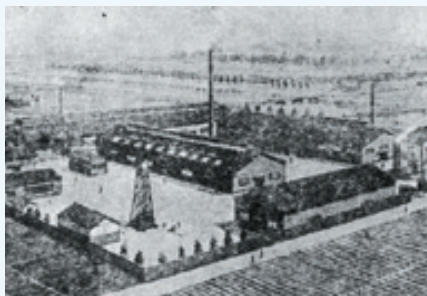


Established 1919

History of Value Creation in the Nikko Group

Nikko Group, which began manufacturing and selling shovels, spades, pickaxes, and construction hardware in 1919, celebrated its 106th anniversary in August 2025. Under the new president Tomomi Nakayama, FY2025 has marked the start of our new Medium-Term Management Plan (FY2025—FY2027). To achieve the target net sales of 70.0 billion yen, target operating margin of 10.0%, and target market cap of 50.0 billion yen that are set out in our 2030 Vision, we aspire to create new value and expand our businesses.



Head office factory at the time of founding



Eigashima factory

Since 1990

Promotion of diversification and strengthening of group management

- 1991 ● Established Development Technology Center
- 1994 ● Completed Satte Plant
- 2000 ● Established Overseas Business Department
- 2001 ● Established Nikko (Shanghai) Construction Machinery Co., Ltd.
- 2002 ● Acquired the asphalt plant business from Niigata Engineering Co., Ltd.
- 2004 ● Completed Jiading Plant, the first overseas production base of Nikko (Shanghai) Construction Machinery Co., Ltd.,
- 2006 ● Established Nikko (Thailand) Co., Ltd.
- 2006 ● Acquired the concrete pump business from Mitsubishi Heavy Industries, Ltd.'s Shimonoseki Shipyard & Machinery Works.
- 2008 ● Made Maekawa Kogyosho Co., Ltd. a group company

External environment: Growing need for environmentally friendly products

- 1994 ● Kansai International Airport opened
- 1995 ● The Great Hanshin-Awaji Earthquake
- 1997 ● Kyoto Protocol adopted
- 2006 ● Kobe Airport and Kitakyushu Airport opened
- 2008 ● Global financial crisis (Lehman Shock)



Nikko Shanghai

Since 2010

Switch to aggressive management approach

- 2011 ● Completed the New Wuhan plant of Shantui Nikko Construction Machinery Co., Ltd.
- 2012 ● Appointed Takahisa Nishikawa Representative Director and President
- 2012 ● Dissolved Nikko (Thailand) Co., Ltd.
- 2015 ● Started activities as the sole Japanese agent for Kleemann of Germany
- 2015 ● Closed Shantui Nikko Construction Machinery Co., Ltd.
- 2018 ● Established Techno Center (Akashi)
- 2018 ● Started Mobile Plant Business Department (currently Crushers-Related Business)
- 2019 ● Appointed Masaru Tsuji Representative Director and President
- 2019 ● 100th Anniversary

External environment: Exacerbation of various disasters

- 2010 ● Expo 2010 Shanghai, China
- 2011 ● The Great East Japan Earthquake
- 2012 ● Tokyo Skytree opened
- 2015 ● Hokuriku Shinkansen (Tokyo– Kanazawa) started operation
- 2015 ● UN rules on SDGs



CSC
(Customer Support Center)

Since 2022

Towards achieving the current Medium-Term Management Plan and What the Group aspires to be in 2030

- 2020 ● Established Nikko Asia (Thailand) Co., Ltd.
- 2020 ● Established NIKKO NILKHOSOL CO.,LTD. (currently NikkoGlobal Manufacturing (Thailand) Co.,Ltd. (abbreviation: GMT))
- 2022 ● Made Ube Kohki Co., Ltd. a group company
- 2023 ● Made Matsuda Kiko K.K. a group company
- 2024 ● Made Nishinoh Real Estate Co., Ltd. a group company
- 2025 ● Appointed Tomomi Nakayama Representative Director and President
- 2025 ● Announced New Medium-Term Management Plan (FY2025—FY2027)
- 2025 ● Made Nikko Fujiwara Electric Corp. a group company (Current: Nikko Fujiwara Electric Corp.)
- 2030 ● Set 2030 Vision (target net sales of 70 billion yen, operating margin of 10% and market cap of 50 billion yen)

External environment: Post-COVID era

- 2020 ● COVID-19 pandemic
- 2021 ● Olympic Games Tokyo held
- 2022 ● Russia's invasion of Ukraine
- 2023 ● COVID-19 moved to Category 5
- 2025 ● Takanawa Gateway City to opened
- 2025 ● Expo 2025 Osaka, Kansai



GMT

Net Sales and Operating Income Trends

