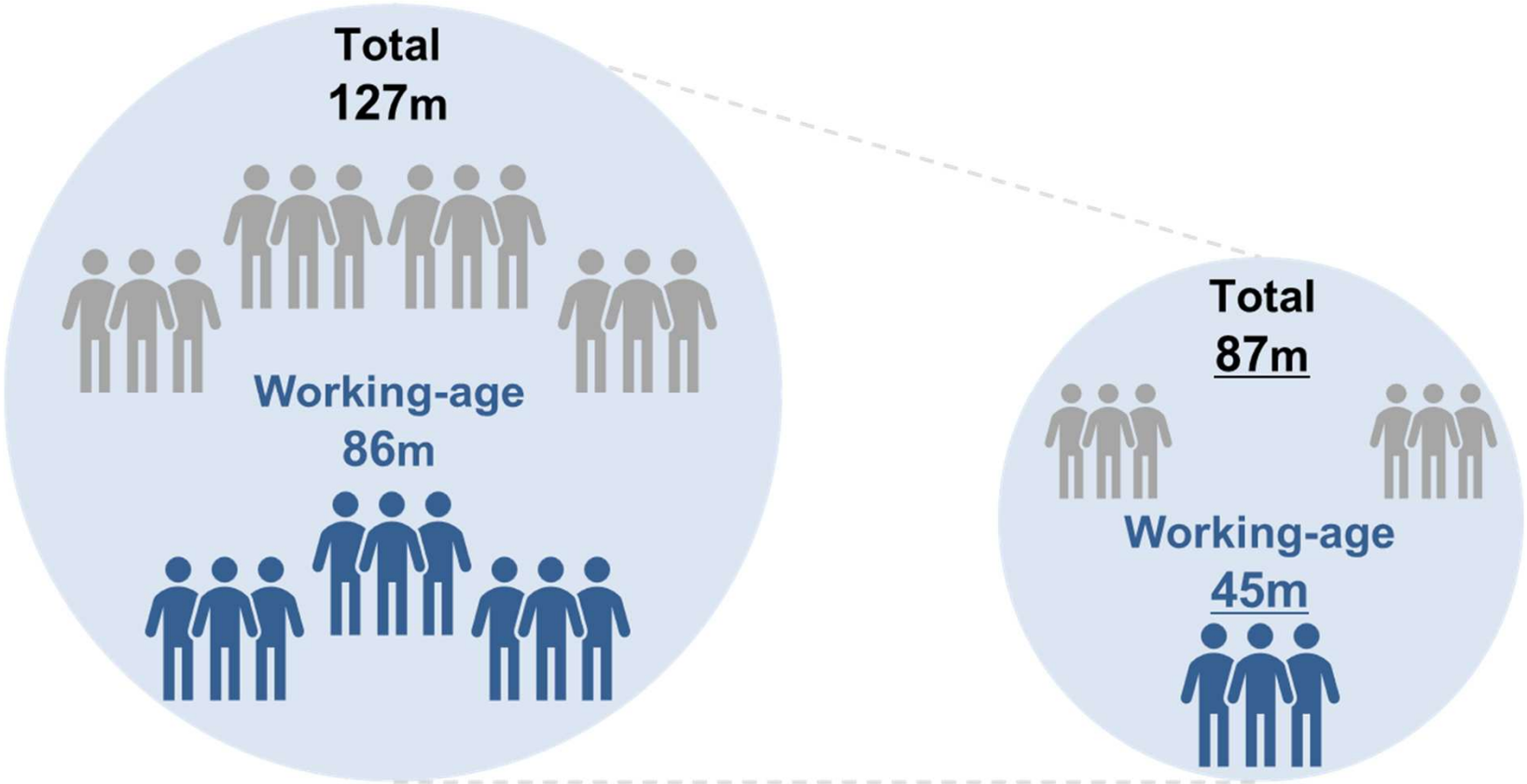
- ✓ Japan's lending interest rates have remained low compared to other countries
- ✓ In rural areas, where there are few quality companies, borrower-favorable terms are more acceptable to lenders

Favorable Tailwinds for Japan-Based Serial Acquirers

Note:
(1) The number of SMEs is as of 2021, and the scope of SMEs is based on the definition of companies treated as small and medium-sized enterprises or small businesses under the Small and Medium-sized Enterprise Basic Act
(2) Estimated by multiplying 37%, which is the ratio of profitable manufacturing companies in the tax authority's sample survey results, by the number of small and medium-sized manufacturing companies (340,000 as of FY2022)
Sources: White Paper on Small and Medium Enterprises 2024 (Small and Medium Enterprise Agency), Results of Sample Survey of Companies for FY2022 (National Tax Agency)

1) Increasing Needs for Business Succession - Population Decline in Japan

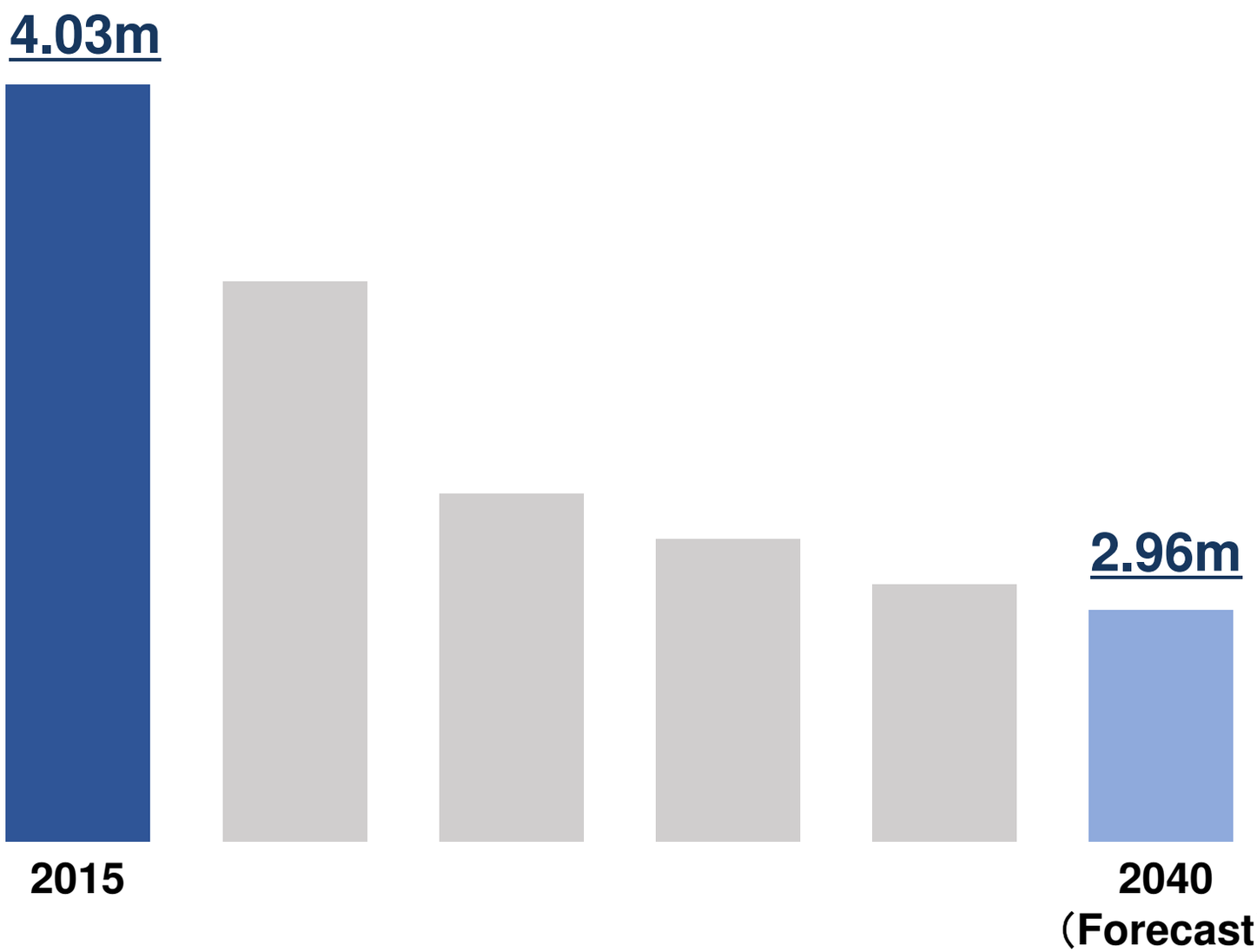
- Japan's total population is projected to decrease from 127 million in 2000 to under 100 million by 2070
- The working-age population (15-64) is expected to decline from 86 million in 2000 to 45 million by 2070



Source: " Annual Report on the Aging Society 2023“(Cabinet Office)

1) Increasing Needs for Business Succession - Decrease in number of companies

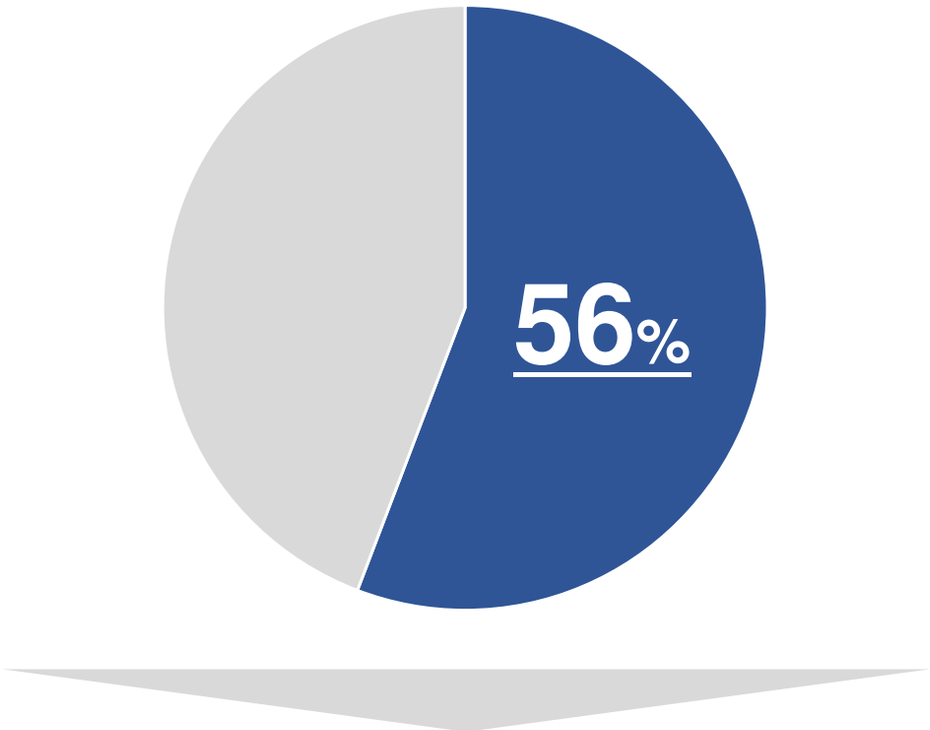
- The number of Japanese companies is expected to decline from over 4 million in 2015 to less than 3 million by 2040



Source: “Public Policy Review – Future Projections for Number of Businesses by Region, Vol.131” (POLICY RESEARCH INSTITUTE, Ministry Of Finance)

1) Increasing Needs for Business Succession - Closure of profitable companies

■ Over half of the medium-sized enterprises(1) that went out of business in 2023 were profitable(2)



M&A of Japanese SMEs holds great opportunities and social impact

Note:
(1) Medium-sized enterprises refers to "small and medium enterprises" as defined in the Small and Medium Enterprise Basic Act, excluding "small enterprises"
(2) Source: "White Paper on Small and Medium Enterprises in Japan 2024" (Small and Medium Enterprise Agency)

1) Increasing Needs for Business Succession - Market size in Japan

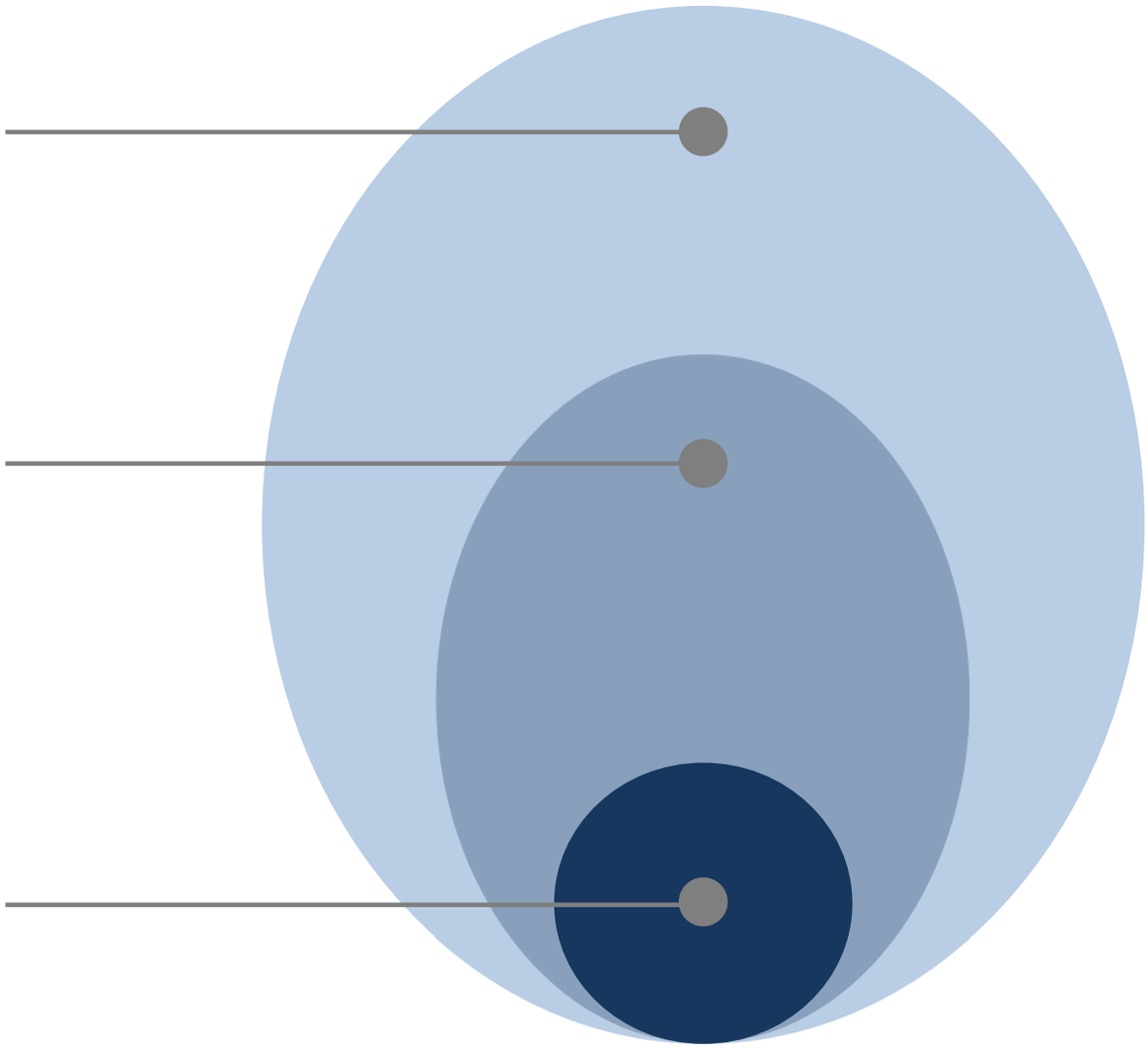
SMEs in Japan [1]

3.36 million companies

Manufacturing SMEs in Japan

340,000 companies

Total Sales **138 trillion yen**



Our Potential Target

Profitable manufacturing SMEs[2]

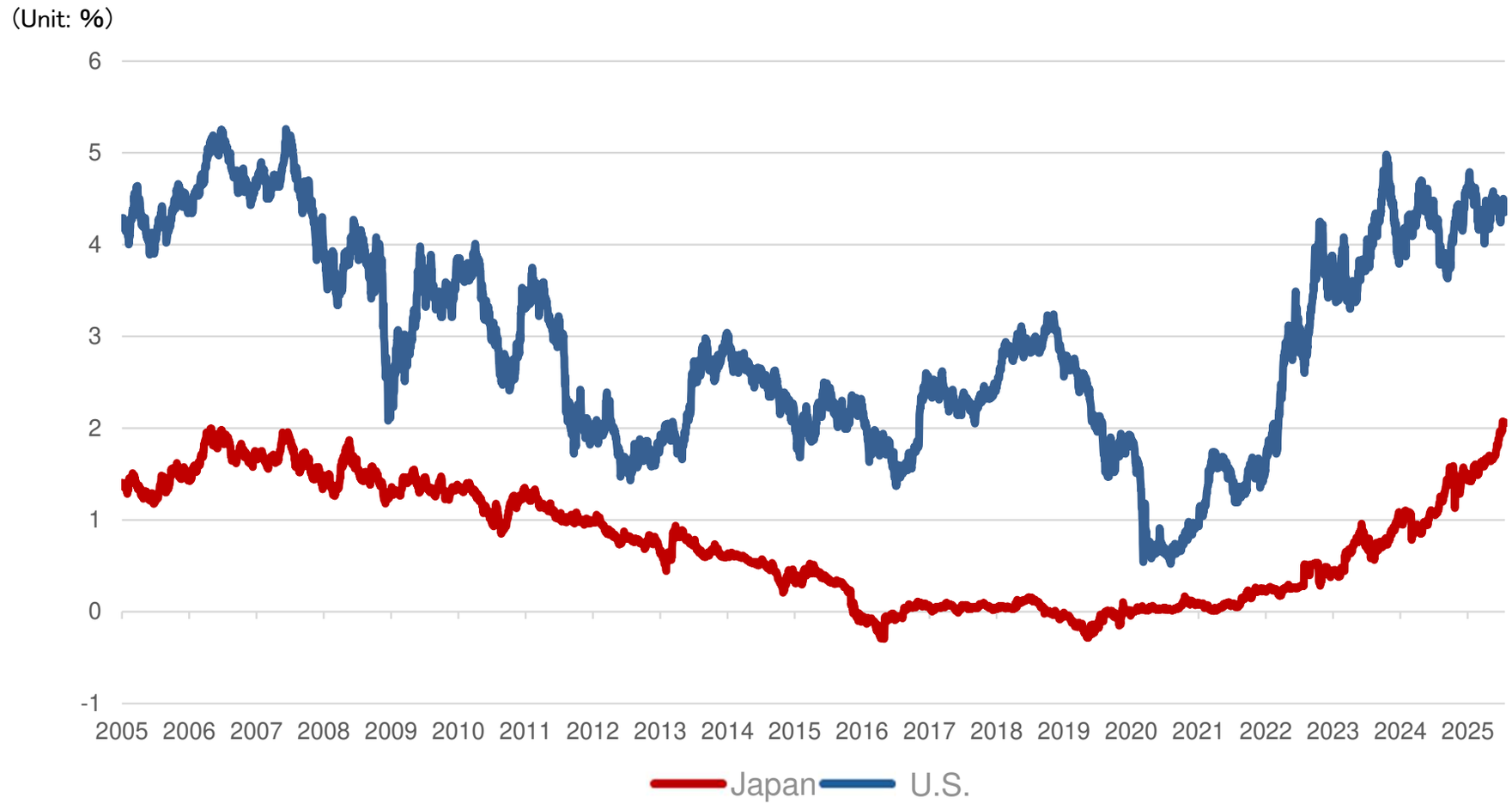
120,000 companies

Note:
(1) The number of SMEs is as of 2021, and the scope of SMEs is based on the definition of companies treated as small and medium-sized companies or small businesses under the Small and Medium-sized Enterprise Basic Act
(2) Estimated by multiplying 37%, which is the ratio of profitable manufacturing companies in the sample survey results, by the number of small and medium-sized manufacturing companies (340,000 as of FY2022)
Sources: White Paper on Small and Medium Enterprises 2024 (Small and Medium Enterprise Agency), Results of Sample Survey of Companies for FY2022 (National Tax Agency), 2023 Basic Survey of Small and Medium Enterprise Facts (Small and Medium Enterprise Agency)

2) Borrower-Favorable Lending Environment

- While interest rates in the U.S. move up and down significantly in certain cycles, in Japan they have remained at low levels for many years, with limited fluctuations
- We will continue to closely monitor the impact of interest rate hikes by the Bank of Japan

Comparison of 10-Year Treasury Bill Rates in Japan and the U.S. - Over the Past 20 Years



Source:
Japan: Ministry of Finance, JGB Interest Rate Information
U.S.: Federal Reserve Bank of St. Louis, Market Yield on U.S. Treasury Securities at 10-Year Constant Maturity

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Reasons for Focusing on the Manufacturing Industry – High Margin, Potential for Global Expansion, and Less Competition



Existence of High-Margin Businesses

- A sufficient number of high-margin companies exist, primarily within the B2B space

✓ Reviewed numerous companies for sale from a large pool of attractive target companies

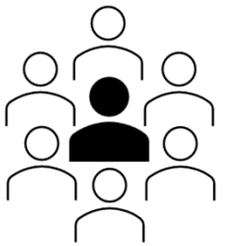


Potential for Global Expansion

- Japan's manufacturing excellence continues to command recognition

✓ With unique technical capabilities, expansion into international markets is viable

✓ In the future, we will also look to conduct M&A in Asia, where similar business succession issues are likely to arise



Less Competition

- As buyers should understand the technologies of target companies, compared to IT, HR, and other sectors, there is little competition, including from PE funds

✓ Less competition allows us to acquire high-performing companies at attractive valuations

Current Investment Criteria

Industry	• Manufacturing industry
	  – Interested in companies with core technologies that support industries, rather than those with cutting-edge innovations
	  – Do not typically consider operational synergies
	  – Fabless companies are also within our target scope
	• Manufacturing related business
	  – Any company that operates a business that underpins the manufacturing industry (i.e. trading companies, rental, construction, maintenance, inspection and measurement, IT, etc.)

Ownership ratio	• 100% as a general rule
Profitability	• Only high-profitability companies • Do not engage in turnaround deals
Valuation	• EV/EBITDA multiple(1)
Typical Financing Terms	• Low interest rate • Long-duration repayment schedule • No or few Financial Covenants(2)

Note:
(1) An index calculated by dividing enterprise value (= Equity Value + Net Debt) by EBITDA (operating profit + depreciation and amortization + amortization of goodwill), and widely used as a measure for comparing valuations
(2) Covenants are obligations or restrictions that the borrower side assumes when raising funds through loans or bonds. Among them, financial covenants refer to financial standards to be met by the borrower, which require the borrower company to maintain a certain level of interest-bearing debt, net assets, and profits, etc

Completed 20 Acquisitions Since Inception

2019 TOSHIMA

2020 株式会社東洋マーク

2021 SHINKA. エムエスシー製造株式会社 MSC.MFG.CO.,LTD. 株式会社篠原製作所

2022 KYOWA

2023 株式会社キンボーメルテック OCJ AERO CRAFT JAPAN AMATORI

2024 TIOCK TIOCK TECHNICAL SUPPORT

2025 株式会社ミヤサカ工業 UNTEC 神 株式会社アルファーシステム 山泰 Taga EVER CREATIVE ADVANCE INC.

2026 堀越精機 大崎電業社 SGK 三晃技研工業株式会社

List of Portfolio Companies

■ Our portfolio companies are diversified across a wide range of sectors within the manufacturing industry, making our group structure less vulnerable to fluctuations in specific end markets

Company Name	Business	Customer Industry
Toshima Manufacturing	Cold forging and press processing Sputtering target	Superconductivity, Battery, Research institution, Automobile
Toyo Mark	Resin film printing and molding	Artwork, Transportation, Housing
FA Shinka Technology	Automatic soldering equipment	FA equipment, Telecommunications
MSC Manufacturing	Sheet and coil material cutting machines	Machine manufacturer
Shinohara Manufacturing	Processing and winding machines for high-performance films, metal foils, and paper	Optical film, Separator
Kyowa Seiko	Machining and cutting	Machine manufacturer
Kimpou Meltec	Precision sheet metal processing and metal foil processing	Machine tools, Train
Aero Craft Japan	CFRP, metal parts	Racing
Amatori	Machining and cutting	Electronics, Semiconductor
Tiock	Road information board	Construction
Miyasaka Industries	Metal Grinding and Proprietary Products	Industrial Equipment, Disaster Prevention, and Welfare
Suntec Industry	Annealing, shot blasting, and metal surface lubrication treatment	Automobile, Bicycle
Kanda Iron Works	Machining and cutting	Train, Industrial Equipment
Alpha System	Designing, manufacturing, and selling of power supply equipment	Train
Yamatai	Casting and machining of parts for industrial machinery and automobiles	Industrial Equipment
Taga	Manufacturing of metal spring components for automotive brake and EVs	Automobile, EV
Advance	Used forklift sales, purchase, export, rental, and maintenance	Overall manufacturing sector
Horikoshi-Seiki	Machining and cutting	Industrial Equipment, Semiconductor
Osaki	Manufacturing of electromagnetic clutches, brakes, and slip rings	Industrial Equipment
Sanko Giken	The processing services, manufacturing equipment sales, and materials sales for PCB	Electronic Components

Strengths at Each Step of the M&A Process

Sourcing

- ✓ Strong network of more than 350 M&A advisors
- ✓ Extensive pipeline of 2,881 deals since inception, with about 500 deals under review in a year
- ✓ Screening only high-profitability companies

Meeting with Sellers

- ✓ Due to our commitment to long-term ownership, the autonomy and independence of individual companies, and our focus on the manufacturing industry, we often receive high praise from sellers
- ✓ Flexible approach that accommodates the seller's preference for how long they wish to continue working

LOI Submission

- ✓ Detailed presentations of post-acquisition initiatives that allow sellers to envision the future within our group
- ✓ Valuation based on a disciplined EV/EVBITDA multiple

Due Diligence and Negotiation

- ✓ Conducting due diligence with trusted legal, accounting, and tax advisors
- ✓ Addressing identified issues through valuation and/or definitive agreements

Financing

- ✓ Non-recourse loan through an SPC for each company
- ✓ Ability to obtain favorable terms based on strong trusting relationships with financial institutions
  - High leverage relative to EV
  - Low interest, long-duration, and no or a few financial covenants

Closing

- ✓ Adjusting the closing timing based on the seller's preference
- ✓ Beginning search for an external hire for the new CEO prior to closing

Strong relationships with over 350 advisors

■ Through our network of over 350 advisors, in addition to referrals from our own group network, we continuously develop our M&A pipeline

Major sourcing channels (in no particular order)

External	SME M&A advisor	• Japan M&A Center, Strike, M&A Capital Partners, M&A Research Institute, TBC、fundbook, GOEN Capital, M&A Loyal Advisory • M&A Best Partners, Integroup, Yamada Consulting, ONDECK, RECOF, Management Succession Support, Frontier Management,NEWOLD CAPITAL and many others
	Financial Institution	• City banks: MUFJ Bank, Mizuho Bank, Sumitomo Mitsui Banking Corporation, Resona Bank • Regional banks: Hachijuni Bank, Kyoto Bank, Fukuoka Bank, Bank of Yokohama, Chiba Bank, Gunma Bank, Hokuriku Bank, Shizuoka Bank, Saitama Resona Bank, Daishi Hokuetsu Bank, Hyakugo Bank, Kiyo Bank, Towa Bank and many others • Securities companies: SBI, Nomura, Daiwa, SMBC Nikko, Mizuho
	Public Institution	• Business succession support centers: Tokyo, Chiba, Kanagawa, Kyoto, Shizuoka, Fukushima, and many others • Japan Finance Corporation, Shoko Chukin Bank, Development Bank of Japan, Government-affiliated funds, Ministry of Economy, Trade and Industry, Small and Medium Enterprise Agency
	Tax/CPA Firm	• Large accounting firms, local accounting firms • Major tax accounting firms, local tax accounting firms
Internal		• Our network of advisors and other members • Network of former owners of the portfolio companies • Business partners and peers of the portfolio companies

Strengths as a Preferred Buyer

- By leveraging our strengths, we can structure proprietary deals. Even in competitive situations, sellers often choose us for reasons beyond price
- The number of serial acquirers in the manufacturing industry is relatively small compared to the market size, primarily due to the challenges of initial fundraising and team formation
- Resulting in attractive entry valuations based on EV/EBITDA multiple

	NGTG	PE Fund	Other Enterprises
Resale	• Policy of not reselling the group companies	• Need to sell portfolio companies in order to return capital to investors	• Not reselling the acquired companies in most cases
Independence of individual companies	• Respect the independence of each group company	• No subordinate relationship, as a PE firm is also a pure investment vehicle • Normally, respect the independence of each portfolio company	• Subordinate relationships may result in the enforcement of parent company policies or organizational integration
Value-Creation	• Management support through unique value-creation playbook, NGP • Sharing best practices among group companies	• Some PE firms take a hands-on approach, while others are more hands-off in their support • Often not industry-specific and difficult to share best practices	• Management support is feasible in the same or related industries, but often provided primarily to benefit the parent company

Addressing Diverse Business Succession Needs

■ We provide tailored solutions to meet the diverse succession needs of current owners, which is one of the reasons sellers often choose us

	When to Retire	Next CEO	Our Plans	Track Record	
1	Want to retire after a transition period of ~5 years	Former owner continues to serve as CEO	• Support the former owner/CEO to select and train candidates for the next CEO • Smooth succession within the timeframe desired by the former owner/CEO	SHINKA. 株式会社ミヤサカ工業 エムエスシー製造株式会社 MSC.MFG.CO.,LTD. 株式会社キンボーメルテック アルファーシステム TOCK HS 堀越精機	An employee succeeded to the CEO position after transition period, with the former CEO becoming a Chairman / Advisor
				株式会社篠原製作所 神 大崎電業社 SGK 三晃技研工業株式会社 山泰	Training candidates to be the next CEO within the company by collaborating with former owner / current CEO
2	Won't retire soon but want to grow the company with NGTG	Former owner continues to serve as CEO	• Implement operational improvements with the CEO • Train future successors within the company	OCJ AERO CRAFT JAPAN Taga EVER CREATIVE AMATORI	The former owner continues to serve as CEO
3	As soon as possible	No candidate within the company	• External hire of new CEO via our networks • NGTG collaborates closely during the start-up phase	TOSHIMA 株式会社東洋マーク KYOWA	External hire or member of NGTG also serves as president →An employee succeeded to the CEO position
					External hire

Our Strengths in Fundraising

- We have leveraged our unique strengths to secure financing from financial institutions on favorable terms
- Maintain consolidated leverage level and continue new acquisitions with a highly capital-efficient structure

Our Strengths appealed to financial institutions



Deal-making with high-profitability companies



Strong team



Trust based on a proven track record



Social significance

Typical borrowing terms

- ✓ Low interest rate
- ✓ Long-duration repayment schedule
- ✓ No or a few financial covenants
- ✓ High leverage relative to enterprise value

Leverage level (on a consolidated basis)

- ✓ Consolidated financial leverage level is managed using the Net Debt (1) / Adjusted EBITDA
- ✓ Net Debt / Adjusted EBITDA Assuming 3.0-4.0x to be an appropriate level

Note:
(1) Net Debt = Long-and short-term debt + long-and short-term bonds + long-and short-term lease obligations - cash and cash equivalents - long-term deposits - investment securities

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NGP: NGTG Growth Program

- The NGP, a structured value creation playbook, is applied to newly acquired company to provide efficient and effective growth support

NGP: NGTG[(1)] Growth Program

- Our proprietary value-creation playbook that is modeled after Danaher's Danaher Business System (DBS)
- Weekly updates based on successes and failures at each group company

Effective support by stage

First 6 months

- Understand the current situation through 1-1 meetings with employees
- Introduce some NGP initiatives(e.g., IT tools, review of organizational structure, etc.)
- Business plan development

From 6 months to 2 years

- Execute business plans
- Provide a wide range of growth support measures

From 3 years onwards

- International expansion
- Bolt-on M&As

Comprehensive support

NGP

Sales
- Strategize sales approach for new customers
- Revamp website

R&D / Operation
- Reduce manufacturing costs
- Streamline operations; clean /tidy up facilities

HR
- Strengthen recruitment efforts
- Introduce effective evaluation system
- Implement employee training programs

Business Mgmt.
- Revamp organizational structure
- Ensure regular reporting of key metrics

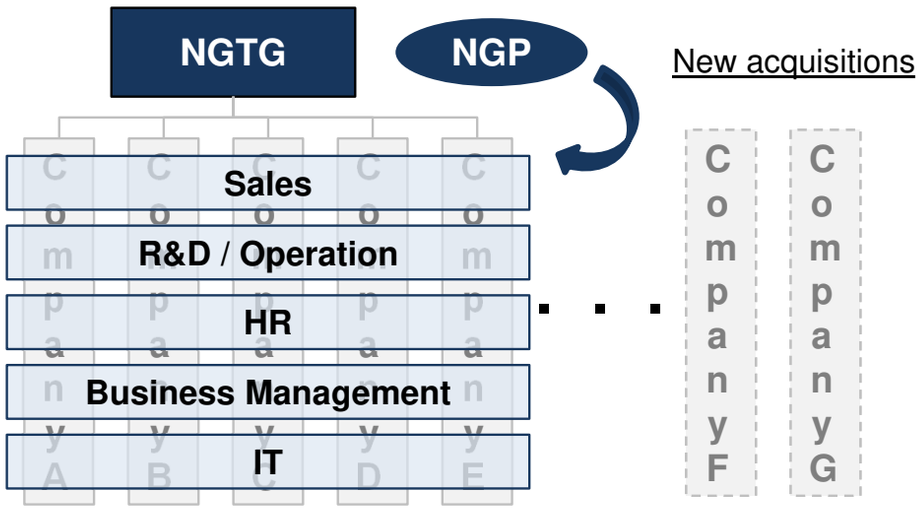
IT
- Introduce SaaS with no/low cost
- Develop in-house production mgmt. system, AI-based inspection equipment, IoT-driven on-site mgmt. system

Note: (1) Abbreviation for Next Generation Technology Group, our company name in English

Collaboration within Group

- Many companies experience similar management challenges despite differences in their products and markets. Growth support through group collaboration has proven effective
- By actively encouraging interaction within the group, we share best practices and provide support across all areas, from sales to employee training

Foster collaboration across different areas







[Interaction within Group]

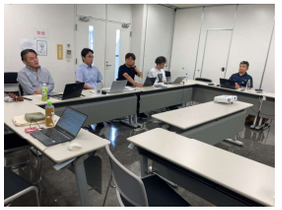
Specific examples of intra-group collaboration

Opportunities for interaction within the group

- ✓ Customer referrals
- ✓ Mutual site visits, information exchanges among technicians
- ✓ Sharing of supplier information, utilization of machinery trading companies within the group
- ✓ Group joint training (new graduate training,CEO's academy, etc.)
- ✓ Monthly president' s meeting, young leader's meeting
- ✓ NGTG Awards (Grand prize for the best Kaizen proposal)







[CEO's academy and employee training]

Developing NGP by sharing best practices

- ✓ Weekly NGP updates based on successes and failures that have emerged from the trials and errors of each company
- ✓ Through NGP, companies can mutually enhance each other by sharing best practices

Post-Acquisition Initiatives at Toshima Manufacturing (Implementation of NGP)

Post-Acquisition Initiatives

Step 1

- Conducted individual interviews with all 250 employees, including those in Thailand. An opportunity for mutual understanding
- Customer visits
- Market and competitive research
- Sought insights from external advisors

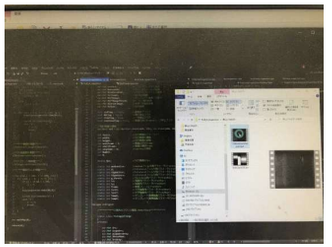
Step 2

Sales	• Strategizing sales approaches for new customer acquisition • Revamping the website and web marketing strategies • Cost analysis and price increases for existing products
Operation	• Driving projects to lower manufacturing costs • Adapting investments to align with customer requirements • Cleanup activities and comprehensive 5S implementation • Introducing 3D CAD and 3D printers
HR	• Introduce a personnel evaluation system that incentivizes effort • Revamp the organizational structure to enhance cross-departmental communication • Strengthen recruitment efforts for new graduates/mid-career • Revamp the education system
Business Mgmt	• Shift in decision-making process from owner-management to team-management • Formulate budget, capex plans, and analysis of business metrics • Regular financial reporting at morning meetings and assessing bonus allocations based on achievements
IT	• Implement IT tools / Cloud storage services such as Slack, Zoom, Google Calendar, freee, self-developed production trace system, and Asprova • Introduce image inspection equipment • Leverage IoT for improved production management and manufacturing efficiency



NGTG members deepening their understanding of the site





Newly introduced AI-based image inspection system





Training for section chiefs

Examples of NGP execution (1): Website and Production System

Website revamp

Issue

- Toshima's website doesn't rank high in Google search results for relevant products and technologies
- Website visits do not translate into inquiries from potential customers
- Display issues when accessing the website on a smartphone

Action & Results

- Installed a website improvement project involving young employees to revamp the website with SEO strategies
- Analyzed traffic using Google Analytics and Search Console. Spent minimal advertising expense.
- Attained higher search result rankings (3rd to 1st page) for the keyword "cold forging," resulting in increased site visitors and inquiries

Improved website



In-house production system

Issue

- Toshima Manufacturing's parts division faced challenges in tracking inventory locations and quantities
- Excessive intermediate inventory and limited on-site storage space

Action & Results

- NGTG members developed a system using FileMaker, a non-coding software
- Employees input work details on iPads deployed at work allowing real-time tracking of produced items (intermediate inventory)
- The system is being refined on field feedback for enhanced usability

Production Result Registration Screen



On-site registration of production numbers by lot, workers, working hours, and equipment used

After registering the date in the system, it is immediately reflected in the inventory list.

Inventory Database Screen



Note: Examples from Toshima Manufacturing

Examples of NGP execution (2): IoT-Driven On-site Management System

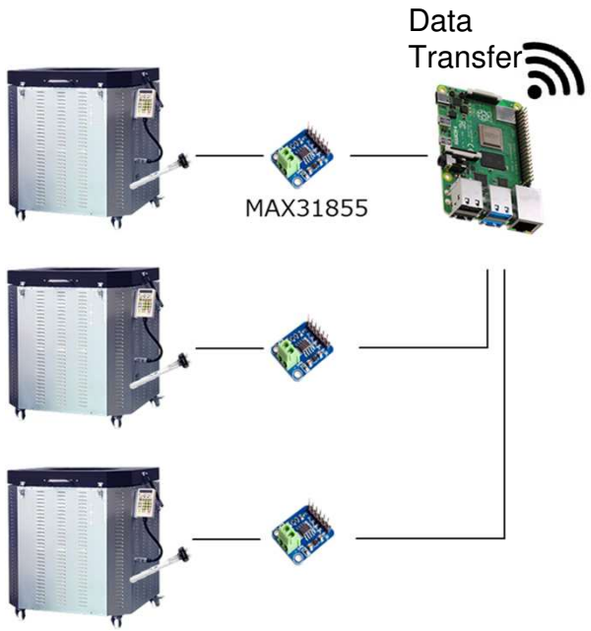
Development and installation of IoT systems

Issues

- They wanted a system that enables automated collection of manufacturing data, including machine operation status, production state, and real-time factory visuals
- Gather factory conditions, including temperature and humidity
- Utilize varied data to enhance productivity
- Create a system in-house on a tight budget

Action & Results

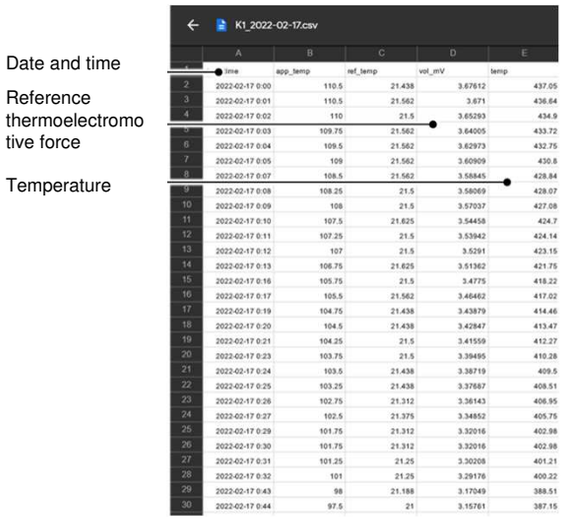
- Collecting process data through budget-friendly sensors and devices
- Designing unit housings using 3D printers to match installation spots. Utilizing Wi-Fi within the factory to eliminate cables. Solar panels for power supply
- Enabling real-time information sharing between sensors/devices and individual employees through Slack or LINE notifications
- Incorporating abnormality detection systems to alert machine anomalies like overheating
- Cloud-based data collection. AI-based failure prediction



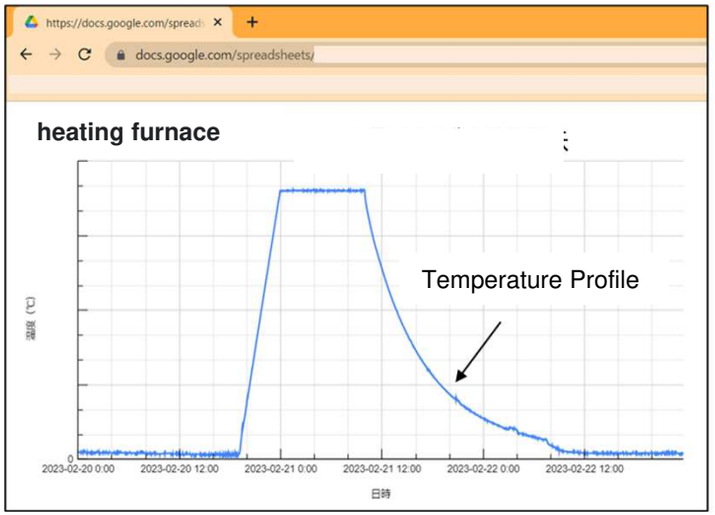
【 Hardware setup 】



【Manufacturing machines】



【Data collected from machines】



【Visualization of temperature profile in a web browser】

Note: Examples from Toshima Manufacturing

FY2026　Q3 Financial Results and Guidance Revision

Appendix: Company Overview

- Market Environment
- Acquisition Targets and Track Record
- Value Creation of Acquired Companies
- Equity Story
- Overview of the Group Companies

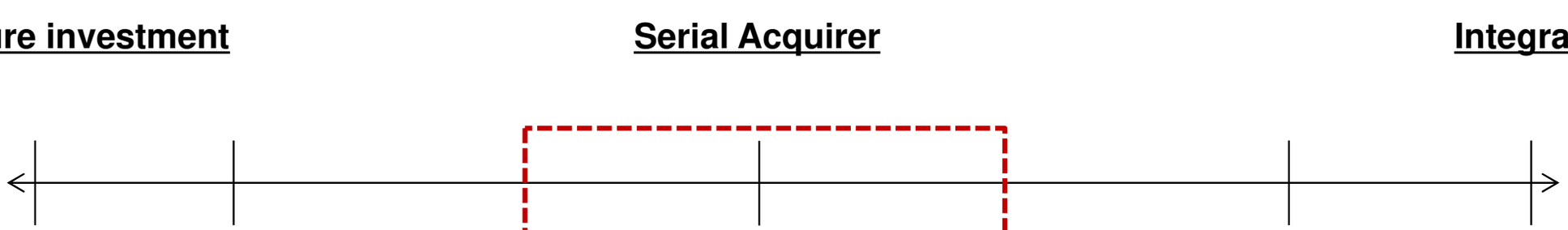
Investment Highlight

1. Given the aging population, M&A activity in the manufacturing sector is expected to increase, creating opportunities to acquire high-profitability companies at attractive valuations

2. Leveraging Japan's low interest rates and excess funds in financial institutions, we secure a highly leveraged financial package from banks, to execute acquisitions

3. By standardizing processes and pursuing synergies across the group, we create value in acquired companies, generate stable cash flow, and execute serial acquisitions

NGTG's Positioning among Peers Driving Growth Through M&As



Next Generation Technology Group

Berkshire Hathaway

- Investment firm founded by Warren Buffett
- Investments in a wide range of industries

SoftBank Group

- Investment company that also uses external capital to invest in a wide range of AI-related companies

Danaher

- Independence of each company, not on integration
- Focus on sharing best practices within the group
- Flywheel Effect:
  Acquisition
  → Value creation
  → Cash flow generation
  → Further acquisitions

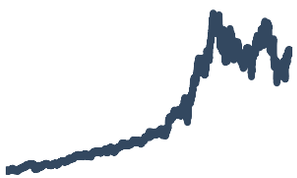
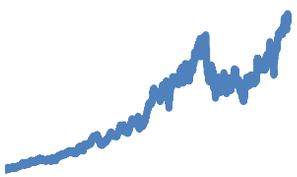
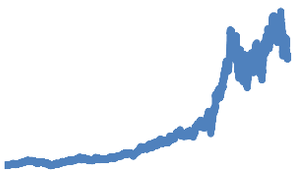
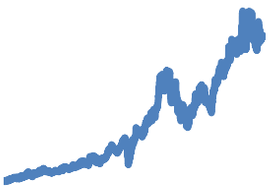
Kyocera

- Introduce Kyocera Philosophy and Amoeba Management
- Integration-oriented

General Electric

- Introduce GE culture represented by Six Sigma and Black belt
- Integration-oriented

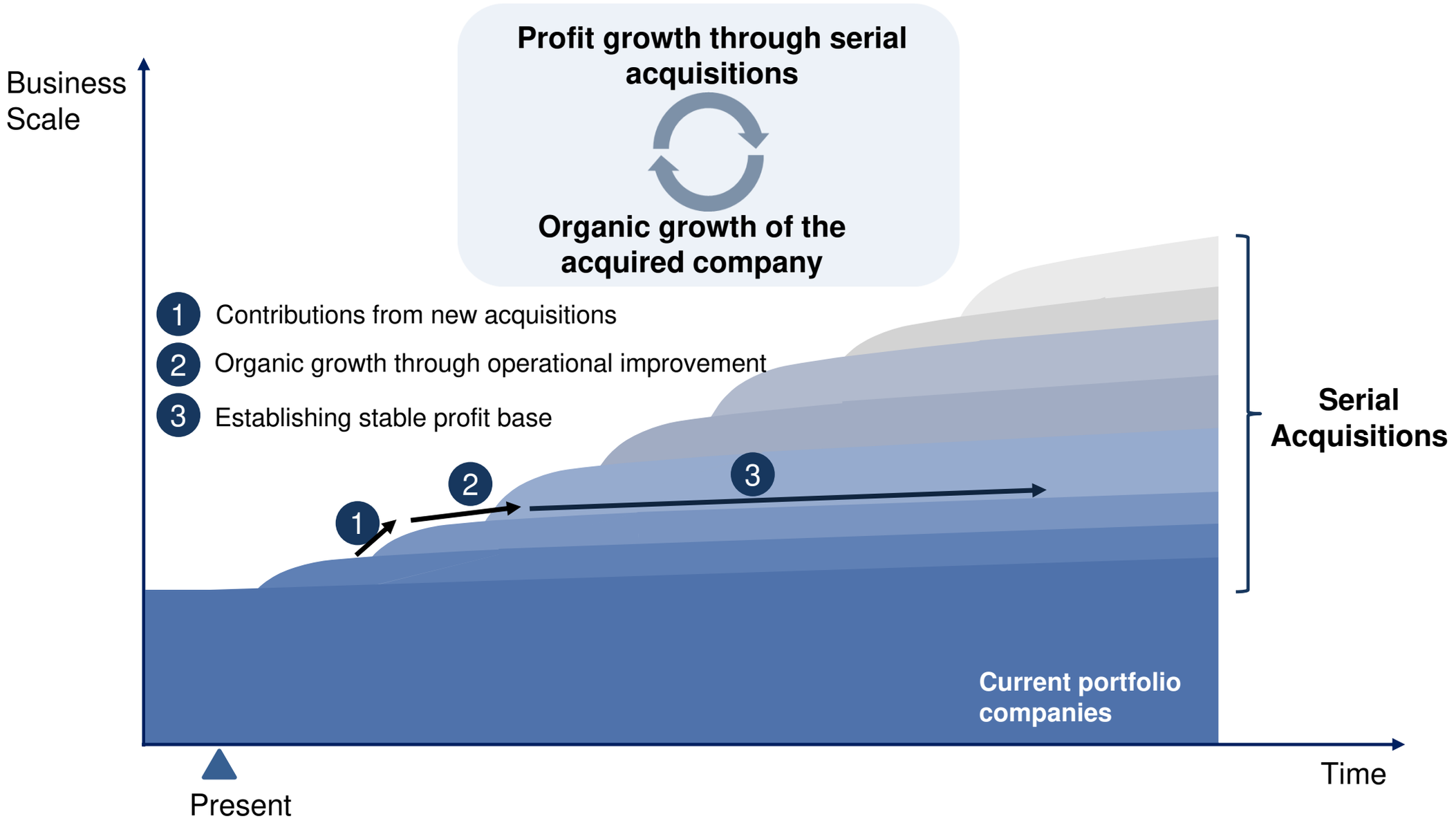
Serial Acquirer Case Study

	North America	Europe		
	Danaher	Halma	Indutrade	Lifco
HQ	US	UK	Sweden	Sweden
Establish-ment	1984	1894	1978	1946
# of Group Companies	Not disclosed	49	223	275
Sales[1][2]	24.6B USD	3.0B USD	3.5B USD	3.1B USD
Share Price Chart[3]				
Feature	■ Focus on life science, diagnostics, and biotechnology ■ Implementing Danaher Business System (DBS)	■ Focus on safety, environmental, and health markets ■ Independent profit system ■ Hands-off business operations	■ Focus on social infrastructure manufacturing, medical, etc. ■ Not pursue business synergy ■ Hands-off business operations	■ Focus on Dental and Construction ■ Emphasis on independence of each company ■ Not pursue business synergy

Note:
(1) Figures for each company as of December 31, 2025
(2) The exchange rates are converted as follows: 1JPY = 0.006USD, 1GBP = 1.35USD, 1SEK = 0.11USD
(3) Share price changes from each company's listing date until December 31, 2025
Source: Each company's disclosed materials, each company's website, Yahoo Finance

Illustrative Diagram of Our Future Growth

- We aim for medium-to long-term growth through both organic value creation of acquired companies and continuous M&A



Note: The above illustrates our medium- to long-term growth vision for the business scale and does not guarantee specific numerical changes in performance

FY2026　Q3 Financial Results and Guidance Revision

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Portfolio (1) : Toshima Manufacturing

■ On November 29th, 2019, NGTG acquired shares from Kentaro Kimoto

Location	1414 Shimo-nomoto, Higashimatsuyama City, Saitama, Japan
Business Description	2 business units + 1 Thai subsidiary • Material Systems Business (Chemical materials, mainly sputtering targets) • Parts Business (Automobile parts cold forging and pressing) • Toshima Thai (Speakers, generators, automobile parts cold forging and pressing)
CEO	Prior to acquisition: Kentaro Kimoto (former 100% shareholder, age:44) He stepped down from CEO and supported the management as the Chairman and advisor for six months Post-acquisition (2019/11 to 2021/12): Eiichi Arai (concurrently CEO, NGTG) Post-transition period (from 2022/1): Tsugio Saito (former employee of Toshima Manufacturing)
Employees	225 (Japan:175 + Thailand:50)





Business / Product Images

MS Business

- Battery Materials
  All-solid-state Lithium Ion Battery
- Energy Device Materials
  Superconductivity
  Artificial photosynthesis
  Thermoelectric conversion
- Advanced Functional Materials
  Piezoelectric and ferroelectric materials
  Magnetic device





Parts Business

- Automotive Parts







Note: Number of employees as of December 31, 2023

Portfolio (2) : Toyo Mark

■ On December 10th, 2020, NGTG acquired shares from Kazuhiko Sasaoka and others

Location	5465 Oaza-Nakasu, Suwa City, Nagano, Japan
Business Description	Resin printing, resin processing
CEO	Prior to the acquisition: Kazuhiko Sasaoka (former major shareholder, age:65. Post-transaction, he stepped down from CEO and supported the management as an advisor for 6 months.) Post-acquisition (2020/12 to 2022/3): Masami Onishi (recruited from outside via an agent; experienced professional management; most recently CEO of Hotta Marusho Co, listed company in TSE) Post-acquisition (from 2022/4): Masashi Mizuno (former employee of Toyo Mark)
Employees	44





Business / Product Images

Artwork



フィルムインサート部品



下段　インサート
上段　成形品



フィルムインサート部品



左　スパイダー成形品
右　インサート用フィルム

Automobile



カーナビパネル



車載文字盤

Others



自販機カード読み取り



携帯電話・カメラ部品
ＮＣ切削加工



自販機用ダミー



操作パネル
メンブレン
スマホ飛散防止フィルム

Note: Number of employees as of December 31, 2023

Portfolio (3) : FA Shinka Technology

■ On February 10th, 2021, NGTG acquired shares from Kaoru Yamaguchi and others

Location	Headquarters: 102-7, Iwasaki-cho, Watari, Fukushima City, Fukushima, Japan Fukushima Office: 9-11 Houkidamaebakke, Fukushima City, Fukushima , Japan R&D Center: 78-1122 Higuchi, Tonai, Towada City, Aomori, Japan
Business Description	Development and manufacture of automatic soldering machines, etc.
CEO	-2024/6: Kaoru Yamaguchi (Former major shareholder, age:59; he continued to serve as a CEO after the transaction and is now supporting management as an advisor) 2024/7- : Nozomi Kuwajima (age:50, former employee of FA Shinka Technology)
Employees	21





Product Images







Note: Number of employees as of December 31, 2023

Portfolio (4) : MSC Manufacturing

■ On July 30th, 2021, NGTG acquired shares from Kenji Tokukatsu and others

Location	2-1076 Yashio City, Saitama, Japan
Business Description	Manufacture and sale of sheet and coil material cutting machines (scrap cutters, fixed length cutters)
CEO	-2021/12: Kenji Tokukatsu (Former shareholder, age:54, he continued to represent the company after the share transfer and is now supporting management as Chairman) 2022/1- : Koichi Masuyama (age:34, former employee of MSC Manufacturing)
Employees	17





Product Images





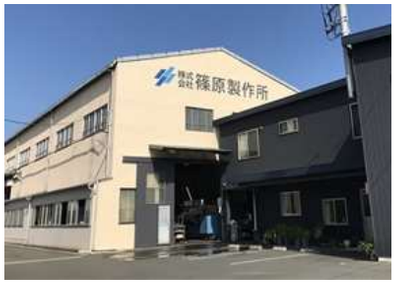


Note: Number of employees as of December 31, 2023

Portfolio (5) : Shinohara Manufacturing

■ On September 6th, 2021, NGTG acquired shares from Hiroomi Shinohara and others

Location	325-2 Matsuoka, Fuji City, Shizuoka, Japan
Business Description	Design and manufacture of processing and winding machines for high-performance film, metal foil, paper, etc.
CEO	Hiroomi Shinohara (Former shareholder, age:53, continues to be the CEO after the share transfer, working with NGTG to train his successor)
Employees	28





Product Images







Note: Number of employees as of December 31, 2023

Portfolio (6) : Kyowa Seiko

■ On July 5th, 2022, NGTG acquired shares from Sadatsugu Kishida and others

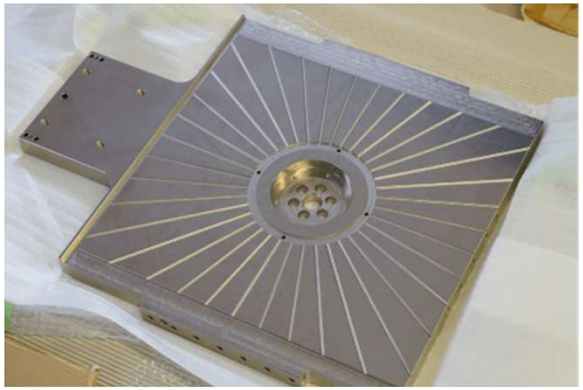
Location	1-11-12 Himuro-cho, Takatsuki City, Osaka, Japan
Business Description	Machining and cutting of parts for various industrial equipment
CEO	~2023/2: Sadatsugu Kishida (Former shareholder, age:77, continued to represent the company after the share transfer and supported management as an advisor) 2026/2~ :Tsuyoshi Kumagai(age:32, former factory manager of Kyowa Seiko)
Employees	35





Product Images







Note: Number of employees as of December 31, 2023

Portfolio (7) : Kimpou Meltech

■ On April 13th, 2023, NGTG acquired shares from Toshihiro Nozawa and Asako Nozawa

Location	2111, 1435-1 Mikkaichiba, Iida City, Nagano, Japan
Business Description	Precision sheet metal fabrication, Metal foil processing
CEO	~2025/4:Toshihiro Nozawa (Former major shareholder, age:59 at the time. Continued to serve as CEO for a certain period following the acquisition, and has since supported management as a Director after stepping down from CEO.) 2025/4~:Masahiro Miyazawa (Age:44, Former Head of Sales at Kimpou Meltech)
Employees	57





Product Images







Note: Number of employees as of December 31, 2023

Portfolio (8) : Aero Craft Japan

■ On June 29th, 2023, NGTG acquired shares from Takuma Fukatsu

Location	922-16 Kawamukou-cho, Tsuzuki-ku, Yokohama City, Kanagawa, Japan
Business Description	• Designing and manufacturing CFRP (Carbon Fiber Reinforced Plastics) product • Manufacturing non-ferrous metal products
CEO	Takuma Fukatsu(Previous owner; age:40; he continues to be the CEO after the share transfer)
Employees	41





Product / Industry images





Note: Number of employees as of December 31, 2023

Portfolio (9) : Amatori

■ On August 1st, 2023, NGTG acquired shares from Makoto Shimura

Location	1022-1 Shimojo Nishiwari, Okusa-machi, Nirasaki City, Yamanashi, Japan
Business Description	Manufacturing components for semiconductor manufacturing equipment (machining and cutting)
CEO	Yu Shimura(Son of previous owner; age:41; he continues to be the CEO after the share transfer)
Employees	48





Product Images







Note: Number of employees as of December 31, 2023

Portfolio (10) : Tiock

■ On January 31st, 2024, NGTG acquired shares from Masaaki Kanazawa and others

Location	850-1 Aokijimaotsu, Aokijimamachi, Nagano City, Nagano, Japan
Business Description	Manufacturing LED information boards for road/construction work
CEO	~2025/12 : Masaaki Kanazawa (Former shareholder/founder, age:62, continues to be the CEO for a certain period after the share transfer and is now supporting management as a chairman) 2026/1~: Ikuo Hayashi (age:56, former executive officer of Tiock)
Employees	28





Product Images













Note: Number of employees as of December 31, 2023

Portfolio (11) : Miyasaka Industries

■ On April 1st, 2025, NGTG acquired shares from Yoshimasa Miyasaka and others

Location	5568-2 Kanazawa, Chino City, Nagano, Japan
Business Description	Metal Grinding and Proprietary Products
CEO	Yasutaka Shinoda （Age:61, external hire）
Employees	31





Product Images









Note: Number of employees as of April 30, 2025

Portfolio (12) : Suntec Industry

■ On April 25th, 2025, NGTG acquired shares from Kouichi Inoue

Location	2-48 Juichiya, Minato-ku, Nagoya City, Aichi, Japan
Business Description	Annealing, shot blasting, and metal surface lubrication treatment
CEO	~2025/10 : Kouichi Inoue（Founder, age:69, Continues to serve as CEO after the share transfer） 2025/11~ : Hirokazu Nishiyama(age:47, former assistant general manager of Suntec)
Employees	25





Product Images









Note: Number of employees as of April 30, 2025

Portfolio (13) : Kanda Iron Works

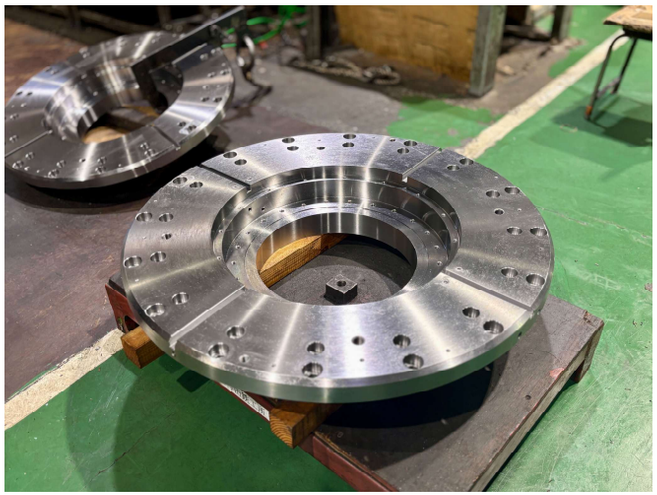
■ On August 8th, 2025, NGTG acquired shares from Noriaki Kanda and others

Location	185-1 Asanominami, Awaji City, Hyogo, Japan
Business Description	Machining and cutting
CEO	Noriaki Kanda （Former shareholder; Age:54 / Continues to serve as CEO after the share transfer）
Employees	18





Product Images







Note: Number of employees as of July 31, 2025

Portfolio (14) : Alpha System

■ On August 25th, 2025, NGTG acquired shares from Kazunari Takami and Kazumi Kumagai

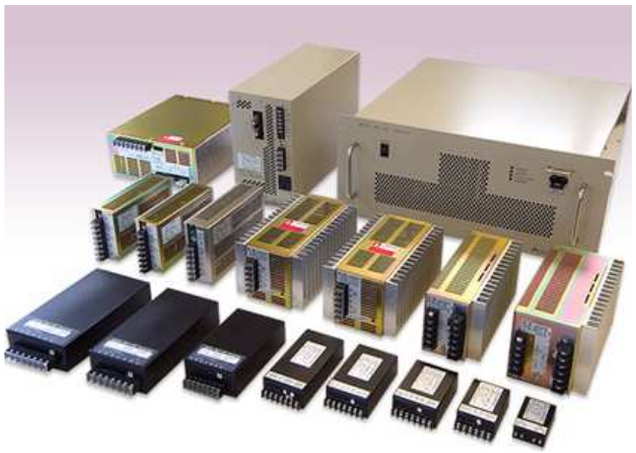
Location	5360-1 Yamamoto, Iida City, Nagano, Japan
Business Description	Designing, manufacturing, and selling of power supply equipment
CEO	～2026/6：Kazumi Kumagai（Former shareholder; Age:66 / Promoted from Executive Vice President upon acquisition） 2026/7～：Shin Kiryu（Age:51 / former director of Alpha System）
Employees	30





Product Images







Note: Number of employees as of July 31, 2025

Portfolio (15) : Yamatai

■ On October 1st, 2025, NGTG acquired shares from Masanobu Yamamoto and Kohei Yamamoto and others

Location	YAMATAI FOUNDRY WORKS: 2841 Sasaoka, Sanjo City, Niigata, Japan YAMATAI MANUFACTURING: 2294-8 Nishihara, Miya, Minamiuonuma, Niigata, Japan
Business Description	Casting and machining of parts for industrial machinery and automobiles
CEO	Kohei Yamamoto （Former shareholder; Age:52 /Continues to serve as CEO of YAMATAI FOUNDRY WORKS, and became the CEO of YAMATAI MANUFACTURING after the share transfer）
Employees	106(Total for 2 companies)





Product Images







Note: Number of employees as of September 30, 2025

Portfolio (16) : Taga

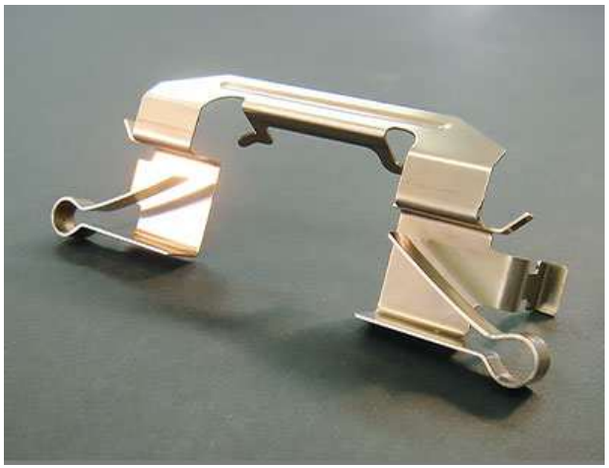
■ On October 10th, 2025, NGTG acquired shares from Masanobu Taga and others

Location	1210-1 Ryōke Yamashita, Ageo City, Saitama, Japan
Business Description	Manufacturing of metal spring components for automotive brake and EVs
CEO	Masanobu Taga（Former shareholder; Age:53 / Continues to serve as CEO after the share transfer）
Employees	460 (Japan:130 + Thailand:180+ China:150)





Product Images







Note: Number of employees as of September 30, 2025

Portfolio (17) : Advance

■ On October 23th, 2025, NGTG acquired shares from Ken Shimizu and another shareholder

Location	1-11-29 Fukumachi, Nishiyodogawa-ku, Osaka City, Osaka, Japan
Business Description	Used forklift sales, purchase, export, rental, and maintenance
CEO	~ 2025/12 : Ken Shimizu（Former shareholder; Age:52 / Continues to serve as CEO after the share transfer） 2026/1~ : Yoshifumi Ichihara (age:58, external hire)
Employees	19 (Japan:10 + Korea:9)





Product Images







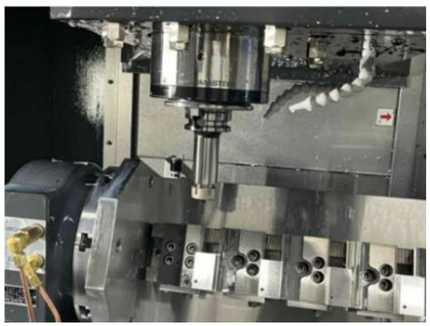
Note: Number of employees as of September 30, 2025

Portfolio (18) : Horikoshi-Seiki

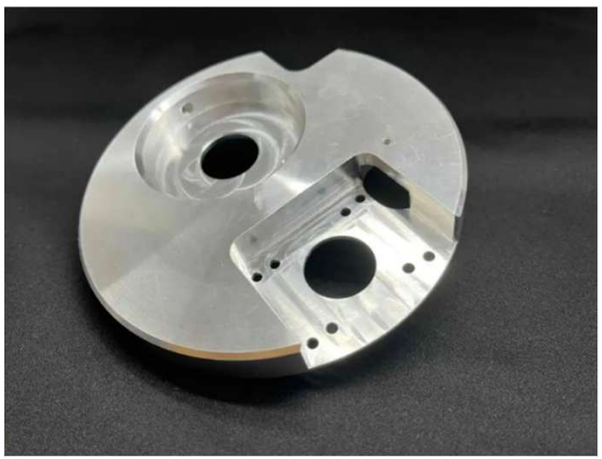
■ On January 16th, 2026, NGTG acquired shares from Hideaki Horikoshi and other shareholders

Location	1-16-1 Omorinishi, Ota-ku, Tokyo, Japan
Business Description	Machining and cutting
CEO	~ 2026/7 : Hideaki Horikoshi（Former shareholder; Age:68 / Continues to serve as CEO after the share transfer） 2026/7~ : Takahiro Otagiri (age:56, former Head of Production Control at Horikoshi-Seiki)
Employees	35





Product Images







Note: Number of employees as of December 31, 2025

Portfolio (19) : Osaki

■ On March 31st, 2026, NGTG acquired shares from SINFONIA TECHNOLOGY CO., LTD.

Location	1-17-16 Omoriminami, Ota-ku, Tokyo, Japan
Business Description	Manufacturing of electromagnetic clutches, brakes, and slip rings
CEO	Masaaki Narihisa（Age:69 / Continues to serve as CEO after the share transfer）
Employees	70





Product Images













Note: Number of employees as of March 31, 2026

Portfolio (20) : Sanko Giken

■ On July 1st, 2026, NGTG acquired shares from Ryo Akutsu and other shareholders

Location	Being Yotsubashi Bldg. 8F, 1-3-2 Kitahorie, Nishi-ku, Osaka-shi, Osaka, Japan
Business Description	The processing services, manufacturing equipment sales, and materials sales for Printed Circuit Boards
CEO	Ryo Akutsu（Age:53 / Continues to serve as CEO after the share transfer）
Employees	94



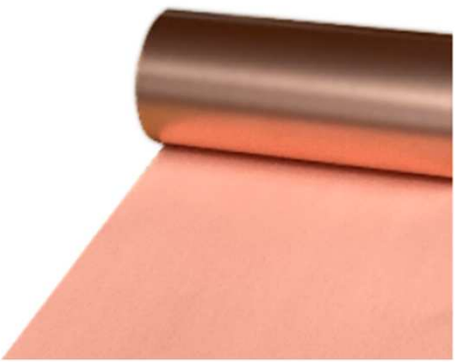


Product Images









Note: Number of employees as of March 31, 2026