

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



May 12, 2026

To Whom It May Concern,

Company name: Teikoku Tsushin Kogyo Co., Ltd.
Representative: Masuo Hanyu, President
(Code: 6763; Prime Market of the
Tokyo Stock Exchange)
Contact: Rikuo Maruyama, Senior Vice President
(TEL +81-44-422-3831)

Notice Regarding the formulation of the "Medium-Term Management Plan 2030"

Teikoku Tsushin Kogyo Co., Ltd. (the "Company") hereby announce that it has formulated a Medium-term Management Plan 2030 covering the period from the fiscal year ending March 2027 through the fiscal year ending March 2031, which was resolved at the Board of Directors meeting held today.

Under the previous medium-term management plan covering fiscal years 2021 through 2025, we focused on expanding existing business areas, exploring new ones, and deepening research and development to build a foundation for medium- to long-term growth. We intend to continue addressing new product development as an ongoing priority under the new medium-term management plan. Meanwhile, since the announcement of the previous Medium-Term Management Plan, our stock price has remained strong, outperforming the TOPIX, and our PBR has approached the 1x level, demonstrating that we have achieved certain results.

In the newly formulated "Medium-Term Management Plan 2030" the Teikoku Tsushin Kogyo Group will celebrate its 80th anniversary in August 2024. Based on the long-term vision presented alongside the announcement of the previous medium-term management plan, our Group's employees will share a common understanding and forge a path toward the future founded on "creativity" and a "spirit of challenge." The new Medium-Term Management Plan will further accelerate the initiatives of the previous plan, aiming for sustainable growth and enhanced corporate value.

However, changes in the business environment are occurring due to trends in trade policies across various countries and rising tensions in the Middle East surrounding Iran, including supply chain disruptions and fluctuations in energy and raw material prices. Currently, there is no foreseeable resolution to these issues, and the impact on our business remains uncertain; therefore, we have not factored this impact into our plan. Should it become clear that these developments will have a material impact on our business performance, we will disclose this information promptly.

1. Basic Strategies in the Current Medium-Term Management Plan

1) Expansion of existing domains

Achieving profit growth through the development and mass production of resistive sensors tailored to customer needs

- In-depth exploration of identified "growth domain"
 - Increasing value-added and unit prices through modularization and unitization
 - Expanding the range of position sensors for automotive HVAC systems
 - Expanding sales into areas that address social issues
- Expansion into overseas markets
- Strengthening profit margins in existing areas through integrated production, automation, and standardization

2) Rollout of New products tailored to customers' needs

New product development that captures the needs and trends of the customer industry.

- Mobility Sector
 - Expanding the range of automotive door mirror position sensors • Strengthening our entry into the xEV market with fixed resistors, etc.
 - Home Appliance Sector
 - Heater resistors with improved thermal efficiency for household appliances
 - Amusement and Hobby Equipment Sector
 - Proposing control units for the electronic musical instrument market (carbon-film touch sensors)
- 3) Establishing new domains (areas posing challenges)
 Generating new revenue through research and development focused on emerging markets driven by social and lifestyle challenges.
- Contributing to the resolution of social issues (Electronical Sensors)
 - Development of a sodium-potassium sensors for prevention of hypertension and strengthening of sales to businesses
 - Expansion into Trending Fields (IoT sensors)
 - Establishment of leak detection sensors technology and test sales (exploring a subscription model)
 - Initiatives in Time Synchronization (Indoor UWB)
 - Establishment and societal implementation of RFID technology utilizing printing techniques, etc.
- 4) Strengthening organizational capabilities
 Realizing a robust management foundation that drives the future through the synergy of people, knowledge, and assets.
- Promoting a human resources strategy centered on employee well-being and talent development
 - Enhancing our operational infrastructure through digital transformation and strengthened security
 - Building a financial foundation focused on capital efficiency and profitability
 - Transitioning to strategic legal services that support business growth

2. Financial Targets

		Fiscal year ending March 2026 Results	Fiscal year ending March 2031 Targets
Business Results	Net Sales	17.3 billion yen	22.0 billion yen
	Operating Income	1.2 billion yen	2.2 billion yen
	Operating Income margin	6.7%	10.0%
Capital profitability	ROE	4.5%	6.0% or more
Capital Structure	Equity ratio	82.5%	Aim for around 70.0%
	Level of cash and cash equivalents	around 7-8 months of monthly sales	around 3.5-4.5 months of monthly sales
Guidelines of return to shareholders		100 yen per share Dividend payout ratio:73.4%	Target of DOE* 5.0% Stock repurchase totaling JPY 1.5 billion during the first three years of the medium-term management plan

*Dividends paid / Shareholders' equity (Net assets — Accumulated other comprehensive income — Stock acquisition rights — Non-controlling interests)

3. Others

Please refer to the attached supplementary materials for the "Medium-Term Management Plan 2030"

Together, we make good sense.



Medium-Term Management Plan 2030

Looking Ahead to the Future NOBLE
Expanding and Evolving from a resistor company to the New NOBLE

June 5, 2026
Teikoku Tsushin Kogyo Co., Ltd.

INDEX-table of contents

01. Introduction (Company Profile)

02. Review of Previous Medium-Term Management Plan

03. Medium-Term Management Plan 2030

04. Appendix

INDEX-table of contents

01. Introduction (Company Profile)

02. Review of Previous Medium-Term Management Plan

03. Medium-Term Management Plan 2030

04. Appendix

Together, we make good sense.

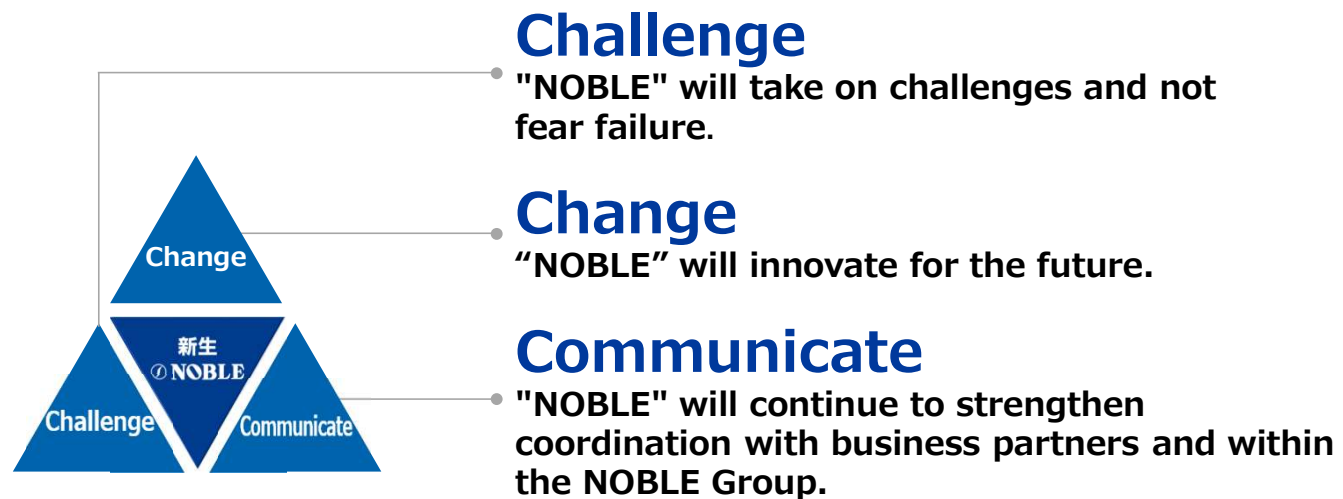
Corporate Philosophy

NOBLE aims to contribute to the development of a richer society by always offering high-quality electronic component manufacturing services that will serve customers throughout the world.

Long-Term Vision

Expanding and Evolving from a Resistor Company to the New NOBLE

Guiding Principles 3C's



History

Together, we make good sense.



- 1940**
 - Established Teikoku Tsushin Kogyo Co., Ltd. in August 1944
 - Opened the Akaho Plant
- 1950**
 - Established Tida Teitsu Co., Ltd.
 - Acquired capital in present-day Suzaka Teitsu Co., Ltd.
- 1960**
 - Established Taiwan Noble Electronic Co., Ltd.
 - Established Fukui Teitsu Co., Ltd.
- 1970**
 - Designated to the First Section of the Tokyo and Osaka Stock Exchanges
 - Established Kiso Seiki Co., Ltd.
 - Established Teitsu Engineering Co., Ltd.
 - Established Singapore Noble Electronics Pte., Ltd.
- 1980**
 - Established Noble U.S.A. Inc.
 - Established Hong Kong Noble Electronics Co., Ltd.
 - Established Noble Electronics (Thailand) Co., Ltd.
 - Began adopting FILM substrates
- 1990**
 - Established Minowa Noble
 - Established Noble Precision (Thailand)
 - Established Noble Trading (Shanghai) Co., Ltd.
- 2000**
 - Established Noble Electronics (Viet Nam) Co., Ltd.
 - Established Noble Trading (Bangkok) Co., Ltd.
- 2010**
 - Established Noble Electronics (Huaian) Co., Ltd.
 - Organizational restructuring: integrated two production plants in Thailand; merged Fukui Teitsu Co., Ltd. and Minowa Noble
- 2020**
 - New NOBLE's turning point.
 - Moved to the Tokyo Stock Exchange Prime Market
 - Formulated the Medium-Term Management Plan
- August 2024**
 - 80 years since foundation

Produced potentiometers for speakers and rotary switches for transistor radios.	Produced potentiometers for consumer audio equipment such as televisions, stereos, and tape recorders.	Produced ICB products for car audio and other applications.	Produced ICB products for home video cameras.	Produced ICB products for digital consumer electronics such as digital cameras, for home appliances, and for residential equipment.	Produced automotive ICB products and game consoles, sensors for medical and healthcare applications

- Postwar period of turmoil**
- High-growth Period**
- Tokyo Olympics**
- Increased demand due to the adoption of color televisions**
- Oil Crisis**
- Business expansion driven by CB radio**
- World's number one in automobile production**
- Boom in game consoles**
- Emergence of 8 mm video**
- Economic Bubble Collapse**
- Diversification of new game consoles**
- ICB product expansion phase**
- Period of structural transformation in Japan's manufacturing industry due to the financial crises triggered by the collapse of Lehman Brothers**
- Boom in digital consumer electronics**
- Continued expansion of ICB products**
- Massive flooding in Thailand**
- Abenomics**
- Consumer ICB product downturn phase**
- Global COVID-19 pandemic**
- Tokyo Olympics**
- Geopolitical risks emerged in Ukraine**



Front-view photo of the site where the two-story office was burned down in the war

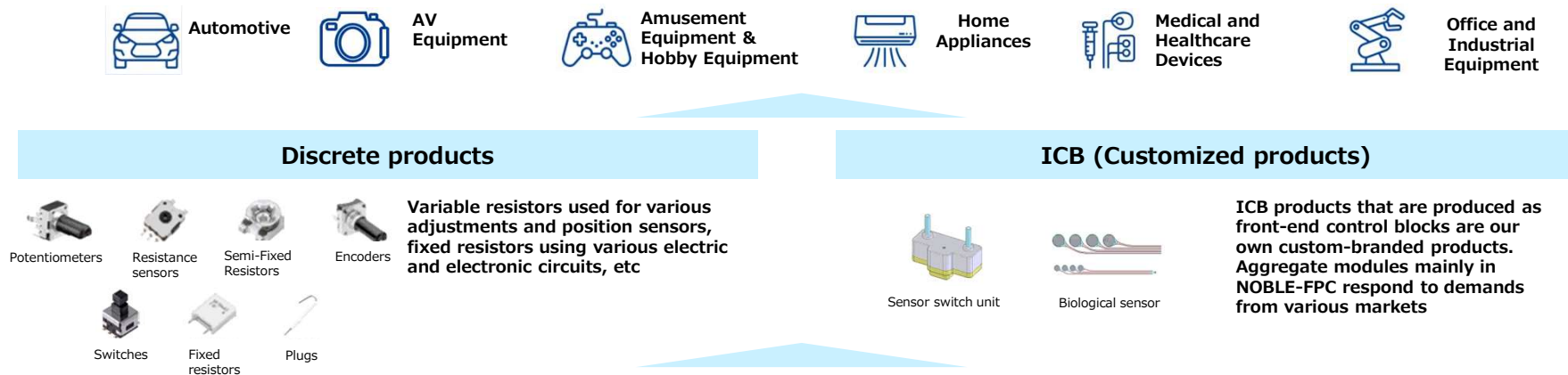


Source of NOBLE's value creation

Together, we make good sense.



- We are responsible for bridging between people and equipment from two directions: discrete products such as variable resistors and fixed resistors, and customized products that make full use of our strengths from design development to production to customize them to customer needs.



Sources of value creation



Integrated production system and in-house facility design "integrated engineering capabilities"

- Ability to produce a wide range of products from existing businesses to new domains by leveraging integrated production capacity
- Ensuring flexibility and stable quality that can respond with high quality and short delivery times even in the market for high-mix, small-lot products

High negotiating power and proposal capabilities that accurately grasps customer needs and market trends

- Explore latent needs and optimize for customers proposal of products through solutions
- Enhance added value and customer satisfaction with human resources with expertise in the manufacturing area, looking at collaboration from development to mass production system

Integrated R&D system centered on element technology

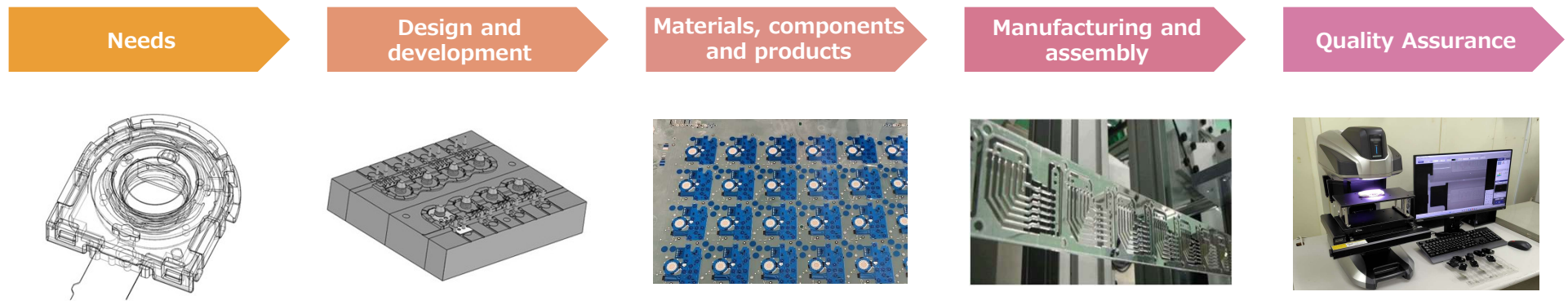
- Pursuing social contribution R&D that meets market needs, rather than simple product developments
- Co-creation-type R&D style with external institutions such as universities and venture companies

NOBLE's production and technical systems

Together, we make good sense.



- We are able to respond to a variety of orders based on our integrated production, including design, development, and assembly, based on our two core technologies of film printing, molding, and press working, which meet a wide range of needs.



Product designing

Mold designing

Screen printing

Molding, decoration, and press working

Inspection

Design products to meet customer needs

Design and process molds in-house

Print on films and PCB boards in-house

Conducts in-house production processes from resin molding, decoration, and press working to assembly

Automatically inspect up to inline and pack trays

Summary

Strengths

- Rapid and high-quality response to diverse customer needs based on the integrated production system and proprietary technologies that have been cultivated since the company's founding provide solutions

- All processes from design to processing for molds such as molds and presses are handled in-house in an integrated manner.
- Supports insert molding and high-precision parts processing

- To the need for components for electronic equipment that are required to be "small, thin, and light" by directly molding patterns of electric circuits response
- Highly evaluated by customers and adopted in a wide range of fields

- We possess proprietary insert-molding techniques that integrate FPC and terminals with plastic molding.
- Taking advantage of the latest press machines, proprietary equipment and processing technologies, provide stable, high-quality parts

- Strengths include automation of processes and labor saving through high production technology
- Assurance of high quality through a combination of automatic inspections and strict inspections by certified inspectors

Production Innovation Initiatives for Profit Growth

Together, we make good sense.



- Machinery and equipment used in the manufacturing process are researched by the in-house production technology department, and design, production, and system upgrades are being carried out to realize high production capacity at low cost.
- Ensuring reliability by improving productivity, reducing costs, and maintaining quality through the use of IoT technologies.

Initiatives for Automation and Labor Saving through Production Technological Innovations Utilizing IoT

Stabilization of product inspections and cost reduction capabilities

Introduction of image inspection and printing equipment to enhance manufacturing capacity



Improvement of inspection system and high-speed processing by automating visual inspection by workers



Image processing alignment enables printing with high linearity and the addition of a base cleaning mechanism reduces printing defects.



Balancing production capacity and quality

Transparent electrode compatible printing press



High-precision production and quality stabilization of colorless ink electrodes realized by printing technology using epi-illumination

Side mirror sensor assembly machine for automobiles



Reduction of labor costs can be realized by automatic part insertion and labor saving of equipment operation inspection using force gauge



Field transformation in digital technology

Paperless operations and information sharing

- Digitalization of work procedures and quality records
- Accessing specifications immediately with QR codes

Real-time visualization of manufacturing performance

- Automatically collect and analyze manufacturing data for immediate improvement actions

Standardization of education through operation analysis

- Establishment of efficient standard work by video shooting and motion analysis of skilled workers



INDEX-table of contents

01. Introduction (Company Profile)

02. Review of Previous Medium-Term Management Plan

03. Medium-Term Management Plan 2030

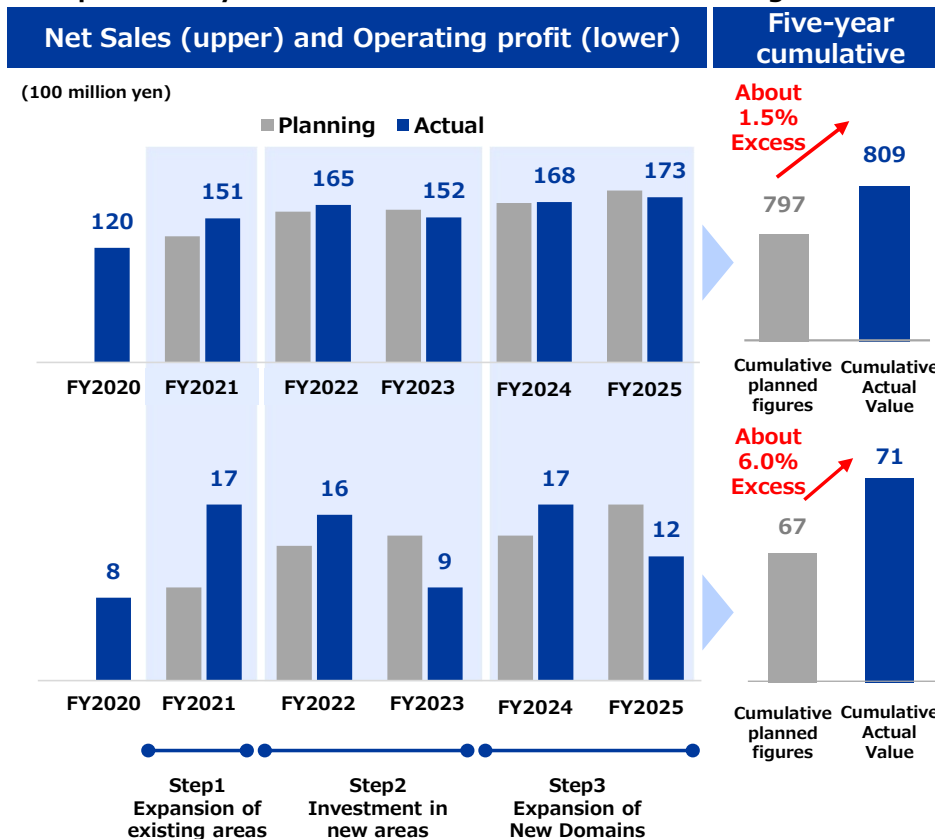
04. Appendix

Achievement of Targets (Company-wide)

Together, we make good sense.



- Due in part to changes in the external environment, such as a delay in the global economic recovery, compared to the expectations at the time of the formulation of the Medium-Term Management Plan, the extent of the increase in sales was lower than initially expected, despite progress in inventory adjustments related to FA equipment and semiconductors in the most recent period. Operating profit also declined because the company was unable to absorb increases in personnel and other costs.
- On the other hand, operating profit, which fell in fiscal 2023, recovered and shifted to a growth phase. Policy to further improve profitability under the current Medium-Term Management Plan.



Comparison with Medium-Term Management Plan Targets

Item	Indicators	FY2026/3		
		Planning (Revised)*	Actual	Difference from forecast
Summary of Results	Net sales	18 billion yen	17.3 billion yen	▲ 700 million yen
	Operating profit	1.7 billion yen	1.2 billion yen	▲ 500 million yen
	Operating profit margin	9.4%	6.7%	▲ 2.7pt
Capital efficiency	ROE	5.5%	4.5%	▲ 1.0pt
	Shareholder Returns	100 per share	100 per share dividend payout ratio 73.4%	As planned implementation

*May 11, 2022 Medium-Term Management Plan (revised version) partially revised based on fiscal 2021 results

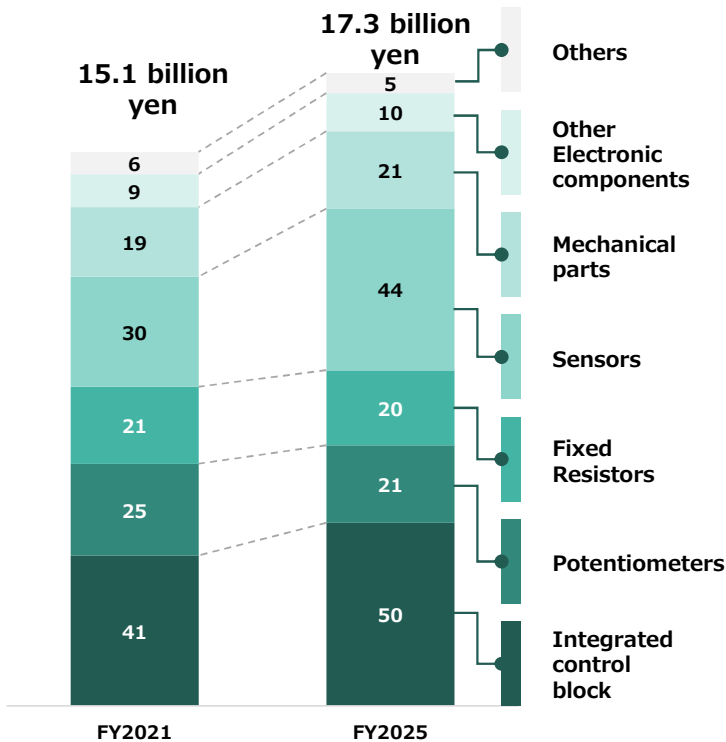
Target Achievement Status (by Product/Market)

Together, we make good sense.

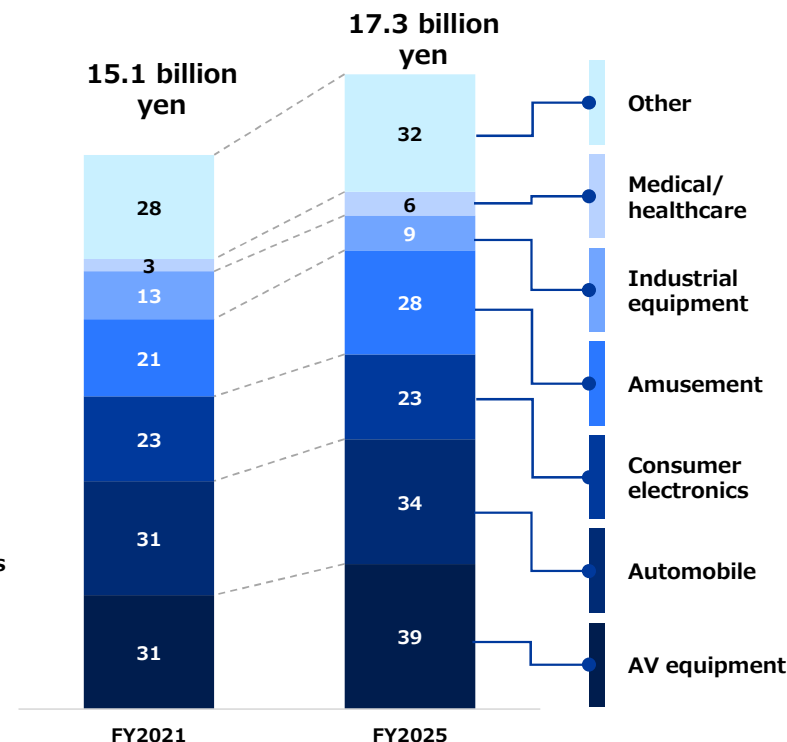


- By product, our own Integrated control block increased. Expansion of sales of sensors using our element technology.
- Sales grew due to steady growth in AV equipment, Amusement, Automobile, and Medical/healthcare fields.

Breakdown of Net Sales by Product Category



Net Sales by Market



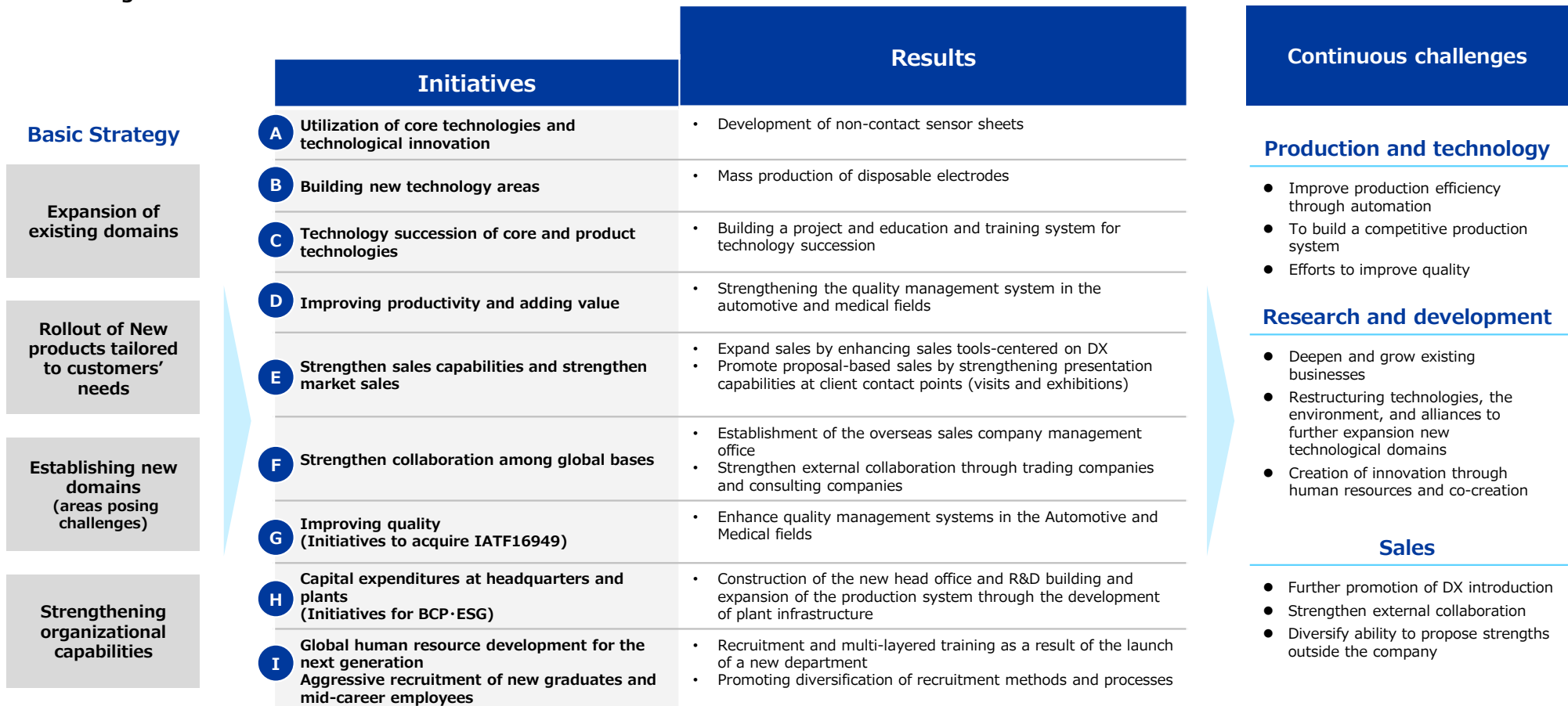
- Sales of products for AV equipment market increased, reflecting the strong performance of the digital camera market, which differentiated from smartphones.
- Amusement-related sales increased due to an increase in clients' plans
- In the automotive market, sales remained on an upward trend due to the adoption of new products as well as existing products.
- On the other hand, orders for the mainstay semi-fixed resistors declined in the industrial equipment business, but sales were generally firm in the Consumer electronics, Medical, healthcare, and other markets. In particular, we will continue to focus on Medical and healthcare as one of our future pillars.

Outcomes of Initiatives and Challenges

Together, we make good sense.



- Focus on expanding existing domains, searching for new domains, and deepening R&D to build a base for medium-to-long term growth.
- New product development is an ongoing challenge, and we will continue working on it in the current Medium-Term Management Plan.



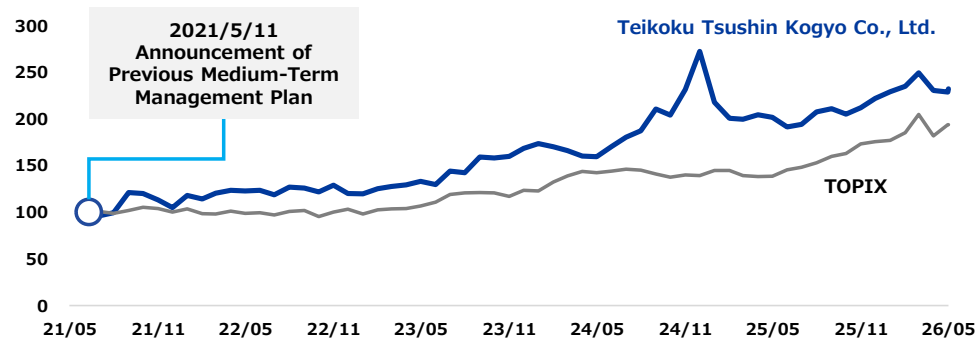
Stock market engagement via SR/IR

Together, we make good sense.

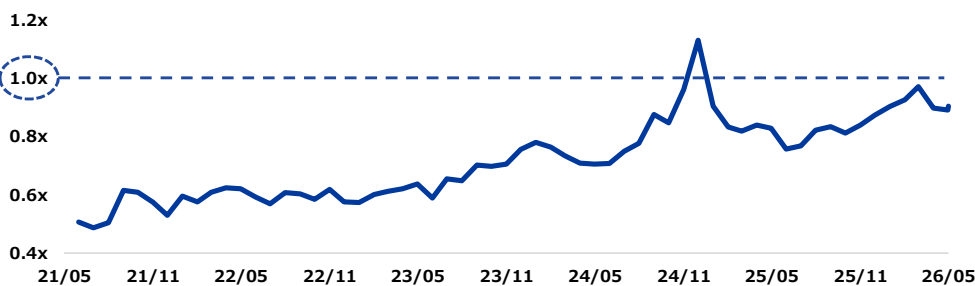


- Since the announcement of the previous Medium-Term Management Plan, stock prices have been firm and at a level above TOPIX.
- PBR is in an upward phase, approaching one-fold. Enhance dialogue with investors on management issues to further increase corporate value.

Stock price ¹



P/B Ratio



(NOTE)1. Indexed at 100 as of the end of May 2021

Content of Dialogue with Investors

Performance-related

- Improving ROE is our top priority, and we are strengthening our efforts to achieve sustainable profitability by improving capital efficiency and optimizing our holdings.
 - Improve PBR and grow profitability based on strong profitability
- Such as

Management Strategy

- Clarification of growth areas in the next Medium-Term Management Plan and materialization of winners leveraging the company's strengths
 - Policy of allocating, selecting and concentration resources in the entire business portfolio utilizing competitive advantage
- Such as

Priorities Response under the current Medium-Term Management Plan

Financial Strategy

- Reduction of excess cash and strategic stockholdings and clarify of return policy with awareness of optimal capital structure
 - Overview of cash allocation and explain of Medium-to-Long Term Use of Funds
- Such as

ESG Sustainability

- Diversity of the Board of Directors and expansion of compensation KPI
 - Clarifying the story of value creation and materiality through the Integrated Report
- Such as

INDEX-table of contents

01. Introduction (Company Profile)

02. Review of Previous Medium-Term Management Plan

03. Medium-Term Management Plan 2030

04. Appendix

Positioning of the Current Mid-Term Management Plan

Together, we make good sense.



In the newly formulated “Medium-Term Management Plan 2030” the Teikoku Tsushin Kogyo Group will celebrate its 80th anniversary in August 2024. Based on the long-term vision presented alongside the announcement of the previous Medium-Term Management Plan, our Group’s employees will share a common understanding and forge a path toward the future founded on “creativity” and a “spirit of challenge.” The new Medium-Term Management Plan will further accelerate the initiatives of the previous plan, aiming for sustainable growth and enhanced corporate value.



Previous Medium-Term Management Plan FY2021-2025

Expansion of existing domains and search for new domains

- Develop new products by leveraging core technologies
 - Development of chip resistors and contactless switches
- Building new technology areas
 - Construction of soft, circuit, and micro-machining areas
- Enhance sales capabilities and market expansion
 - Strengthen new sales and propose-based sales
- Improving quality
 - Response to required quality standards
- Improve productivity and increase value added
- Strengthen organizational capabilities

FY2025 Performances
Net sales : 17.3 billion yen
Operating profit : 1.2 billion yen
ROE : 4.5%

Medium-Term Management Plan FY2026-2030

Establishing new domains

- Strengthen initiatives in the previous Medium-Term Management plan and improve profitability
 - Strengthen initiatives that capture trends in focus industries
 - Establish products and technologies beyond our current fixed resistors and potentiometers
- Strengthen and expand collaboration among global bases
- Improve productivity and added value, including review of management systems
- Management with an awareness of capital profitability and efficiency
- Strengthen organizational capabilities

FY2030 Targets

Net sales : 22 billion yen
Operating profit : 2.2 billion yen
ROE : 6.0% or more

We aim to achieve an ROE of over 8.0% at an early stage over the medium-to-long term, through steady profit growth and the continuous execution of financial strategies.

Basic Strategies in the Current Medium-Term Management Plan

Together, we make good sense.



Changes in our operating environment

Social trends

- Although inflationary pressures are showing signs of easing, uncertainty persists amid the expansion of tariff measures in the U.S., China, and other countries
- Material and labor costs are rising, driven by geopolitical risks that are fragmenting and destabilizing supply chains, as well as by ongoing volatility in the energy environment
- The rapid proliferation of generative AI is accelerating the development of next-generation products

Customer trends

- In the automotive market, environmentally friendly technologies such as xEVs are attracting increasing attention, and the adoption of advanced driver-assistance systems is also progressing; accordingly, demand for related components remains solid
- In the digital camera market, the market size has contracted compared with its peak due to the widespread adoption of smartphones; however, differentiation through high-image-quality, high-performance mirrorless interchangeable-lens cameras has helped sustain a stable market
- Domains that address social challenges are emerging as promising growth areas, particularly in the industrial and medical fields

Basic Strategies in the Current Medium-Term Management Plan

1

Expansion of existing domains

Achieving profit growth through the development and mass production of resistive sensors tailored to customer needs

- In-depth exploration of identified "growth domain"
 - Increasing value-added and unit prices through modularization and unitization
 - Expanding the range of position sensors for automotive HVAC systems
 - Expanding sales into areas that address social issues
- Expansion into overseas markets
- Strengthening profit margins in existing areas through integrated production, automation, and standardization

2

Rollout of New products tailored to customers' needs

New product development that captures the needs and trends of the customer industry

- Mobility sector
 - Expanding the range of automotive side mirror position sensors
 - Strengthening our entry into the xEV market with fixed resistors, etc.
- Home Appliance Sector
 - Heater resistors with improved thermal efficiency for household appliances
- Amusement and Hobby Equipment Sector
 - Proposing control units for the electronic musical instrument market (carbon-film touch sensors)

3

Establishing new domains (areas posing challenges)

Generating new revenue through research and development focused on emerging markets driven by social and lifestyle challenges

- Contributing to the resolution of social issues (Electrical Sensors)
 - Development of a sodium-potassium sensors for prevention of hypertension and strengthening of sales to businesses
- Expansion into Trending Fields (IoT sensors)
 - Establishment of leak detection sensors technology and test sales (exploring a subscription model)
 - Initiatives in Time Synchronization (Indoor UWB)
 - Establishment and societal implementation of RFID technology utilizing printing techniques, etc

4

Strengthening organizational capabilities

Realizing a robust management foundation that drives the future through the synergy of people, knowledge, and assets

- Promoting a human resources strategy centered on employee well-being and talent development
- Enhancing our operational infrastructure through digital transformation and strengthened security
- Building a financial foundation focused on capital efficiency and profitability
- Transitioning to strategic legal services that support business growth

Financial Targets

Together, we make good sense.



- Targeting consolidated net sales of ¥22 billion, operating profit of ¥2.2 billion, an operating profit margin of 10.0%, and ROE 6.0% or higher in fiscal 2030, the Company's policy is to achieve ROE 8% over the medium-to-long term.

Indicators		FY2025 Actual	FY 2030 Medium-Term Management Plan
Business Results	Net sales	17.3 billion yen	22.0 billion yen
	Operating profit	1.2 billion yen	2.2 billion yen
	Operating profit margin	6.7%	10.0%
Capital profitability Capital Structure	ROE	4.5%	6.0% or more
	Equity ratio	82.5%	Aim of around 70%
	Level of cash and cash equivalents	around 7-8 months of monthly sales	around 3.5-4.5 months of monthly sales
Guidelines of return to shareholders		100 yen per share Dividend payout ratio:73.4%	Target of DOE* 5.0%. Stock repurchase totaling JPY 1.5 billion during the first three years of the Medium-Term Management Plan

*Dividends paid / Shareholders' equity (Net assets – Accumulated other comprehensive income – Stock acquisition rights – Non-controlling interests)

Expansion of existing domains (existing markets x existing technologies)

Together, we make good sense.



- Gaining diverse needs from customers who have been praised for our production technology capabilities, which we have cultivated over approximately 80 years.
- Aiming to realize profit growth through the development of diverse resistive sensors that meet customer needs and differentiation through mass production technologies.

NOBLE's competitive advantage

**Own production system that can integrate materials, processing, and assembly
Market expansion through proposal-based sales leveraging a wide range of product supply capabilities**

In-depth exploration of identified "growth domain"

- Increasing value-added and unit prices through modularization and unitization
- Expanding the range of position sensors for automotive HVAC systems
- Expanding sales into areas that address social issues
 - Industrial equipment fields (AI data center-related product, communication infrastructure, etc.)
 - Medical equipment fields(health management, preventive medicine, etc.)

Expansion into overseas markets

- Active participation in exhibitions
 - Medical equipment-related Europe (Germany, etc.) North America
 - Automotive electronics-related products North America, China, Europe, etc.
- Deepen coordination between the overseas sales subsidiaries management office and local sales subsidiaries, improving operational efficiency and reinforcing information sharing to enhance local sales
- Expand sales channels in overseas markets
 - Further promote stronger collaboration with partner trading companies

Integrated production × automation × standardization

- Strengthening profit margins in existing businesses through integrated manufacturing × automation × standardization
 - Promotion of automation of production processes
 - Digitalization of production processes

**Aim for sustainable growth in overseas sales by deepening existing markets and expanding market share (Overseas sales: aim for fiscal 2030 to increase by at least 10% compared to fiscal 2025)
Increase market-share in the automotive HVAC market. (Current level: around 8-9% ⇒ Achieved around 12% in fiscal 2030)**

Rollout of New products tailored to customers' needs

(existing markets x new products)

Together, we make good sense.



- In the automotive, motorcycle, and electronic equipment markets, customer needs are becoming more sophisticated and diversified due to advances in sophistication, electrification, and energy conservation.
- Aiming for sustainable growth through differentiation through new products in product development that does not just provide parts.

NOBLE's competitive advantage

Realize co-creation-driven development capabilities that enable us to jointly define specifications with customers from the upstream stages, and deliver technical proposals with mass production in mind

- 1 Positioning as a Strategic Partner in Customer Value Creation
- 2 Design engineering expertise developed in automotive and industrial applications
- 3 Reliable mass production quality

Home Appliance Sector

- Initiatives to develop improved thermal-efficiency heater resistors for home appliances

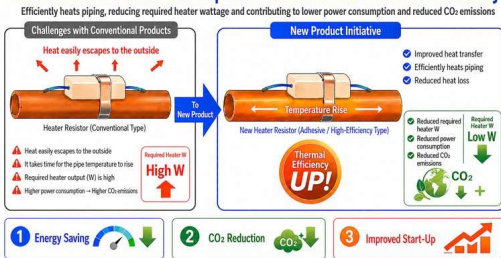
Mobility Sector

- Development of Transparent-Electrode Touch Sensor for Automotive
- Expanding the range of automotive side mirror position sensors
- Initiatives for Suspension Sensors for Motorcycles
- Strengthening our entry into the xEV market with fixed resistors (pre-charge, rush prevention)

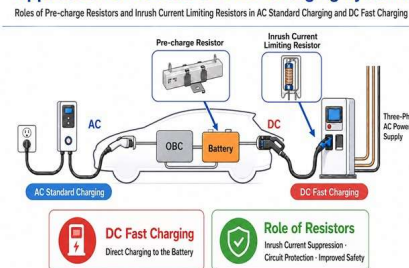
Amusement and Hobby Equipment Sector

- Proposing control units for the electronic musical instrument market (Pressure-sensitive sensor)

New Product Initiative to Improve Heater Resistor Thermal Efficiency



Application of Resistors in xEV Charging Systems



Structure and Operating Principle of a Carbon Resistive Touch Sensor



Building a system for mass production by fiscal 2030

Establish new domains (new markets x new technologies)

Together, we make good sense.



- As a result of social change, new markets that originate from social issues and lifestyle issues that cannot be captured by conventional individual parts businesses are expanding.
- We will establish pillars for sustainable growth through R&D with a focus on social implementation.

NOBLE's competitive advantage

Technology expansion capability to extend applications to IoT and electrochemical sensors, leveraging a foundation of printing and element technologies

1 Establish co-creation-based technologies with external partners, leveraging our track record in the medical and environmental fields, and realize mass production

2 Capability to address environmentally friendly solutions, such as screen printing on paper substrates and molding using biomass-based and biodegradable plastics

Electronical Sensors

IoT Sensors

- Prevention of high blood pressure with sodium-potassium sensors
Health management for Health and Productivity Management companies and employees
- Other Electrochemical Sensors (Pets/Beauty/Soil Components)

- Establishment of water leak sensor technology and test sales (exploring a subscription model)
- Initiatives in Time Synchronization (Indoor UWB)

- Establishment and societal implementation of RFID technology utilizing printing techniques
- Printed on environmentally friendly papers (alternative to petroleum-derived PET)
Aluminum etching ⇒ Screen printing

Value of the Na/K Sensor

Contributing to preventive care for hypertension and enhancing corporate wellness and corporate value through workplace adoption

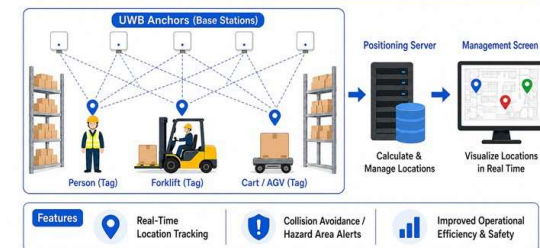


Leak Detection System Overview

Detects water leaks from aquarium tanks and sends alerts to smartphones



Positioning System for People and Mobile Assets in a Warehouse



Aiming for commercialization of water leak sensor and sodium-potassium sensors around 2027, test sales are scheduled to begin in fiscal 2026
Aiming to create stable and continuous earnings opportunities for water leak sensor through a subscription model

Strengthening organizational capabilities

- Aiming to Realize a robust management foundation that drives the future through the synergy of people, knowledge, and assets.

Promoting a human resources strategy centered on employee well-being and talent development



- Support employees' reskilling and develop talent capable of adapting to changes in society and industry
- Creating a work environment where employees feel a sense of purpose in working here and can engage positively in their work
→For details, please refer to our views on human capital on p.25

Enhancing our operational infrastructure through digital transformation and strengthened security



- Building a robust IT infrastructure based on a Zero Trust approach
- Digitize expert engineers' skills and know-how using video and AI, tripling the speed of technology transfer
- Advancing production and management control through a data-driven platform

Building a Robust Management Foundation for the Future

Building a financial foundation focused on capital efficiency and profitability



- Improve asset efficiency by reducing non-operational assets such as cash and deposits and Strategic shareholdings
- To curb the accumulation of equity capital, we will proactively enhance shareholder returns, taking into account our investment plans and financial position
→For details, please refer to financial strategy on p.22-24

Transitioning to strategic legal services that support business growth



- Enhancing searchability and minimizing errors by digitizing contract management
- Thoroughly instilling a company-wide compliance culture across the Group, including subsidiaries
- Protecting core technologies and establishing a competitive advantage by strengthening our IP strategy

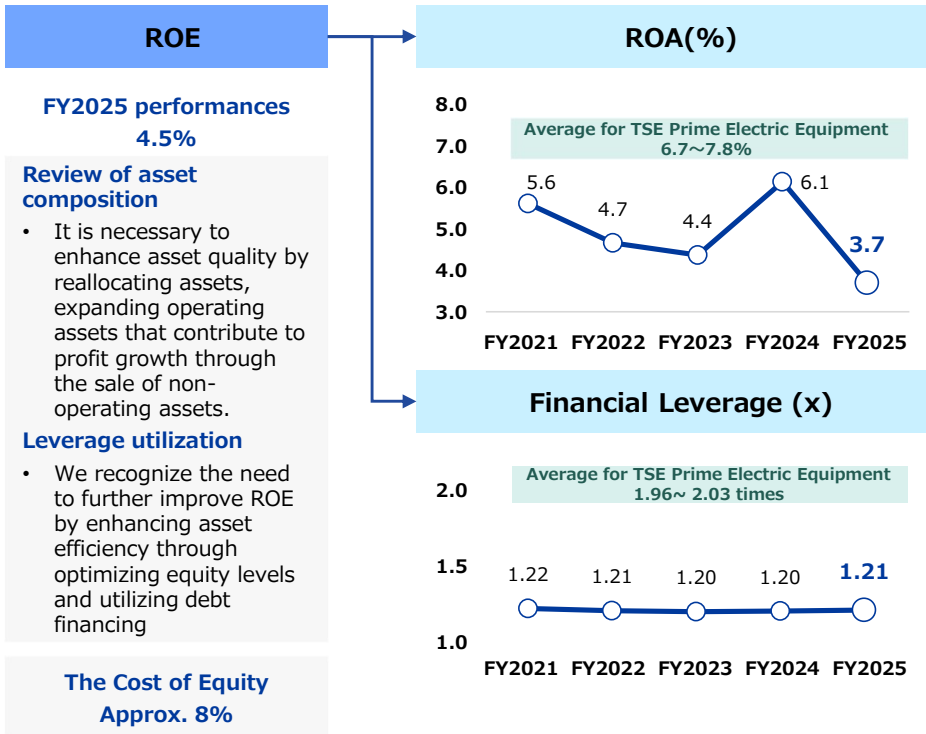
A Fundamental Shift from Conventional Balance Sheet Management

Together, we make good sense.

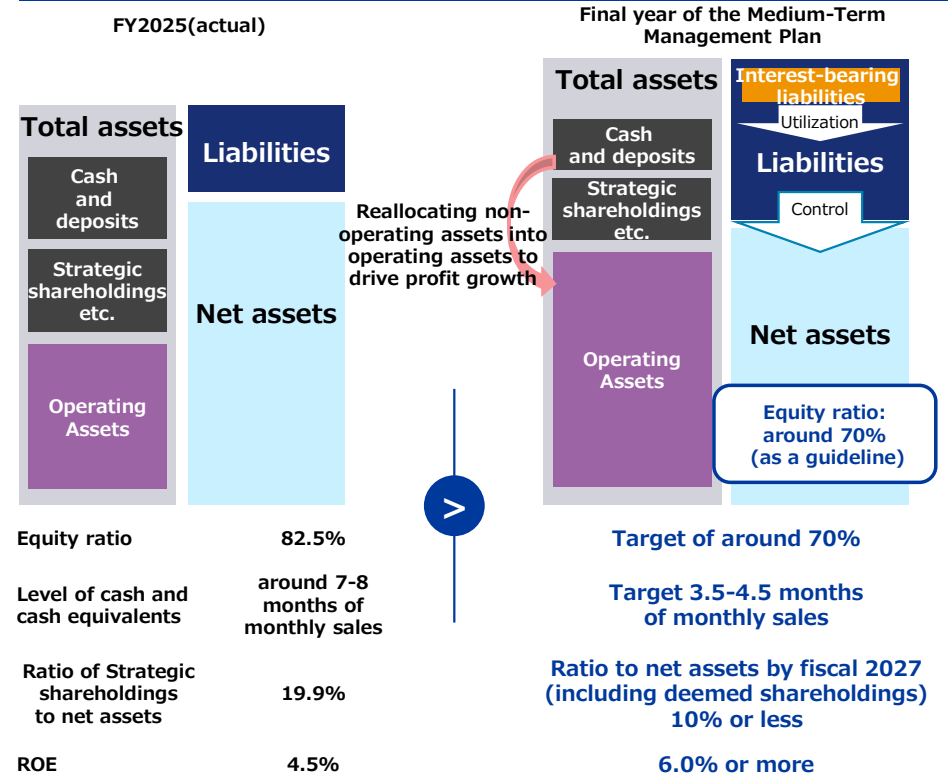


- In enhancing ROE, we recognize asset balance as a key issue, as our ROA and financial leverage remain relatively low compared with peers.
- It is necessary to improve asset efficiency through borrowings and the sale of non-operating assets, thereby enhancing ROA and financial leverage, in order to achieve our ROE target.

Recognition of Issues in Financial strategy



Direction of Balance Sheet Management



Shareholders return policy designed for equity control

Together, we make good sense.

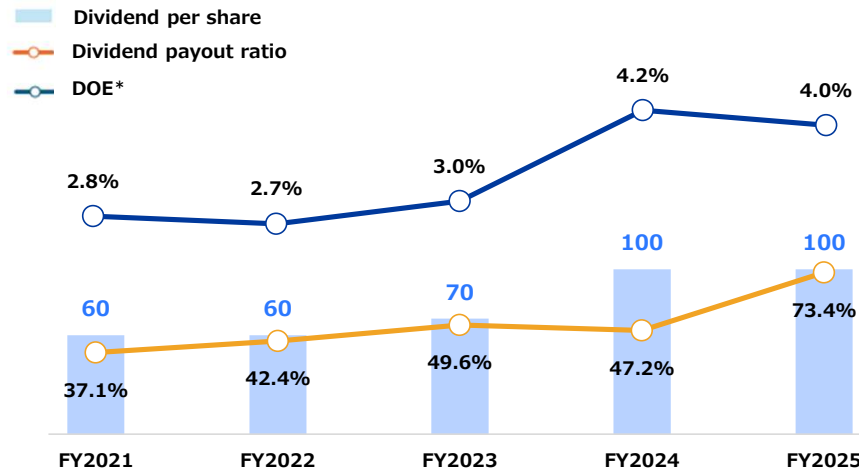


- We have shifted our shareholder return policy to optimize our capital structure and enhance ROE.
- To curb an excessive increase in net assets, we will introduce a DOE (dividend on shareholders' equity) policy and implement a flexible share repurchase program during the Medium-Term Management Plan.

Guidelines of return to shareholders

Dividend Performances

- FY2024 marks the 80th anniversary of our founding, and we paid a commemorative dividend of 30 yen in addition to the ordinary dividend of 70 yen (interim 35 yen, year-end 35 yen), resulting in a total dividend of 100 yen per share (interim 50 yen, year-end 50 yen).



Previous Medium-Term Management Plan

Dividend Policy

Medium-Term Management Plan 2030

To curb an excessive increase in net assets, introduce DOE

DOE*:
approximately 5.0% as a guideline

Share Repurchases

With the aim of achieving an optimal capital structure and executing a flexible capital policy, we plan to implement approximately ¥1.5 billion over the first three years of our Medium-Term Management Plan

125

FY2026
(Planned)

*Dividends paid / Shareholders' equity (Net assets – Accumulated other comprehensive income – Stock acquisition rights – Non-controlling interests)

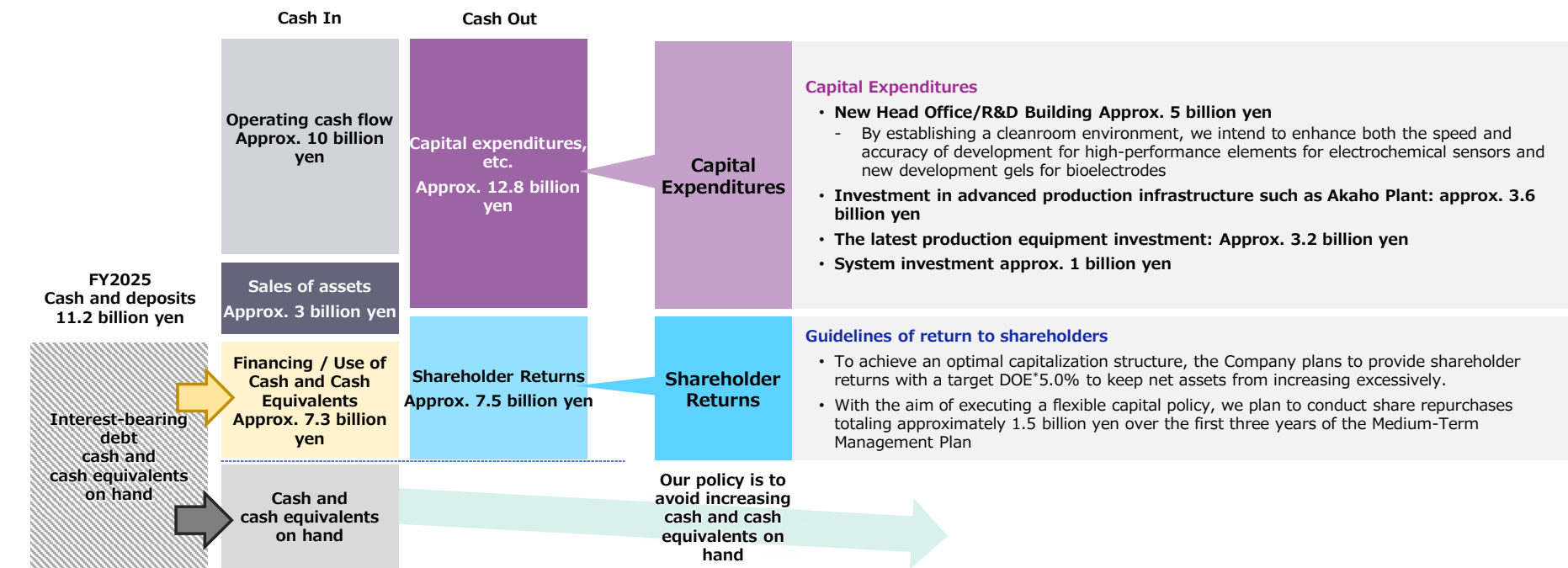
Cash allocation

Together, we make good sense.



- Under the current Medium-Term Management Plan, we aim to balance proactive investment and shareholder returns, while keeping cash and cash equivalents from increasing.
- Aiming to achieve profit growth by enhancing asset quality by prioritizing investments necessary for future growth.

Cash Allocation (5-year cumulative)



*Dividends paid / Shareholders' equity (Net assets – Accumulated other comprehensive income – Stock acquisition rights – Non-controlling interests)

Our views on human capital

Together, we make good sense.



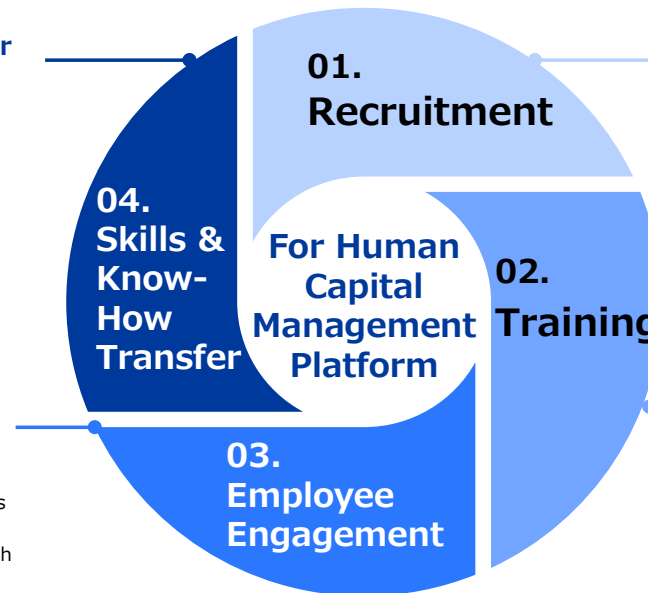
- We will establish systems and an environment that encourage employees to take on challenges, and foster talent capable of pursuing growth by promoting a mindset shift in each employee based on the “3C” principles of “Change,” “Challenge,” and “Communicate.”

Preserve Core Technologies to Sustain Our Competitive Edge

- We will establish a simultaneous production framework across domestic and overseas plants, strengthening collaboration among production sites, deepening and handing down element technologies, and building a robust BCP framework
- We will digitize skilled technicians’ adjustment techniques and quality control know-how using video and AI, converting this knowledge into organizational assets
- We will implement the “NOBLE Takumi Program” to promote the transfer of professional craftsmanship and advanced technical skills

Unlock Individual Capabilities and Drive Results

- Provide fair and credible evaluation and compensation by setting clear, convincing goals and rewarding achievements through performance-based incentives
- Ensure the right people are placed in the right roles through talent management
- Enable employees to feel a clear connection between the Company’s goals and their own work, fostering a sense of purpose and meaning



Build the Skill Sets Required to Execute Our Management Strategy

- Strengthen employer branding by communicating our corporate purpose and attracting talent who resonate with it
- In addition to alumni hiring and the employee referral program, further strengthen both new graduate and mid-career recruitment

Align Self-Directed Career Development with the Company’s Growth

- Upgrade our training programs with the “NOBLE Development Academy” (next-generation training) as the core platform
- Strengthen the provision of training opportunities, including programs on AI and other emerging areas
- Provide opportunities for employees to proactively shape their careers through internal job posting programs and the introduction of permitted side jobs
- Strategically expand selective, next-generation leader development programs—including overseas training—so that selected employees can continuously build relevant experience

05. Improving the environment

Improving the workplace environment with an emphasis on wellbeing

- Pursue flexible work arrangements tailored to individual lifestyles (e.g., remote work and hourly leave)
- Strengthen the workplace environment so that diverse talent can thrive
- Foster a culture that welcomes diverse perspectives and encourages employees to take on challenges without fear of failure

Achieve Carbon Neutrality Through Climate Action

Together, we make good sense.



- We regard "responding to climate change" as one of the most important issues in sustainability management.
- For Scope 1-3 reduction target, We will further expand the introduction of renewable energy and capital investments, strengthening measures to reduce GHG emissions to promote decarbonization across the entire supply chain through climate action.

Responding to Climate Change

We have set SBTi-aligned targets and are currently applying for SBTi validation

(CO₂ Emissions Units: tCO₂e)

Scope1-3 reduction target		FY2024 (Base year)	FY2030 (Medium-Term Management Plan Final-Year Target)
Scope1	Direct emissions from fuel consumption	1,553	4,454 at least a 55% reduction vs. FY2024
Scope2	Indirect emissions from electricity use (Market-based)	8,223	
	Of which) CO ₂ emissions offset through non-fossil value certificates	2,330	
	Renewable electricity adoption ratio (%)	22%	100%
	Reference) Scope2 (Location-Based)	10,132	
Scope3	Indirect emissions other than Scope1 and 2	457,014	342,761 25% reduction vs. FY2024

Initiatives for Carbon Neutrality

Rebuilding the head office to embody sustainability (Scheduled for completion in January 2028)

Aim to acquire ZEB Ready



Manufacturing that Reduces Environmental Impact

Exploring whether paper can be used for printed circuit boards

Initiatives for environmentally conscious materials/processes

1. Materials: Use "paper" (plant-derived) instead of "PET sheets" (petroleum-derived)
2. Pattern: Form electrodes by screen printing⇒ This generates less waste liquid and is more environmentally friendly compared with etching
3. Assembly: Use low-temperature solder⇒ Due to its low melting point, this enables joining of components with low heat resistance. Moreover, CO₂ emissions are lower (approx. 30% reduction) compared with conventional solder.

Applied to origami

- Able to maintain the pattern even when printing electronic circuits on paper
- Able to mount LEDs on paper
- Verified that no disconnection occurred even when bent

FY2050 Target: Achieve Carbon Neutrality

INDEX-table of contents

01. Introduction (Company Profile)

02. Review of Previous Medium-Term Management Plan

03. Medium-Term Management Plan 2030

04. Appendix

Appendix: List of Our Bases (Japan)

Together, we make good sense.



Akaho Plant



The heart of Alps, driving innovation

The Akaho Plant was established in Komagane City in August 1945 as the core manufacturing base of Teikoku Tsushin Kogyo, and is responsible for the production of high-quality products. With the latest production equipment and skilled engineers, we continue to provide highly reliable products in Japan and overseas.

Certification: ISO9001·ISO14001·ISO13485

Iida Teitsu (Post-merger: Akaho Plant Iida Management Office)



Creating the Future with Extreme Precision

Iida Teitsu Co., Ltd. is scheduled to merge with Teikoku Tsushin Kogyo Co., Ltd. on July 1, 2026. As the Teikoku Tsushin Group, we will continue to operate as a professional manufacturing group driving the future of electronic components.

Suzaka Teitsu

Production Technology Capabilities Spinning the Future of Electronic Circuits



Suzaka Teitsu Co., Ltd. is a specialized manufacturer of electronic components, continuously pursuing automation and labor-saving through its original production equipment. Since its establishment in December 1961, the company has refined its expertise for over half a century and continues to provide products backed by strong technological capabilities.

Certification :ISO9001·ISO14001
IATF16949 (to be acquired)

Fukui Teitsu

Shaping the future through the fusion of electronic components and plastic molding



Fukui Teitsu Co., Ltd., established in April 1969, is a specialized manufacturer with a proven track record in electronic components and plastic molded products. Its Fukui plant manufactures electronic components, while the Minowa plant produces plastic molded products (injection molding).

Certification :ISO9001·ISO14001

Kiso Seiki

With high-precision machining technology Group of specialists who will create the future

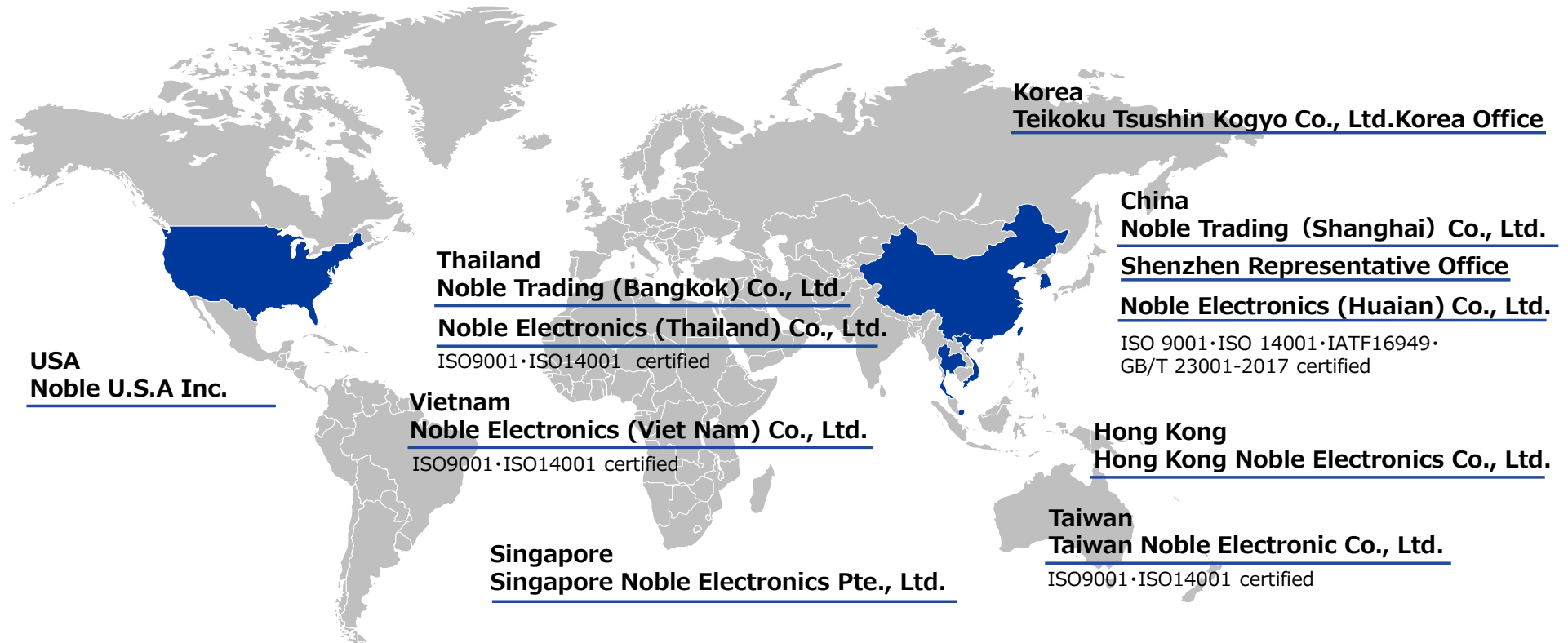


Kiso Seiki Co., Ltd. is a specialist group in high-precision metal processing, contributing to diverse industries. Since its establishment in May 1974, it has pursued manufacturing excellence in precision, quality, and functionality for over 50 years.

Certification :ISO9001·ISO14001

Appendix: List of Our Bases (Overseas)

Together, we make good sense.



Appendix: Dialogue with capital markets

Together, we make good sense.



- Continue to enhance IR activities, including responding with English disclosure.

✓ The items listed in the table below have been implemented or on going continuously.

IR activities	Frequency	Proposed timing	Implementation/ Scheduled
Medium-term management plan disclosure	Five-Year Plan	Disclosed May 11, 2021 Disclosure of revised version on May 11, 2022	Implemented/Ongoing
Medium-term management plan disclosure in English	Five-Year Plan	Implemented on May 11, 2022	Implemented/Ongoing
Disclosure of financial results	Quarterly	Implemented from FY ending March 31, 2021	Implemented/Ongoing
Disclosure of financial results in English	Quarterly	Implemented from FY ending March 31, 2021	Implemented/Ongoing
Advertisements on newspapers, trade journals, IR magazines, etc.	As appropriate	Advertisements posted on billboards at JR Shinagawa and Shin-Yokohama Stations Interview articles published in The Nikkei, Dempa Shimibun, etc. Published in the October 2024 issue of Diamond ZAI	Implemented/Ongoing
Participation in various trade shows, etc.	At any time	Participate in domestic and international exhibitions such as Medtec Japan 2024, FBCSASEAN 2024, and Taiwan Innotech Expo 2024	Implemented/Ongoing
Holding of financial results briefings for analysts	Semi-annually	Around June and December every year	Implemented/Ongoing
IR meeting for analysts	At any time		Implemented/Ongoing
IR strategy for individual investors	At any time	Briefings for individual investors starting in 2022 (held in September 2024) "The Real Face of Top Management" and "IR Report" made available for Nomura IR members	Implemented/Ongoing
Development of new slogan	At any time	Corporate slogan created for the Company's 80th anniversary	Implemented/Ongoing
Announcement of capital alliance, etc.	At any time	In 2021, we will enter into a capital alliance with S'UIMIN inc.	Implemented/Ongoing
Disclosure of growth strategies	-	Notice Concerning Progress of the Medium-Term Management Plan and Future Initiatives	May. 2024
SR interviews with institutional investors	As appropriate	Conducted in January 2025	Implemented/Ongoing
Magazine to commemorate 80th anniversary	-	Published by Diamond Business Planning Co., Ltd..	January. 2025
Integrated Report Disclosure	Annual	disclosed in HP on November 28, 2025	November. 2025

New slogan for the 80th anniversary

[NOBLE WAY]

「構想力」 アイデア・開発設計・技術転用 × 「実務力」 製品化・安価生産・高信頼品質

独自技術により商品を開発 × 一貫生産により量産を実現

さあ、NOBLEと実現しよう。

Together, we make good sense.

NOBLE
帝国通信工業株式会社



誰にも見えないところで、
本当の革新は続いている。

Published by
Diamond Business
Planning Co., Ltd.
from January 2025

Together, we make good sense.



Forward-looking statements contained in this document are based on the present assumptions and opinions of the group, and are derived from information available at the time of the document date; they are not intended as guarantees of future performance. The Company also bears no obligation to update the forward-looking statements contained in this document or any other forward-looking statement it may make.

Contact Information: Teikoku Tsushin Kogyo Co., Ltd.
Accounting section

TEL: +81-44-422-3831
E-Mail: ir-info@ho.noble-j.co.jp
URL: <http://www.noble-j.co.jp>