

Financial Results Briefing for Q2 of the Year Ending March 2020

Item	Speaker
(From the Secretariat)	Coordinator
1. Introduction	Toru Sugiyama, Executive Vice President, CFO
2. Overview of Financial Results for the Second Quarter of the Year Ending 3/20 and Forecasted Plan for the Year Ending 3/20	Osamu Ikejiri, Director, Accounting & Financing Dept. Vice President, Corporate Planning & Control Div. Corporate Officer
(Q&A)	



Introduction

Toru Sugiyama
Executive Vice President
CFO

Second Quarter Results for the Year Ending 3/20



NHK SPRING CO.,LTD.

(100 million yen)

	Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results			Increase / Decrease		
		Initial plan (As of 5/10/19)	Revised plan (As of 8/7/19)	Results	Vs. Same period last year	Vs. Initial plan	Vs. Revised plan
Net sales	3,356	3,300	3,300	3,237	△119	△62	△62
Operating income (Operating income ratio)	153 4.6%	50 1.5%	50 1.5%	60 1.9%	△92 △2.7%	10 0.4%	10 0.4%
Ordinary income (foreign exchange gains/losses)	185 18	60 △1	60 △17	54 △25	△130 △44	△5 △24	△5 △8
Profit attributable to owners of parent	127	36	5	△1	△128	△37	△6
Average exchange rate US\$ Thai Baht	110.1 3.4	105.0 3.4	109.1 3.5	109.0 3.5	△1.1 0.1	4.0 0.1	△0.1 -
Exchange rate at end of year US\$ (End of current year) (End of last year)	113.6 106.2	105.0 111.0	108.0 111.0	107.9 111.0	△5.6 4.8	2.9 -	△0.1 -
Thai Baht (End of current year) (End of last year)	3.3 3.5	3.4 3.4	3.5 3.4	3.5 3.4	0.2 △0.0	0.1 -	- -

Full-year Plan for the Year Ending 3/20



NHK SPRING CO.,LTD.

(100 million yen)

	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)			Increase / Decrease		
		Initial plan (As of 5/10/19)	Revised plan ① (As of 8/7/19)	Revised plan ② (As of 11/6/19)	Vs. Same period last year	Vs. Initial plan	Vs. Revised plan (② - ①)
Net sales	6,810	6,900	6,900	6,700	△110	△200	△200
Operating income (Operating income ratio)	266 3.9%	200 2.9%	200 2.9%	190 2.8%	△76 △1.1%	△10 △0.1%	△10 △0.1%
Ordinary income (foreign exchange gains/losses)	314 9	220 △1	220 △20	190 △27	△124 △37	△30 △26	△30 △7
Profit attributable to owners of parent (Extraordinary losses)	71 △113	140 -	109 △31	90 △31	18 82	△50 △31	△19 △0
Average exchange rate US\$ Thai Baht	110.7 3.4	105.0 3.4	108.6 3.5	107.6 3.5	△3.1 0.1	2.6 0.1	△1.0 0.0
Exchange rate at end of year US\$ (End of current year) (End of last year)	111.0 106.2	105.0 111.0	108.0 111.0	106.0 111.0	△5.0 4.8	1.0 -	△2.0 -
Thai Baht (End of current year) (End of last year)	3.4 3.5	3.4 3.4	3.5 3.4	3.4 3.4	△0.0 △0.0	- -	△0.1 -

EPS

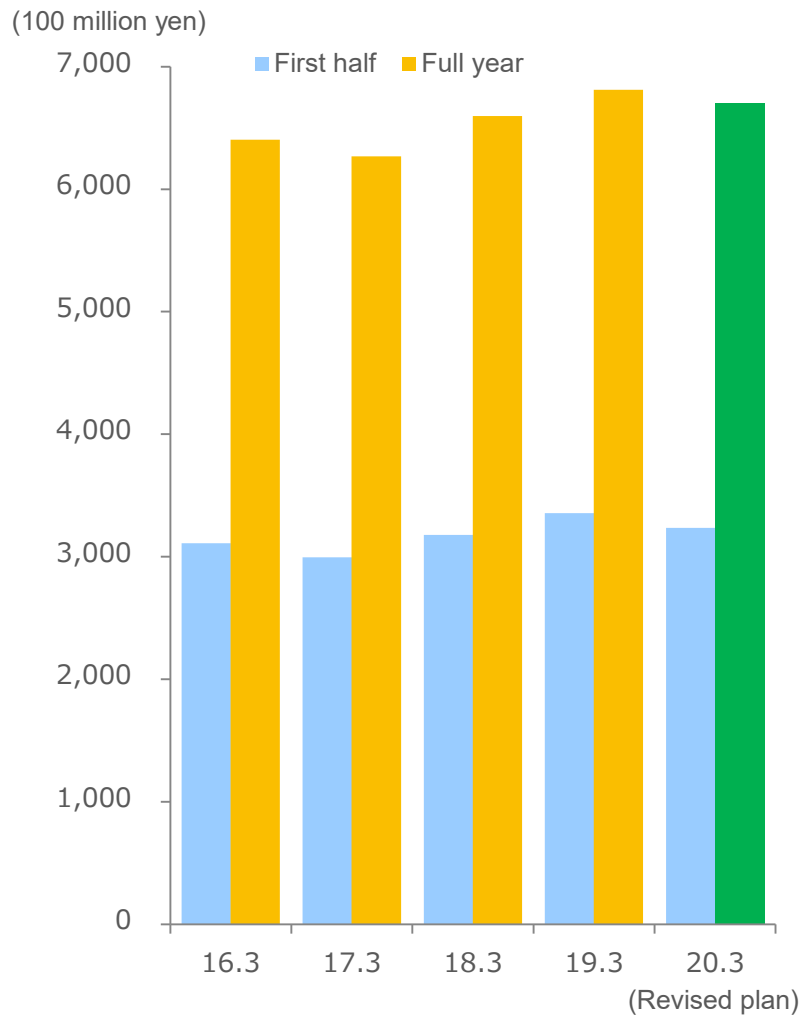
- Current Year: 37.96 yen
- Last Year: 29.97 yen

ROE

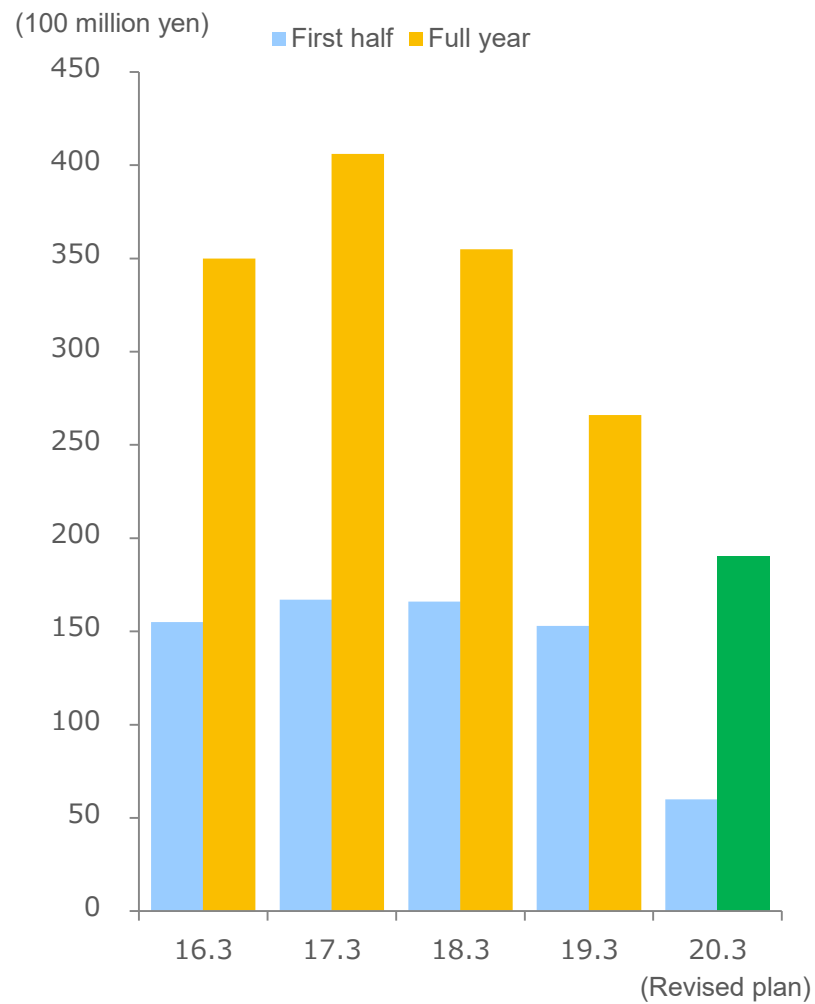
- Current Year: 3.2%
- Last Year: 2.5%

Result Trends

Net sales



Operating income

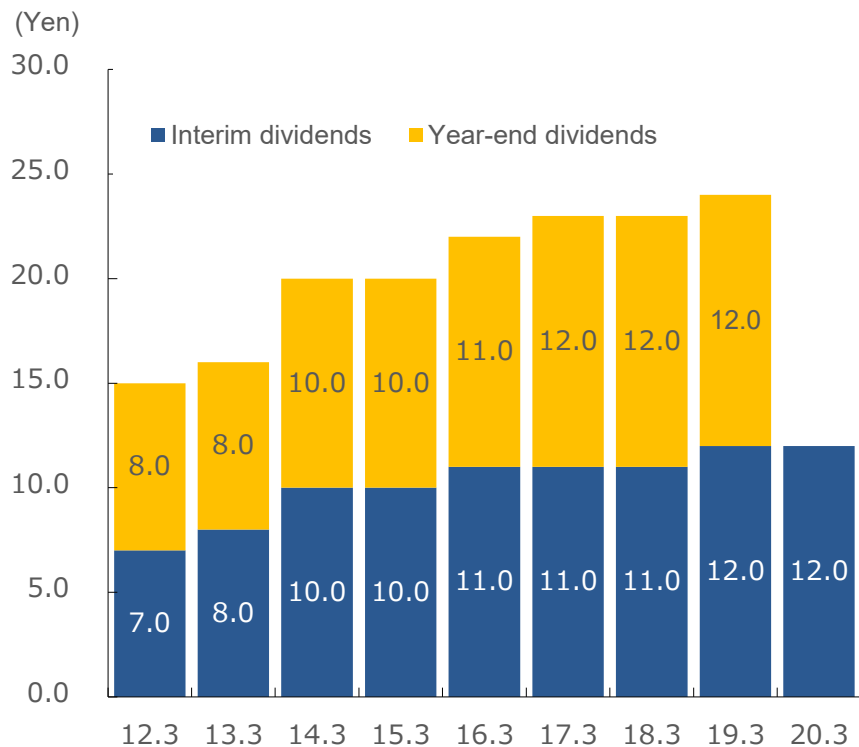


Dividends

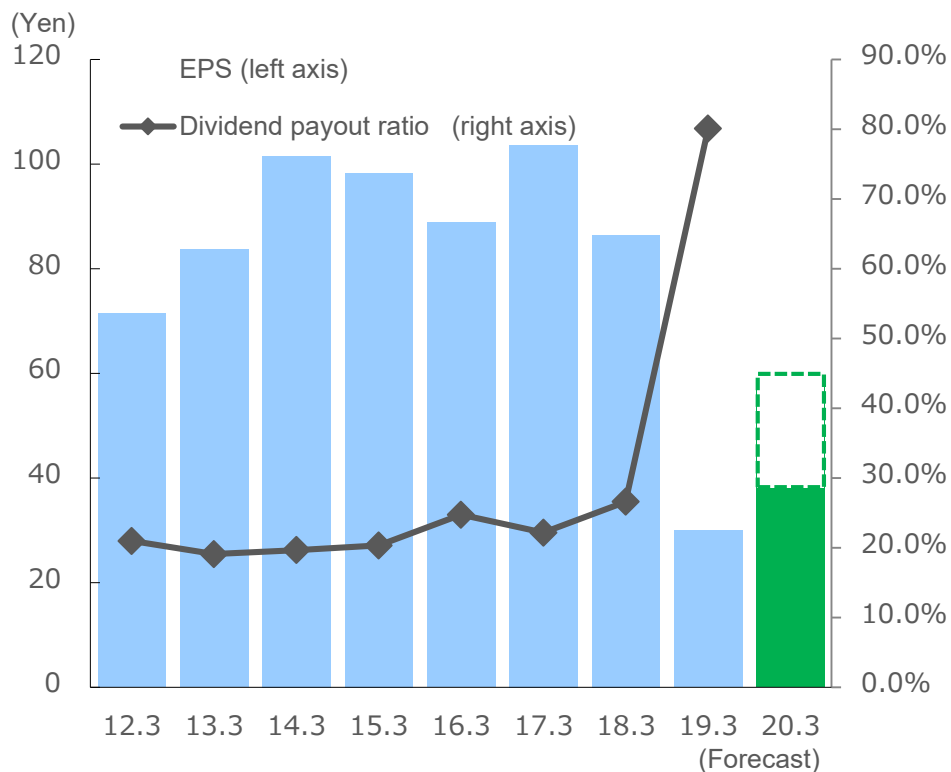


NHK SPRING CO.,LTD.

Dividend per share (DPS)



Earnings per share (EPS)



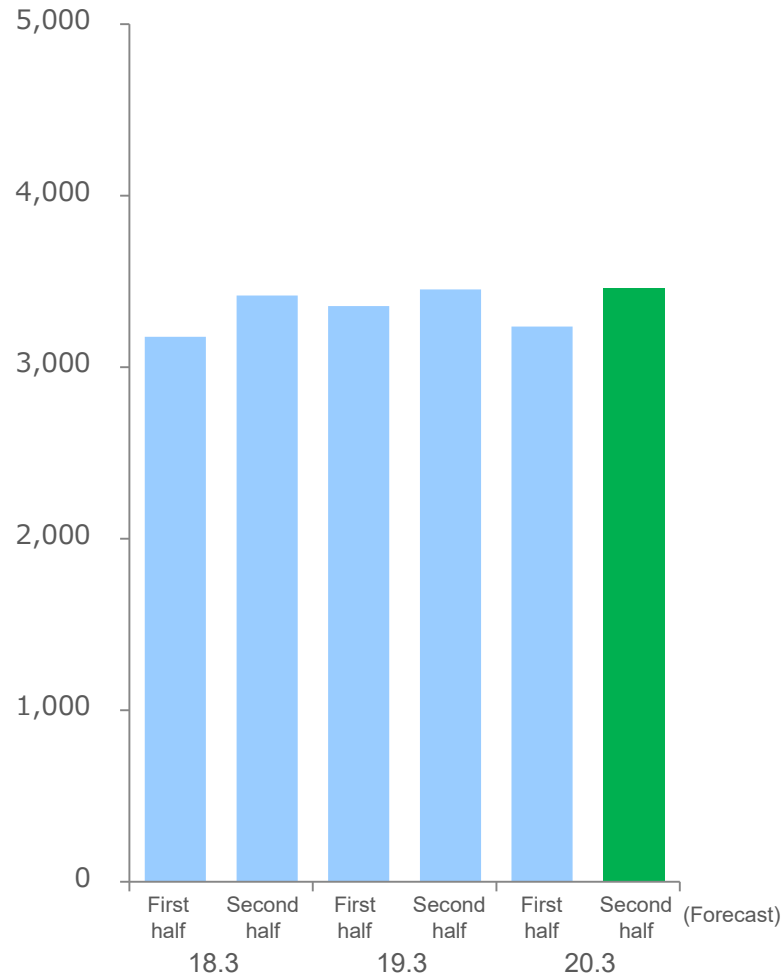
	End of Q2	Year end	Total	Dividend payout ratio
Year ended 3/19 (FY2018) Results	12.0 yen	12.0 yen	24.0 yen	80.1%
Year ending 3/20 (FY2019) Forecast	12.0 yen	-	-	-

▽The year-end dividend for the year ending 3/20 (FY2019) has yet to be decided.

Reference: Results Trends (Semi-annual basis)

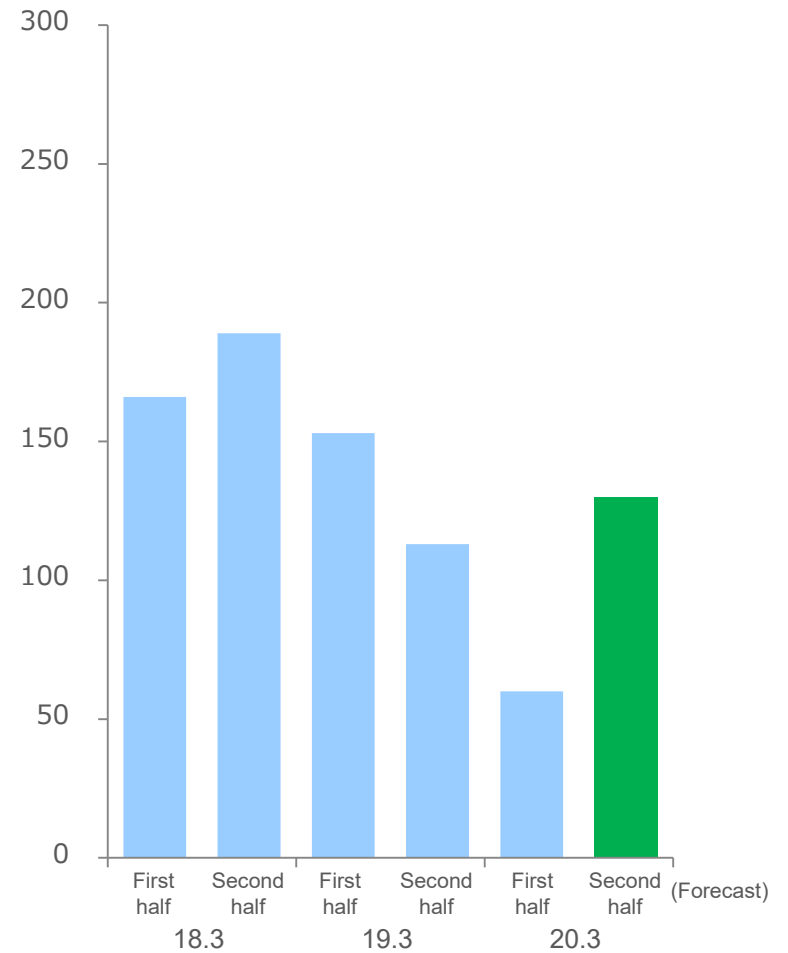
Net sales

(100 million yen)



Operating income

(100 million yen)



Overview of Financial Results for the
Second Quarter of the Year Ending 3/20
Forecasted Plan for the Year Ending
3/20

Osamu Ikejiri,
Director, Accounting & Financing Dept.
Vice President, Corporate Planning & Control Div.
Corporate Officer

Overview of Financial Results for the Second Quarter of the Year Ending 3/20

Second Quarter Results for the Year Ending 3/20

Net Sales / Operating Income by Segment



NHK SPRING CO.,LTD.

- ◆ Automotive-related : Income declined from the same period last year due to lower order volumes and changes in the product mix.
- ◆ Precision springs & components : Income declined from the same period last year due to depressed market for HDD-related components.
- ◆ Industrial machinery & others : Income declined from the same period last year due to lower volumes of semiconductor process components and start-up costs at new plant.

(100 million yen)

		Year Ended 3/19 (FY2018) First Half Results	Year Ended 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
			Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Automotive suspension springs	Net sales	631	648	642	11	1.8%	△5	△0.9%
	Operating income	39	14	10	△29	△73.7%	△3	△25.9%
	ratio	6.3%	2.2%	1.6%	△4.6%	-	△0.5%	-
Automotive seating	Net sales	1,485	1,473	1,449	△35	△2.4%	△23	△1.6%
	Operating income	23	9	10	△13	△56.9%	1	12.8%
	ratio	1.6%	0.6%	0.7%	△0.9%	-	0.1%	-
Precision springs & components	Net sales	782	725	702	△79	△10.1%	△22	△3.1%
	Operating income	60	11	21	△39	△64.6%	10	95.8%
	ratio	7.8%	1.5%	3.1%	△4.7%	-	1.5%	-
Industrial machinery & others	Net sales	458	454	442	△16	△3.5%	△11	△2.6%
	Operating income	29	16	18	△10	△37.0%	2	15.7%
	ratio	6.4%	3.5%	4.2%	△2.2%	-	0.7%	-
Total	Net sales	3,356	3,300	3,237	△119	△3.6%	△62	△1.9%
	Operating income	153	50	60	△92	△60.5%	10	21.2%
	ratio	4.6%	1.5%	1.9%	△2.7%	-	0.4%	-

Second Quarter Results for the Year Ending 3/20

Net Sales / Operating Income by Region



NHK SPRING CO.,LTD.

- ◆ Japan : Sales and income declined from the same period last year due to lower volumes of HDD-related components and semiconductor process components, as well as due to changes in the product mix for automotive-related components.
- ◆ Asia : Sales and income declined from the same period last year due to lower volumes for HDD-related components in Thailand and lower volumes, primarily for automotive-related components, in China.
- ◆ Americas, Europe and others : Despite higher sales over the same period last year, income declined due to changes in the product mix and the impact of new consolidated companies.

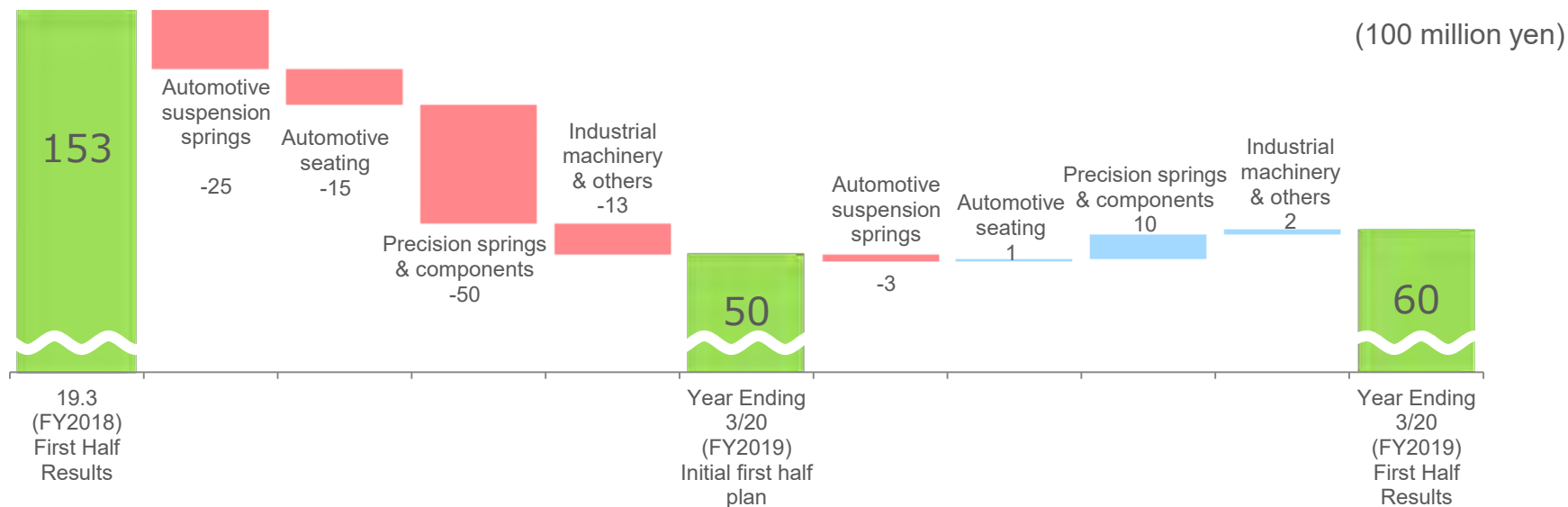
(100 million yen)

		Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
			Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Japan	Net sales	1,994	1,977	1,916	△77	△3.9%	△60	△3.1%
	Operating income	100	28	49	△51	△50.9%	21	76.2%
	ratio	5.0%	1.4%	2.6%	△2.5%	-	1.2%	-
Asia	Net sales	843	799	798	△45	△5.4%	0	△0.1%
	Operating income	75	40	41	△33	△44.5%	1	4.9%
	ratio	9.0%	5.0%	5.3%	△3.7%	-	0.2%	-
Americas, Europe and others	Net sales	519	524	522	3	0.7%	△1	△0.2%
	Operating income	△22	△18	△30	△7	-	△12	-
	ratio	△4.4%	△3.4%	△5.9%	△1.5%	-	△2.4%	-
Total	Net sales	3,356	3,300	3,237	△119	△3.6%	△62	△1.9%
	Operating income	153	50	60	△92	△60.5%	10	21.2%
	ratio	4.6%	1.5%	1.9%	△2.7%	-	0.4%	-

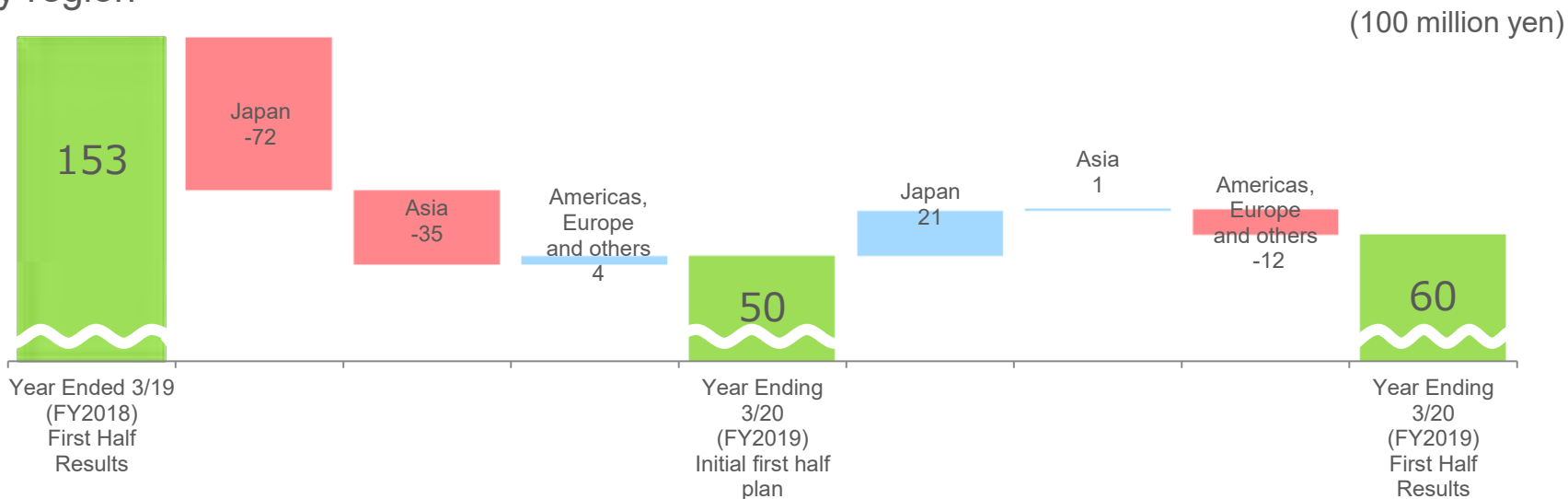
Second Quarter Results for the Year Ending 3/20

Variable Factor Analysis for Operating Income

By business segment

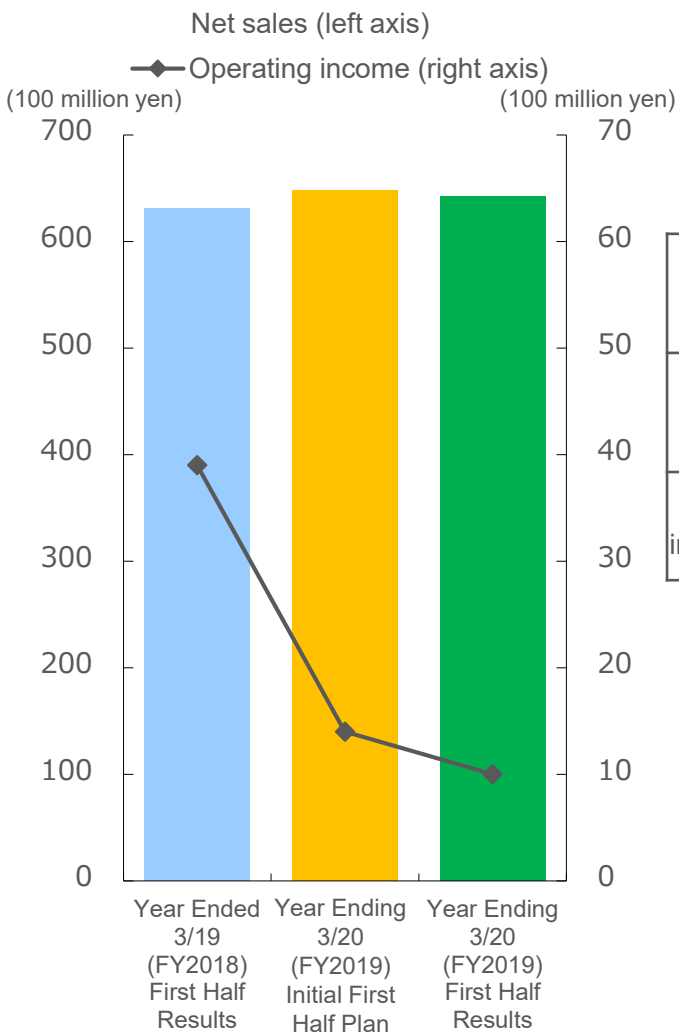


By region



Second Quarter Results for the Year Ending 3/20

Analysis by Segment Automotive suspension springs



	Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
		Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Net sales	631	648	642	11	1.8%	△5	△0.9%
Operating income	39	14	10	△29	△73.7%	△3	△25.9%
Operating income ratio	6.3%	2.2%	1.6%	△4.6%	-	△0.5%	-



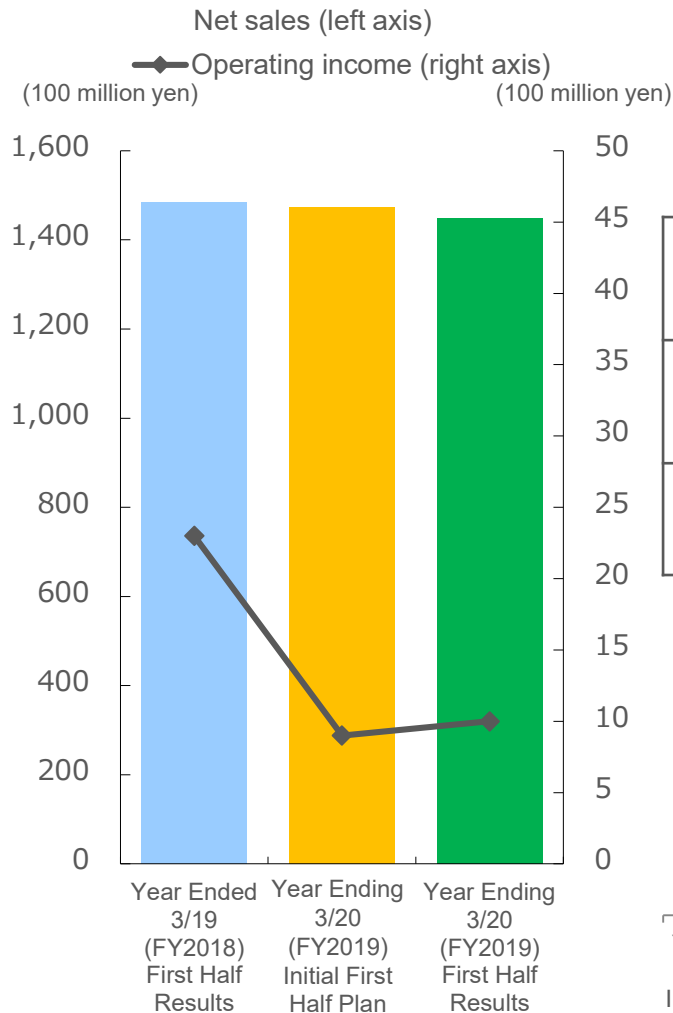
- ▽Change in results for same period last year : Despite higher volumes in Japan, Americas, Europe and others, sales rose and income declined due to changes in the product mix and the impact of new consolidated companies.
- ▽Change from initial plan : Sales and income declined due to lower volumes and changes in the produce mix in each region.

Second Quarter Results for the Year Ending 3/20

Analysis by Segment Automotive seating



NHK SPRING CO.,LTD.



(100 million yen)

	Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
		Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Net sales	1,485	1,473	1,449	△35	△2.4%	△23	△1.6%
Operating income	23	9	10	△13	△56.9%	1	12.8%
Operating income ratio	1.6%	0.6%	0.7%	△0.9%	-	0.1%	-



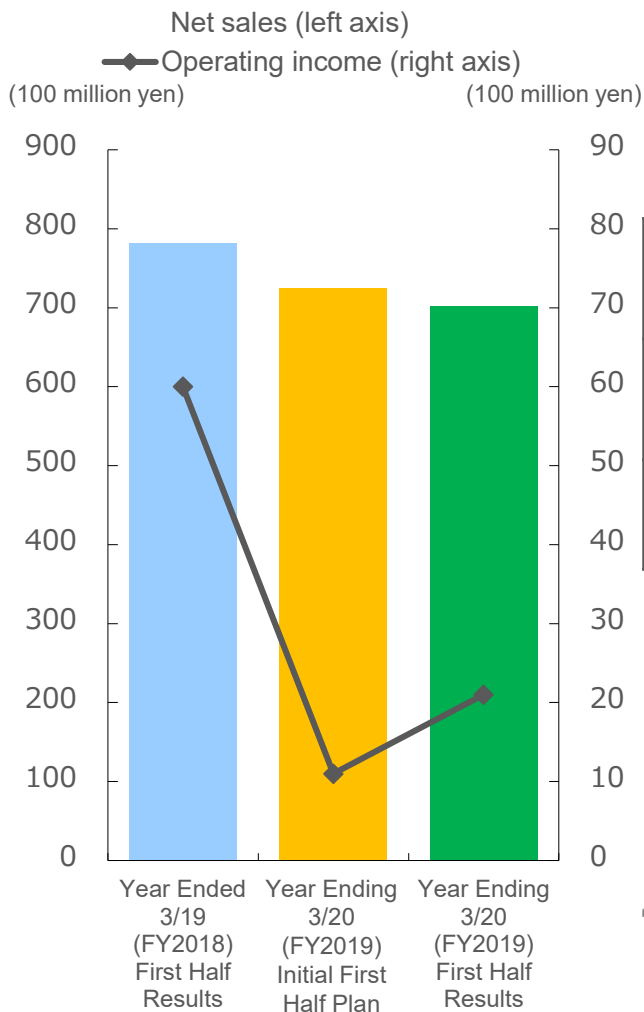
▽Change in results for same period last year : Sales and income declined due to lower volumes of vehicle model orders and changes in the vehicle model mix.

▽Change from initial plan : Despite lower sales coinciding with lower volumes in Japan, Americas, Europe and others, operating income was on par with the plan due to changes in the vehicle model mix.

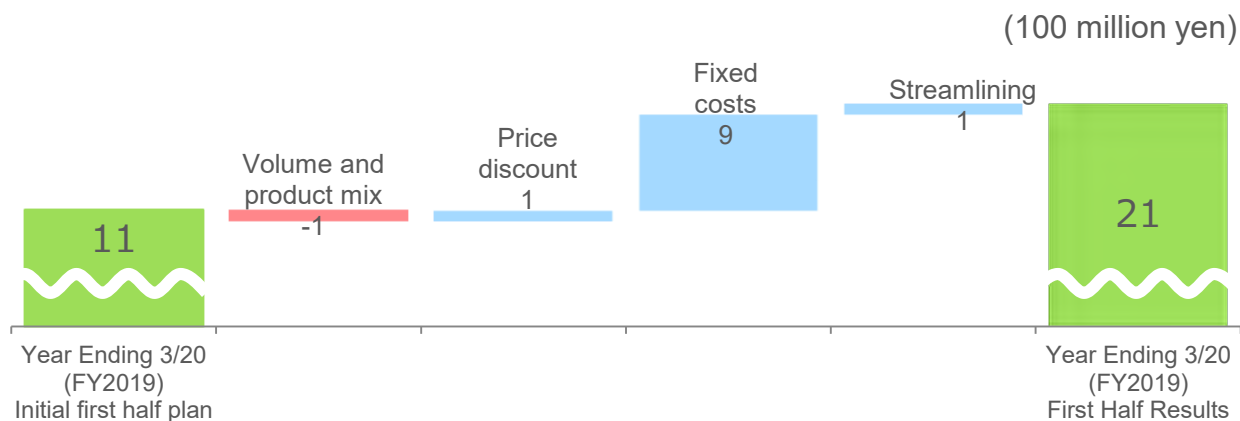
Second Quarter Results for the Year Ending 3/20

Analysis by Segment Precision springs & components

(100 million yen)



	Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
		Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Net sales	782	725	702	△79	△10.1%	△22	△3.1%
Operating income	60	11	21	△39	△64.6%	10	95.8%
Operating income ratio	7.8%	1.5%	3.1%	△4.7%	-	1.5%	-



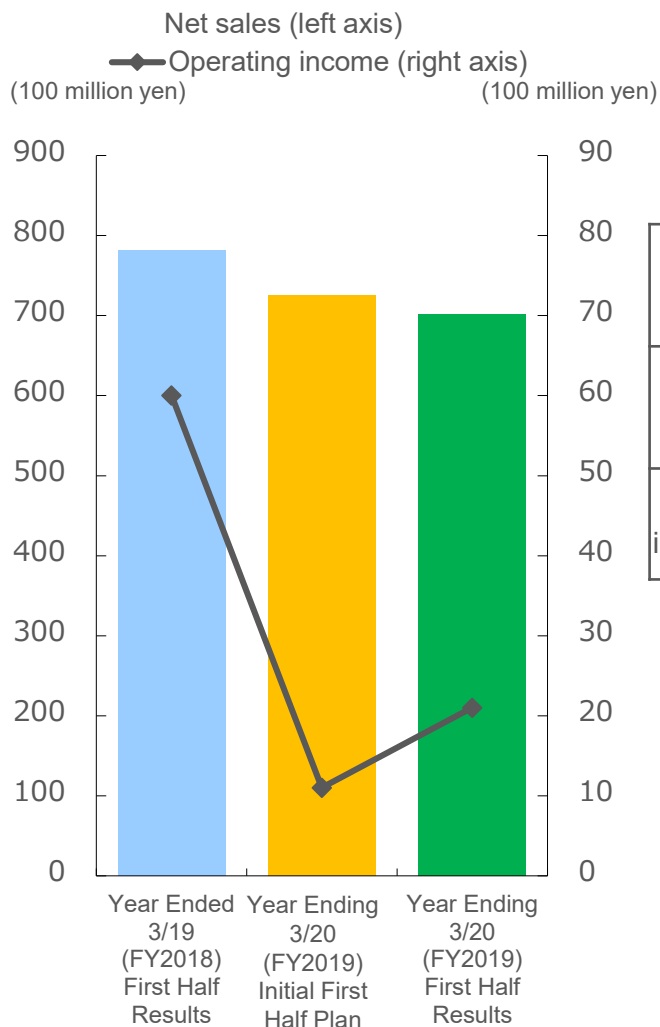
▽Change in results for same period last year : Sales and income declined due to lower volumes for both automotive-related components and HDD-related components.

▽Change from initial plan : Despite lower volumes for automotive-related components, sales declined and income rose due to changes in the product mix as a result of strength in HDD-related components.

Second Quarter Results for the Year Ending 3/20

Analysis by Segment Industrial machinery & others

(100 million yen)



	Year Ended 3/19 (FY2018) First Half Results	Year Ending 3/20 (FY2019) First Half Results		Change from same period last year		Change from initial plan	
		Initial plan (As of 5/10/19)	Results	Change	Ratio	Change	Ratio
Net sales	458	454	442	△16	△3.5%	△11	△2.6%
Operating income	29	16	18	△10	△37.0%	2	15.7%
Operating income ratio	6.4%	3.5%	4.2%	△2.2%	-	0.7%	-

(100 million yen)



- ▽ Change in results for same period last year : Sales and income declined primarily due to lower volumes of semiconductor process components.
- ▽ Change from initial plan : Sales declined primarily due to lower volumes of semiconductor process components.

Second Quarter Results for the Year Ending 3/20

Assets



NHK SPRING CO.,LTD.

(100 million yen)

	Year Ended 3/16 (End of FY2015) Results	Year Ended 3/17 (End of FY2016) Results	Year Ended 3/18 (End of FY2017) Results	Year Ended 3/19 (End of FY2018) Results	Year Ending 3/20 (at end of 9/19) First Half Results	Increase / decrease
Total assets	5,062	5,379	5,683	5,731	5,458	△273
Shareholders' equity	2,572	2,796	2,928	2,811	2,770	△40
Shareholders' equity to total assets ratio	50.8%	52.0%	51.5%	49.0%	50.8%	-
Cash and deposits	725	825	952	985	835	△150
Interest-bearing debt	573	533	532	682	609	△72
Net cash	152	291	419	303	225	△77

▽ The Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) have been in effect since the beginning of the year ending 3/19 (FY2018), so the listed figures are those from after this having been retroactively applied.

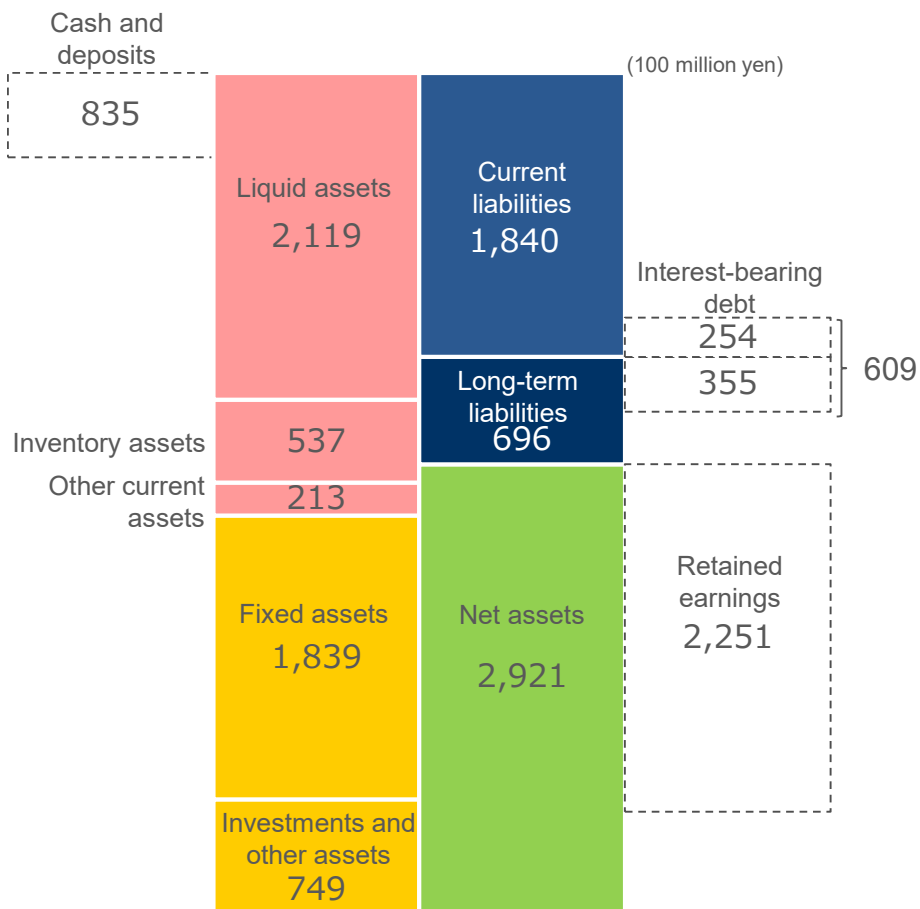
Second Quarter Results for the Year Ending 3/20

BS Status

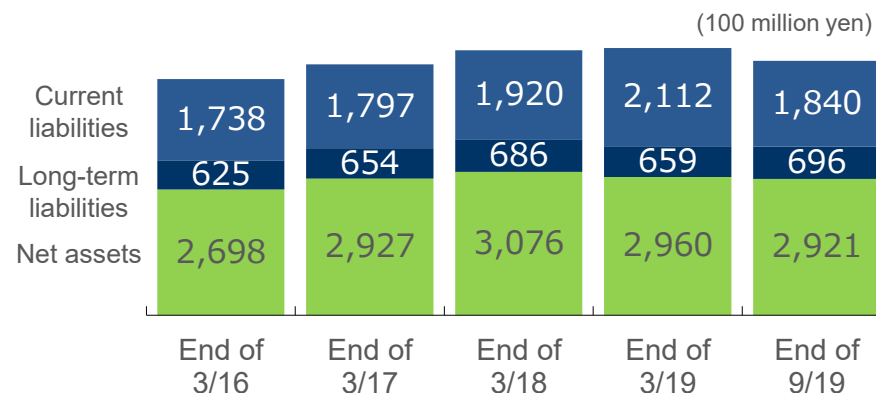
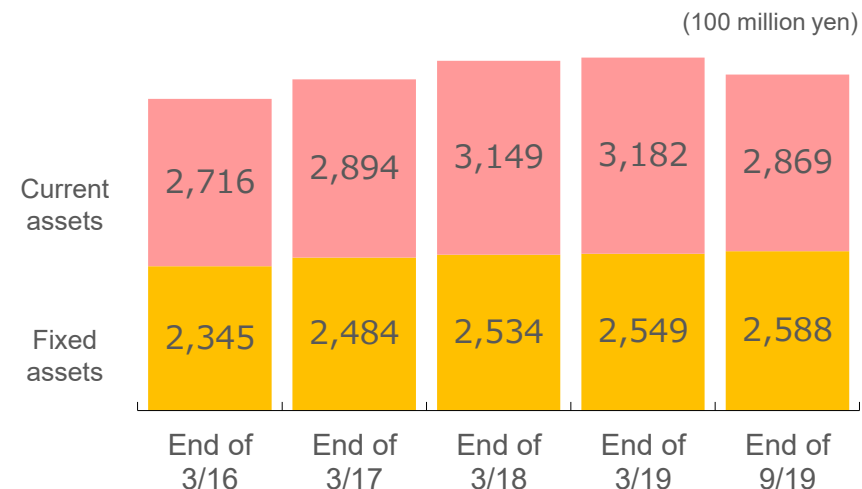


NHK SPRING CO., LTD.

Balance Sheet



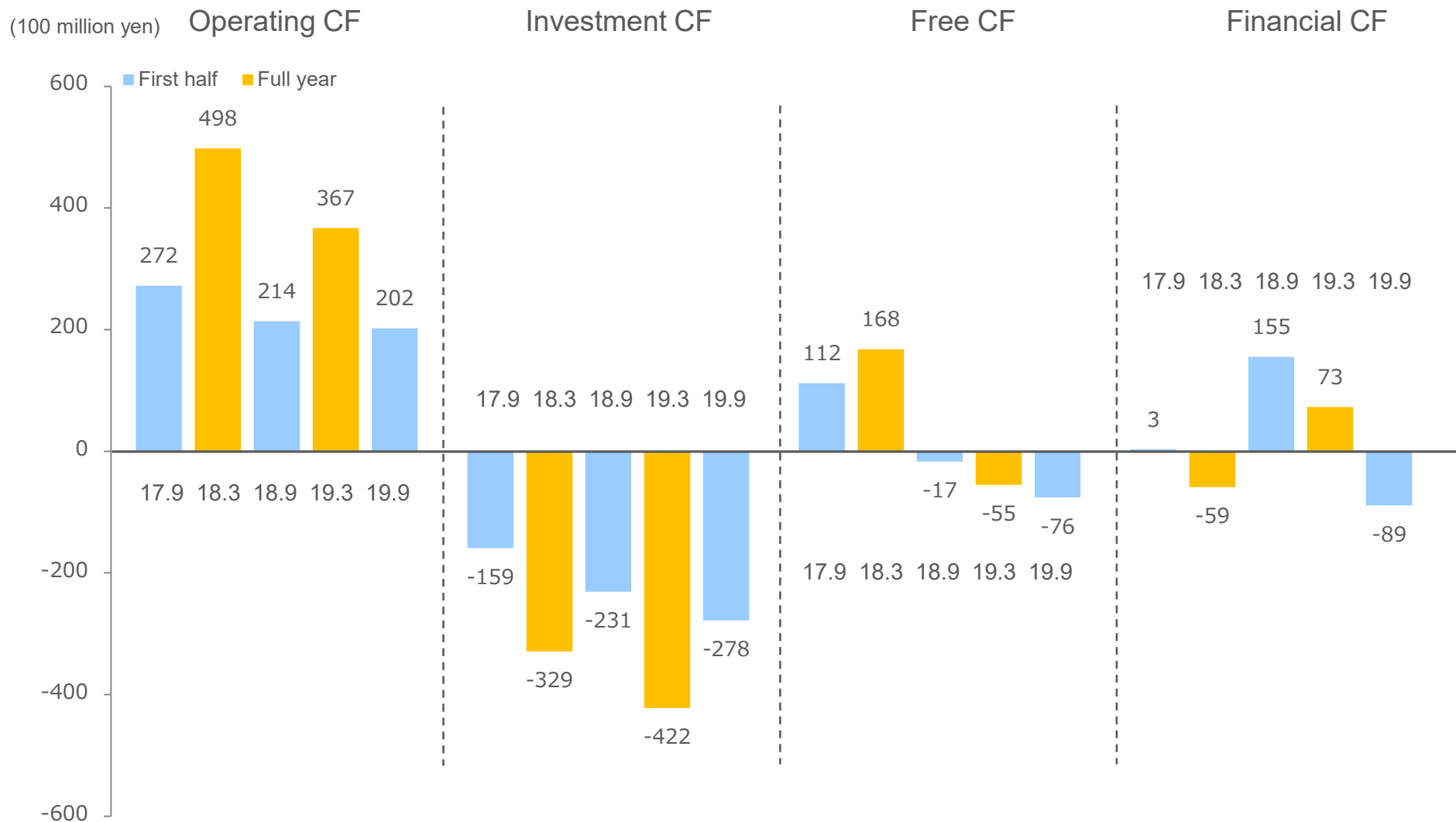
Balance Sheet trends



- ▽Assets : 27.3 billion yen decline from the end of last year due to redemption of convertible bond-type bonds with subscription rights to shares.
- ▽Liabilities : 23.4 billion yen decline from the end of last year due to redemption of convertible bond-type bonds with subscription rights to shares.
- ▽Net assets : 3.9 billion yen decline from the end of last year due to lower retained earnings as a result of dividend payments and a quarterly net loss attributable to owners of the parent company.

Second Quarter Results for the Year Ending 3/20

CF Status



Forecasted Plan for the Year Ending 3/20

Forecasted Plan for the Year Ending 3/20
Full-year Plan for the Year Ending 3/20



NHK SPRING CO.,LTD.

(100 million yen)

	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)			Vs. previous year	Vs. initial plan	Vs. revised plan (② - ①)/①
		Initial plan (As of 5/10/19)	Revised plan ① (As of 8/7/19)	Revised plan ② (As of 11/6/19)			
Net sales	6,810	6,900	6,900	6,700	△1.6%	△2.9%	△2.9%
Operating income	266	200	200	190	△28.7%	△5.0%	△5.0%
Ordinary income	314	220	220	190	△39.6%	△13.6%	△13.6%
Profit attributable to owners of parent	71	140	109	90	26.7%	△35.7%	△17.4%
EPS (Unit: yen)	29.97	59.05	45.97	37.96	-	-	-
ROE	2.5%	4.9%	-	3.2%	-	-	-
Average exchange rate (US\$)	110.7	105.0	108.6	107.6	-	-	-
(Thai baht)	3.4	3.4	3.5	3.5	-	-	-

Forecasted Plan for the Year Ending 3/20

Net Sales / Operating Income by Segment



NHK SPRING CO.,LTD.

- ◆ Automotive-related : Sales are expected to decline from the initial plan due to lower volumes and changes in product mix.
- ◆ Precision springs & components : Sales and income are expected to decline from the initial plan due to lower volumes of automotive-related components and HDD-related components.
- ◆ Industrial machinery & others : Sales and income are expected to decline from the initial plan primarily due to lower volumes of semiconductor process components.

(100 million yen)

		Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
			Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Automotive suspension springs	Net sales	1,288	1,309	642	617	1,260	△28	△49
	Operating income	61	27	10	6	17	△44	△10
	Ratio	4.8%	2.1%	1.6%	1.1%	1.3%	-	-
Automotive seating	Net sales	3,032	3,071	1,449	1,617	3,067	34	△4
	Operating income	44	54	10	57	68	23	14
	Ratio	1.5%	1.8%	0.7%	3.6%	2.2%	-	-
Precision springs & components	Net sales	1,529	1,540	702	728	1,431	△98	△109
	Operating income	97	63	21	34	56	△41	△7
	Ratio	6.4%	4.1%	3.1%	4.7%	3.9%	-	-
Industrial machinery & others	Net sales	959	980	442	499	942	△17	△38
	Operating income	62	56	18	30	49	△13	△7
	Ratio	6.5%	5.7%	4.2%	6.1%	5.2%	-	-
Total	Net sales	6,810	6,900	3,237	3,462	6,700	△110	△200
	Operating income	266	200	60	129	190	△76	△10
	Ratio	3.9%	2.9%	1.9%	3.7%	2.8%	-	-

Forecasted Plan for the Year Ending 3/20

Net Sales / Operating Income by Region



NHK SPRING CO.,LTD.

- ◆ Japan and Asia : Despite a decline in sales from the initial plan due to lower volumes of automotive-related components and HDD-related components, income are expected to rise due to changes in product mix.
- ◆ Americas, Europe and others : Sales are expected to rise from the initial plan due to greater volumes of automotive-related components and changes in product mix.

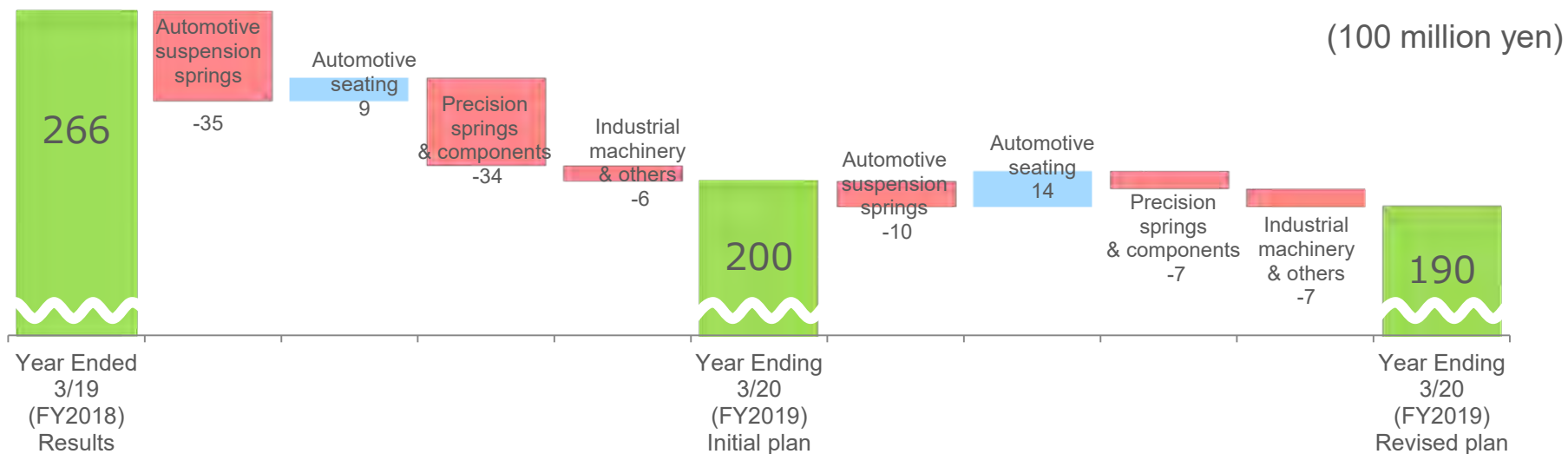
(100 million yen)

		Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
			Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Japan	Net sales	4,032	4,108	1,916	2,045	3,962	△70	△146
	Operating	195	122	49	76	126	△69	4
	income ratio	4.9%	2.9%	2.6%	3.7%	3.2%	-	-
Asia	Net sales	1,689	1,680	798	812	1,611	△78	△69
	Operating	113	106	41	66	108	△5	2
	income ratio	6.7%	6.3%	5.3%	8.1%	6.7%	-	-
Europe, Americas and others	Net sales	1,087	1,112	522	604	1,127	39	15
	Operating	△42	△28	△30	△13	△44	△1	△16
	income ratio	△3.9%	△2.5%	△5.9%	△2.2%	△3.9%	-	-
Total	Net sales	6,810	6,900	3,237	3,462	6,700	△110	△200
	Operating	266	200	60	129	190	△76	△10
	income ratio	3.9%	2.9%	1.9%	3.7%	2.8%	-	-

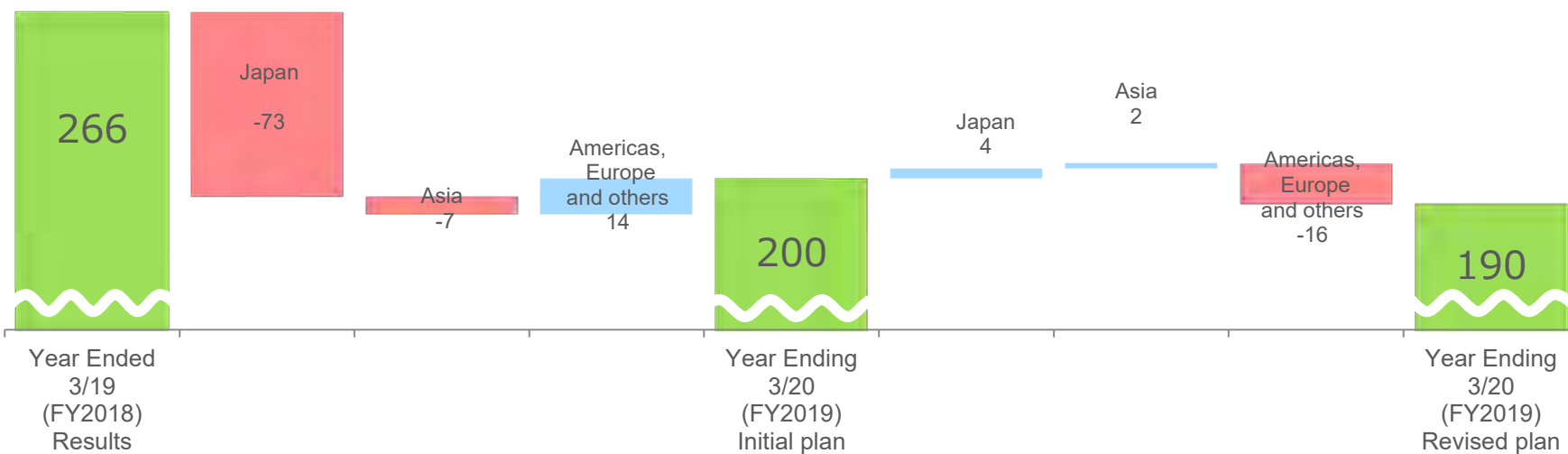
Forecasted Plan for the Year Ending 3/20

Variable Factor Analysis for Operating Income

By business segment



By region



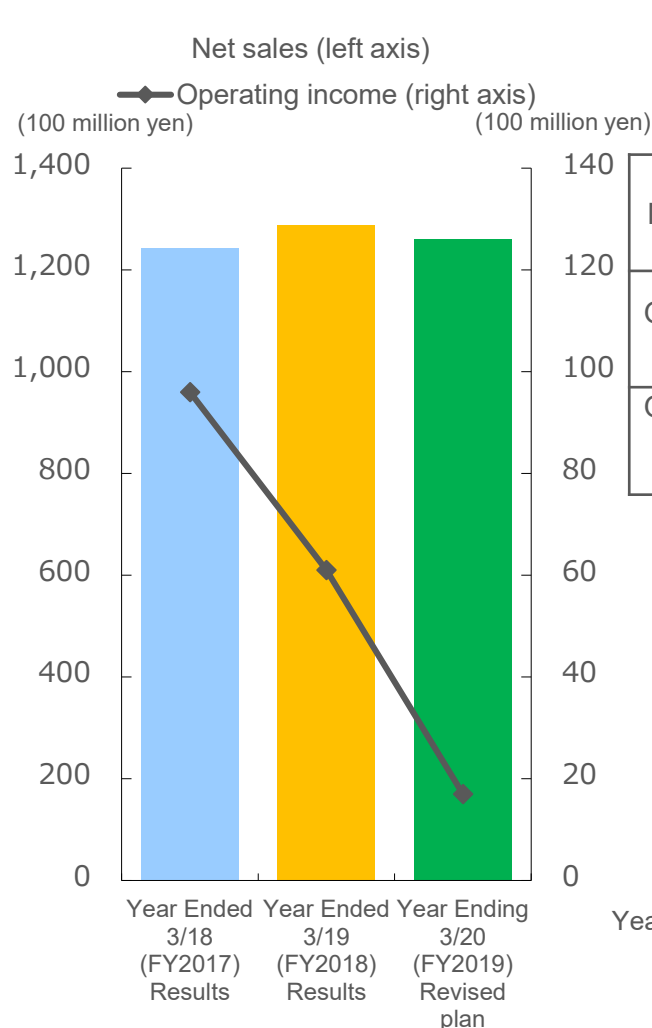
Forecasted Plan for the Year Ending 3/20

Analysis by Segment Automotive suspension springs

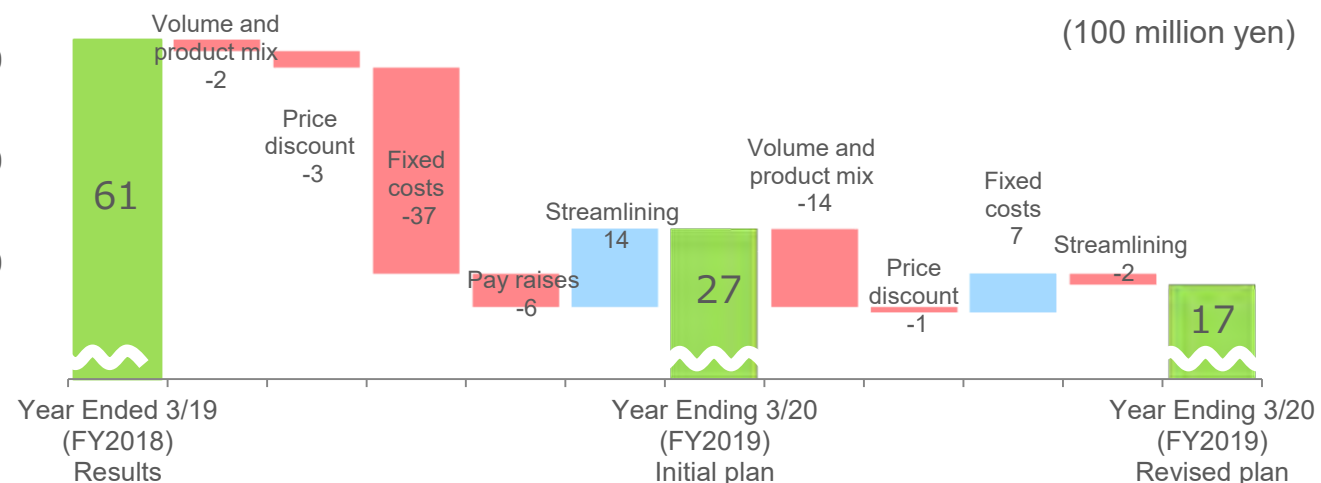


NHK SPRING CO.,LTD.

(100 million yen)



	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
		Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Net sales	1,288	1,309	642	617	1,260	△28	△49
Operating income	61	27	10	6	17	△44	△10
Operating income ratio	4.8%	2.1%	1.6%	1.1%	1.3%	-	-



▽ Sales and income are expected to decline from the initial plan due to lower volumes in Asia, Americas, Europe and others.

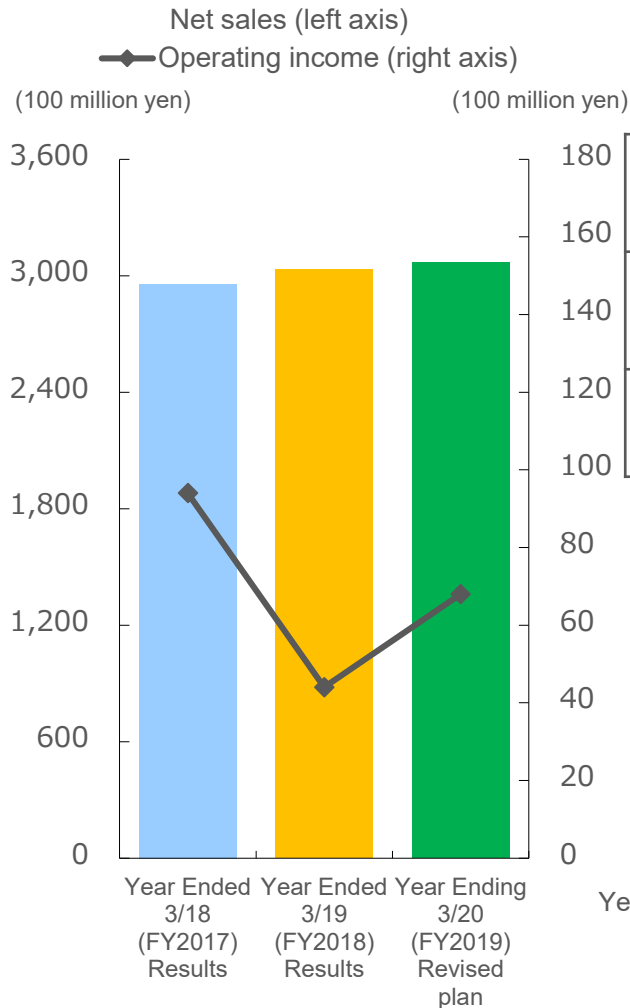
Forecasted Plan for the Year Ending 3/20

Analysis by Segment Automotive seating

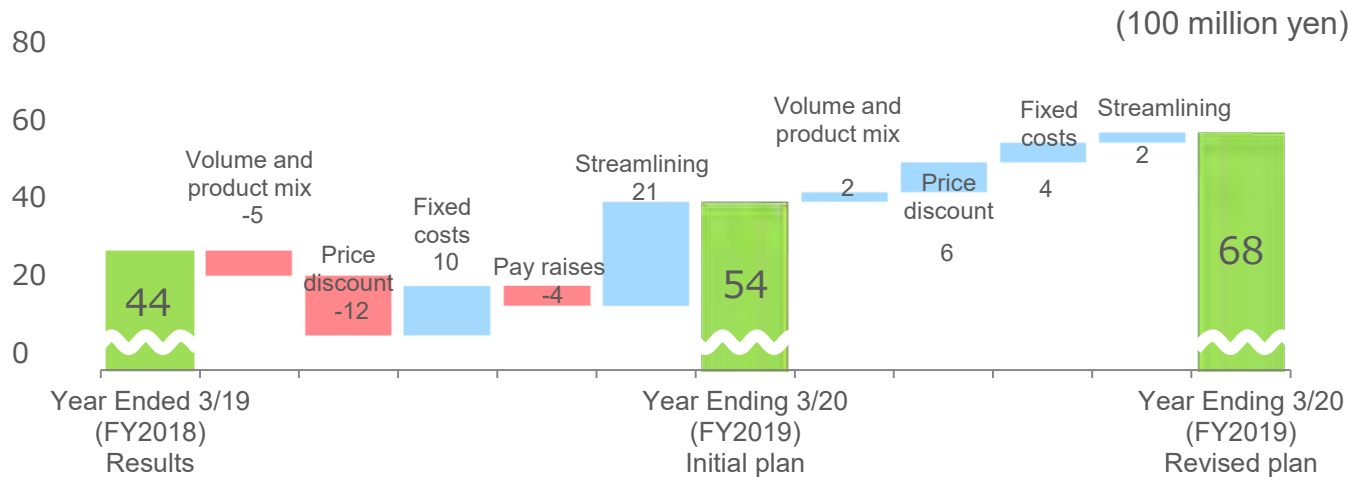


NHK SPRING CO.,LTD.

(100 million yen)



	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
		Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Net sales	3,032	3,071	1,449	1,617	3,067	34	△4
Operating income	44	54	10	57	68	23	14
Operating income ratio	1.5%	1.8%	0.7%	3.6%	2.2%	-	-



▽ Despite a decline in sales from the initial plan due to lower volumes in Japan, income are expected to rise due to greater volumes and changes in vehicle model mix in Americas, Europe and others.

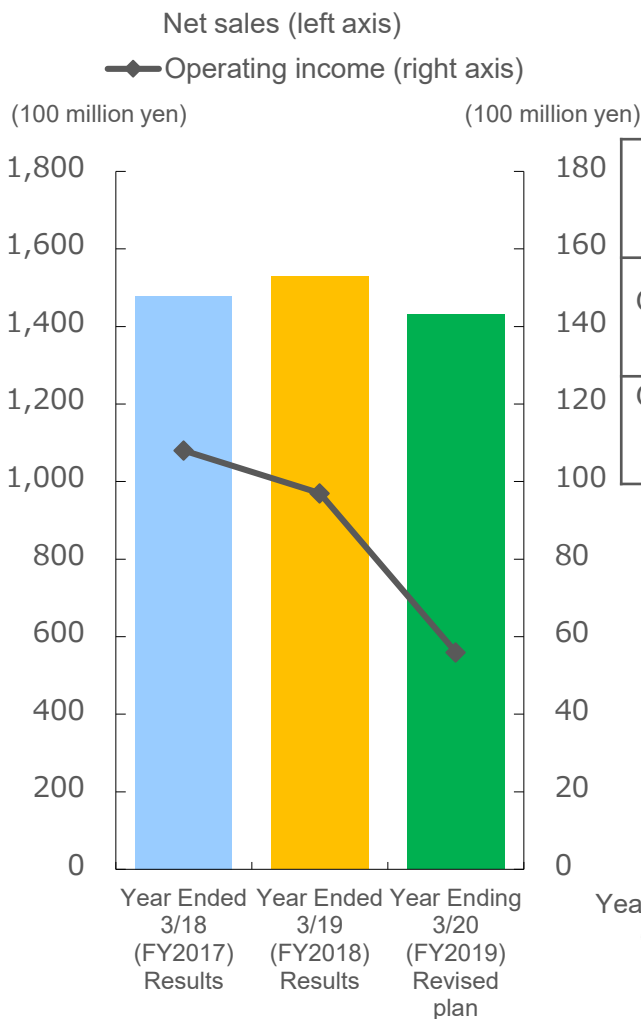
Forecasted Plan for the Year Ending 3/20

Analysis by Segment Precision springs & components

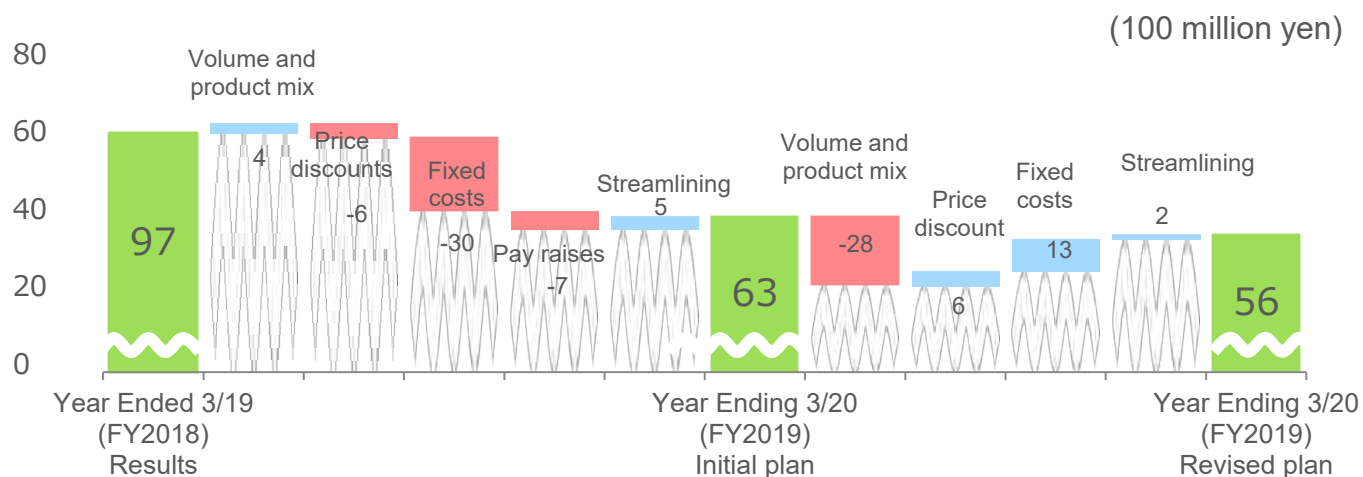


NHK SPRING CO.,LTD.

(100 million yen)



	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
		Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Net sales	1,529	1,540	702	728	1,431	△98	△109
Operating income	97	63	21	34	56	△41	△7
Operating income ratio	6.4%	4.1%	3.1%	4.7%	3.9%	-	-

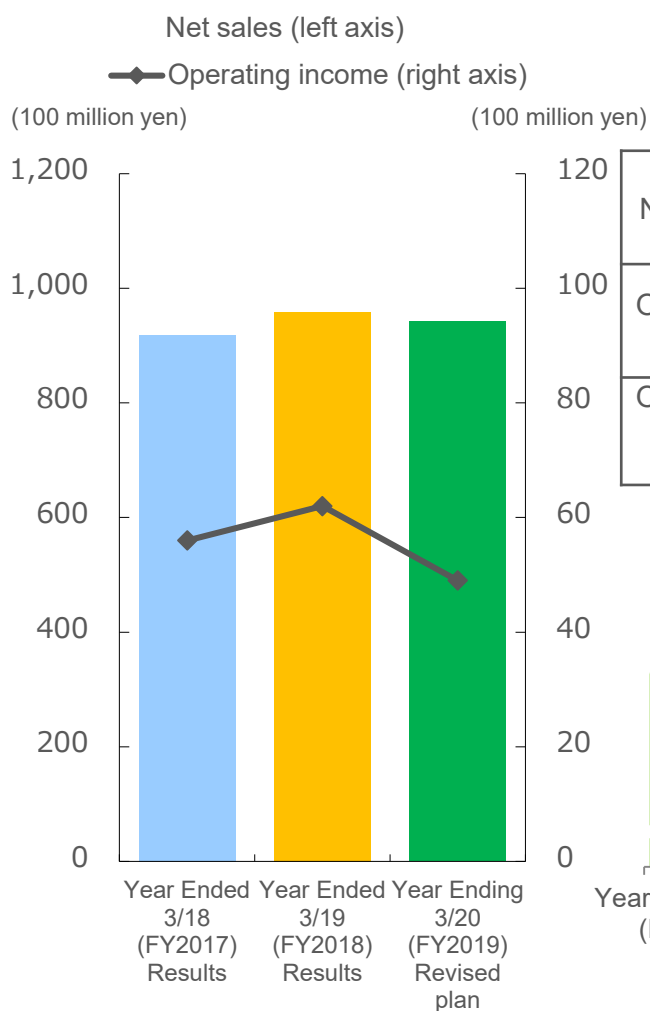


▽ Sales and income are expected to decline from the initial plan due to lower volumes of both automotive-related components and HDD-related components.

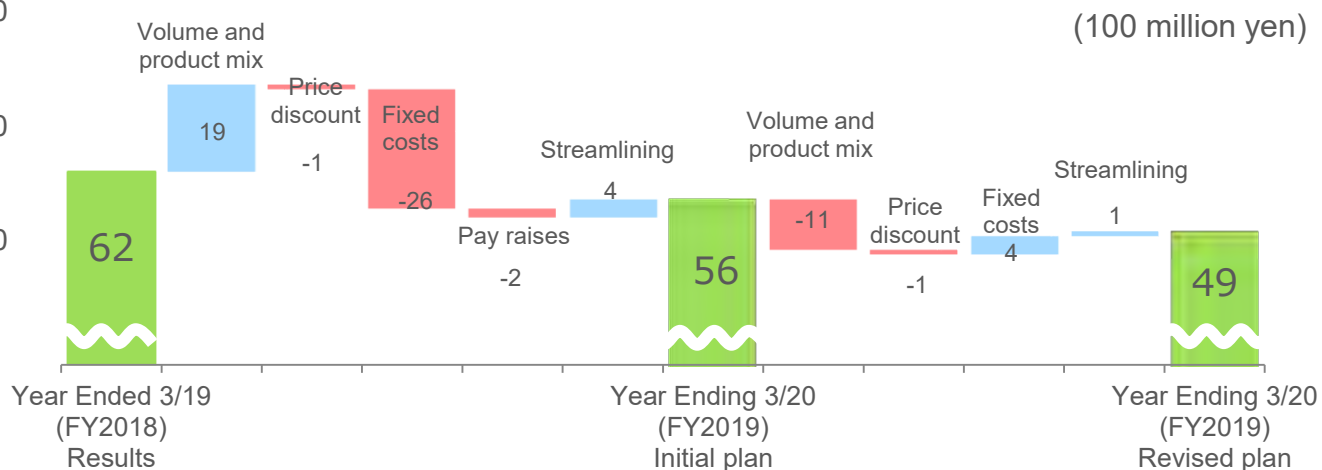
Forecasted Plan for the Year Ending 3/20

Analysis by Segment Industrial machinery & others

(100 million yen)



	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)				Change from last year	Change from initial plan
		Initial plan (As of 5/10/19)	First Half Results	Second Half Forecast	Revised plan (As of 11/6/19)		
Net sales	959	980	442	499	942	△17	△38
Operating income	62	56	18	30	49	△13	△7
Operating income ratio	6.5%	5.7%	4.2%	6.1%	5.2%	-	-



▽ Sales and income are expected to decline from the initial plan primarily due to lower volumes of semiconductor process components.

Forecasted Plan for the Year Ending 3/20

Capital Investment / Depreciation & Amortization by Domestic and Overseas



NHK SPRING CO.,LTD.

(100 million yen)

		Year Ended 3/18 (FY2017) Results	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)		
				Initial plan	Revised plan	Change from initial plan
Capital investment	Domestic	228	267	302	267	△35
	Overseas	111	182	253	230	△22
	Subtotal	340	449	555	498	△56
	Non- consolidated	29	23	13	16	3
	Total	369	472	568	515	△53
Depreciation & amortization	Domestic	138	149	176	161	△14
	Overseas	102	100	108	103	△4
	Total	241	250	284	264	△19

Forecasted Plan for the Year Ending 3/20

Capital Investment / Depreciation & Amortization by Segment



NHK SPRING CO.,LTD.

(100 million yen)

		Year Ended 3/18 (FY2017) Results	Year Ended 3/19 (FY2018) Results	Year Ending 3/20 (FY2019)		
				Initial plan	Revised plan	Change from initial plan
Capital investment	Automotive suspension springs	74	125	217	199	△18
	Automotive seating	70	65	82	59	△23
	Precision springs & components	128	148	184	178	△5
	Industrial machinery & others	50	88	42	37	△5
	Company-wide sharing	16	22	29	24	△4
	Total Vs. previous year	340 32.7%	449 32.2%	555 23.5%	498 10.5%	△56
Depreciation & amortization	Automotive suspension springs	60	54	65	61	△4
	Automotive seating	53	60	56	54	△2
	Precision springs & components	89	93	111	102	△9
	Industrial machinery & others	24	26	34	31	△2
	Company-wide sharing	13	15	15	13	△1
	Total Vs. previous year	241 4.3%	250 3.6%	284 13.8%	264 5.9%	△19

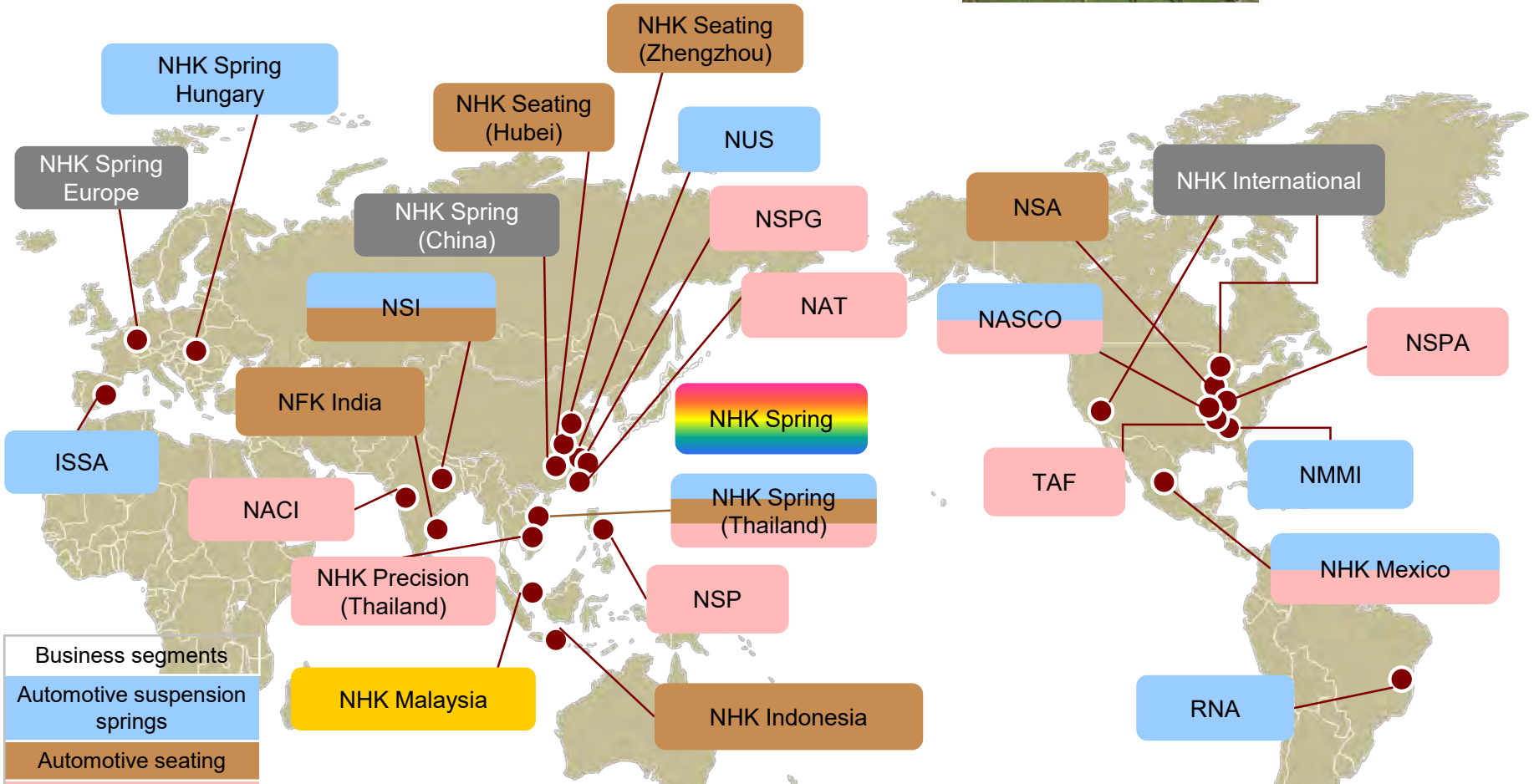


NHK SPRING CO.,LTD.

- The predictions and plans by NHK Spring Co., Ltd. listed in this document are forecasts related to future results and performance, and contain risks and uncertainties. Please note that the actual results may differ from the forecasts due to fluctuations in important variables, such as economic conditions, market trends, foreign exchange trends, and so forth.
- The data listed in this document is included for the purpose of providing information, it is not designed to encourage investment.
- The copyright for this document belongs to NHK Spring Co., Ltd.
The unauthorized reproduction or reprinting of this document is prohibited.

Supplementary Materials

Supplementary Materials: Overseas Expansion Major Overseas Locations



Business segments
Automotive suspension springs
Automotive seating
Precision springs & components
Industrial machinery & others
Regional management / business support
All products



Supplementary Materials

Answers to Frequently Asked Questions ①

Q: What is your sales breakdown to each of the major car makers?

A : Our results for the year ended March 2019 are shown in the table below.

Major car makers	Year Ended 3/18 (FY2017) Results	Year Ended 3/19 (FY2018) Results
Nissan Group	19%	19%
SUBARU Group	15%	15%
Toyota Group	13%	13%
Isuzu Group	5%	5%
Honda Group	4%	4%
Suzuki Group	4%	4%
Mitsubishi Group	2%	3%
Mazda Group	1%	1%
Top 3 companies	47%	47%

[Note] The percentages indicate share versus total net sales

Supplementary Materials

Answers to Frequently Asked Questions ②

Q: What are the global shares of your main businesses?

A: Our share of the automotive suspension spring business is approximately 30%. The product mix for our seat business is primarily finished seats and seat frames, which approximately account for a 3% share.

In terms of the precision springs and components segment, our share of DDS is approximately 40%. Other precision springs and components and industrial machinery segments comprise a diverse product mix.