Briefing Materials of Financial Results for FY2024

Results for the Fiscal Year Ended March 2025
& Forecast for the Fiscal Year Ending March 2026

TSE Prime: 5991
NHK Spring Co., Ltd.
May 28, 2025

NHKニッパツ
NHK SPRING CO.,LTD.

Consolidated Financial Results for the Year Ended March 31, 2025
Forecast of Consolidated Results for the Year Ending March 31, 2026

Executive Corporate Officer & CFO　Osamu Ikejiri

NHKニッパツ
NHK SPRING CO.,LTD.

Consolidated Financial Results for the Year Ended March 31, 2025

Consolidated Financial Results for the Year Ended March 31, 2025

NHK SPRING CO.,LTD.

Automotive-related market: Production volume decreased year-on-year both in Japan and overseas

Information and communications-related market: The global production volume of HDDs increased year-on-year, and the total demand for our main product, HDD suspension, also increased

(100 million yen)

			FY2023	FY2024		Vs. FY2023	Results vs. February forecast	
			Results	February forecast	**Results**	Results	Results	Ratio
Net Sales			**7,669**	**8,000**	**8,016**	**347**	**16**	**0.2%**
Operating Profit			**346**	**500**	**521**	**175**	**21**	**4.1%**
Ratio			4.5%	6.3%	6.5%	2.0%	0.3%	-
Ordinary Profit			**478**	**550**	**579**	**101**	**29**	**5.1%**
Ratio			6.2%	6.9%	7.2%	1.0%	0.4%	-
Profit Attributable to Owners of Parent			**391**	**450**	**481**	**89**	**31**	**6.6%**
Extraordinary profits/losses			90	24	16	-73	-7	-
EPS - Earnings Per Share (unit: yen)			173.27	-	224.73	51.46	-	-
ROE - Return On Equity			10.4%	-	11.9%	1.5%	-	-
Average Rate	US$		144.4	152.2	152.5	8.1	0.3	-
	Thai Baht		4.0	4.3	4.3	0.3	0.0	-
Current Rate	US$	This year	151.4	150.0	149.5	-1.9	-0.5	-
		Previous year	133.5	151.4	151.4	17.9	0.0	-
	Thai Baht	This year	4.1	4.6	4.6	0.5	0.0	-
		Previous year	3.8	4.1	4.1	0.3	0.0	-

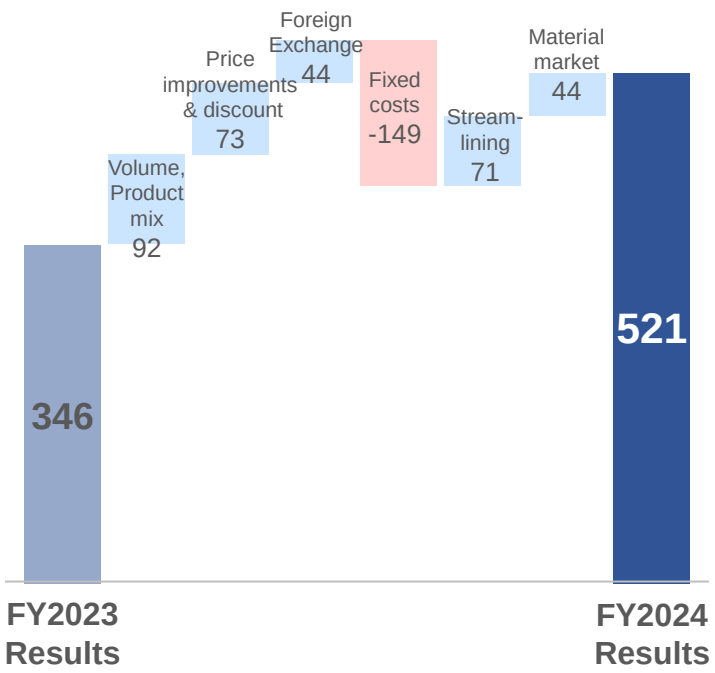
Variable Factor Analysis for Operating Profit

(100 million yen)

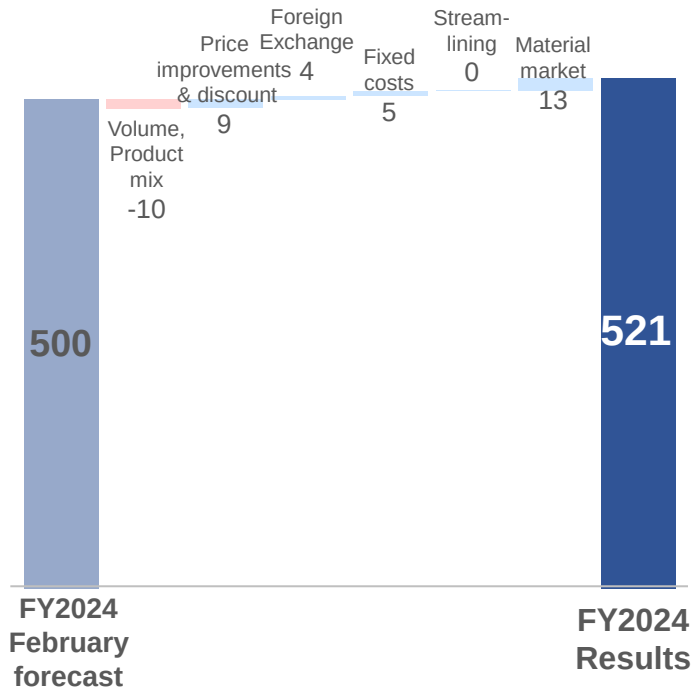
	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	**Results**	Results	forecast
Net Sales	7,669	8,000	**8,016**	347	16
Operating Profit	346	500	**521**	175	21
Ratio	4.5%	6.3%	**6.5%**	2.0%	0.3%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)



▽Vs. FY2023

About 60% of the increase in sales reflected the impact of the weaker yen on overseas subsidiaries. Sales were therefore significantly impacted by fluctuations in exchange rates.

In terms of profit and loss, factors such as a recovery in the volume of HDD-related components, which had been sluggish in the previous year, and profit boosts from the shifts in exchange rates contributed to higher sales and increased profits.

▽Vs. February forecast

Net sales were generally in line with expectations.

Operating profit came in slightly above forecast, driven by improved selling prices in the automotive suspension springs and automotive seating businesses, as well as a recovery in material market conditions.

Non-operating Profits/Losses

Non-operating profits/losses

(100 million yen)

Breakdown		FY2023 Results	FY2024 Results	Vs. FY2023 Results
Non-operating profits/losses	Exchange rate profits/losses (Japan)	57	**-8**	-65
	Exchange rate profits/losses (Asia, America & Europe & Others)	8	**-2**	-10
	Dividend income	28	**31**	3
	Equity in profits/losses of affiliates	18	**23**	5
	Other	20	**13**	-6
	Total	131	**57**	-73

▽Exchange rate profits/losses

In FY2023, the yen depreciated against the dollar from the beginning to the end of the period, resulting in a foreign exchange gain. In FY2024, although there were significant fluctuations during the year, the change from the beginning to the end of the period was relatively small, leading to a slight foreign exchange loss.

▽Dollar-yen exchange rate fluctuations

Extraordinary Profits/Losses

Extraordinary profits/losses

(100 million yen)

Breakdown		FY2023 Results	FY2024 Results	Vs. FY2023 Results
Extraordinary profits	Gain on sale of investment securities	163	**3**	-160
	Settlement proceeds received	-	**20**	20
	Total	163	**23**	-140
Extraordinary losses	Impairment losses on non-current assets	70	**4**	66
	Other	3	**2**	0
	Total	73	**7**	66

Reference: Breakdown of impairment losses on non-current assets

(100 million yen)

Purpose	Company	Description	FY2023 Results	FY2024 Results	Vs. FY2023 Results
Production equipment	Subsidiaries in China	Building, Machinery	44	**-**	44
	Subsidiaries in Hungary	Machinery	19	**3**	16
	Subsidiaries in America	Building, Machinery	5	**-**	5
	Industrial Machinery & Other Operations in NHK SPRING	Building, Machinery	1	**-**	1
Idle real estate	Domestic subsidiary	Land	-	**1**	-1
Total			70	**4**	66

▽Extraordinary profits

Although settlement proceeds received were recorded, gains on the sale of investment securities declined compared to FY2023.

▽Extraordinary losses

Impairment losses on non-current assets decreased compared to FY2023.

Net Sales/Operating Profit by Business Segment

(100 million yen)

		FY2023 Results	FY2024 February forecast	FY2024 Results	Vs. FY2023 Results	Vs. February forecast
Automotive Suspension Spring	Net Sales	1,711	1,700	**1,691**	-20	-8
	Operating Profit	15	0	**4**	-11	4
	Ratio	0.9%	0.0%	**0.3%**	-0.7%	0.3%
Automotive Seating	Net Sales	3,241	3,020	**3,039**	-202	19
	Operating Profit	191	100	**112**	-78	12
	Ratio	5.9%	3.3%	**3.7%**	-2.2%	0.4%
Precision Springs & Components	Net Sales	945	1,020	**1,019**	74	0
	Operating Profit	6	45	**42**	36	-2
	Ratio	0.7%	4.4%	**4.2%**	3.5%	-0.2%
Disk Drive Suspension	Net Sales	671	1,110	**1,115**	443	5
	Operating Profit	64	265	**266**	202	1
	Ratio	9.6%	23.9%	**23.9%**	14.3%	0.0%
Industrial Machinery & Equipment, & Other Operations	Net Sales	1,099	1,150	**1,151**	52	1
	Operating Profit	68	90	**95**	26	5
	Ratio	6.2%	7.8%	**8.3%**	2.1%	0.4%
Total	Net Sales	7,669	8,000	**8,016**	347	16
	Operating Profit	346	500	**521**	175	21
	Ratio	4.5%	6.3%	**6.5%**	2.0%	0.3%

▽Vs. FY2023

Although the automotive seating business, which recorded record-high profits in FY2023, saw a decline in both sales and profits, strong performance in HDD-related components drove overall results. The weaker yen also contributed to higher profits.

▽Vs. February forecast

The DDS, industrial machinery, and other businesses performed largely in line with expectations. In the automotive-related business, the results of price negotiations at the end of the fiscal year provided a tailwind, resulting in operating profit exceeding forecasts.

Net Sales/Operating Profit by Region Segment

(100 million yen)

		FY2023 Results	FY2024 Results	Vs. FY2023 Results
● **Japan**	Net Sales	4,377	**4,574**	197
	Operating Profit	299	**399**	100
	Ratio	6.8%	**8.7%**	1.9%
● **Asia**	Net Sales	1,869	**2,053**	183
	Operating Profit	79	**194**	115
	Ratio	4.2%	**9.5%**	5.3%
● **America & Europe & Others**	Net Sales	1,423	**1,389**	-33
	Operating Profit	-31	**-72**	-40
	Ratio	-2.2%	**-5.2%**	-3.0%
Total	Net Sales	7,669	**8,016**	347
	Operating Profit	346	**521**	175
	Ratio	4.5%	**6.5%**	2.0%

▽Vs. FY2023

In Japan, sales and profits increased compared to the same period of the previous year, driven significantly by the recovery in HDD-related components. Additional contributions came from the effects of yen depreciation, increased volumes of semiconductor process components, and the turnaround to profitability in the motor core business.

In Asia, despite a decline in the automotive market in Thailand, the recovery in volumes in the HDD-related sector led to higher sales and profits.

In Europe, America, and other regions, although losses in the automotive suspension springs business narrowed in the U.S. and Europe, declines in profitability in the automotive suspension springs business in Mexico and the automotive seating business in the U.S. led to a wider overall loss.

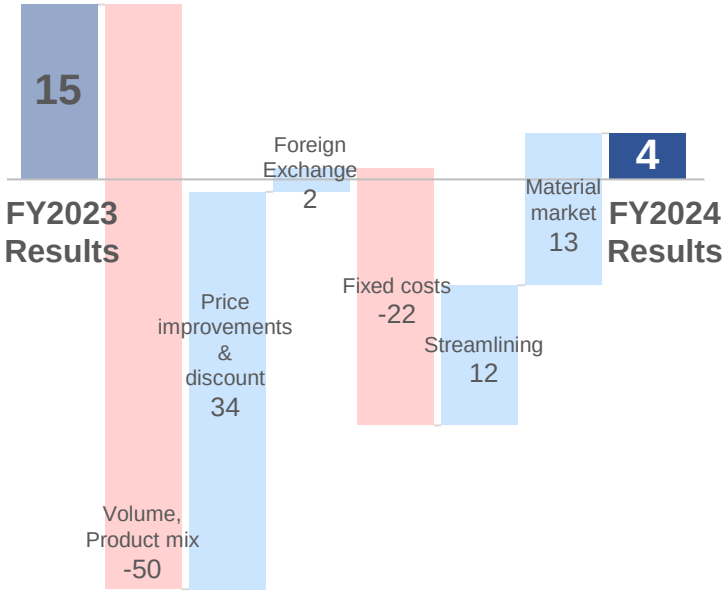
Automotive Suspension Spring

(100 million yen)

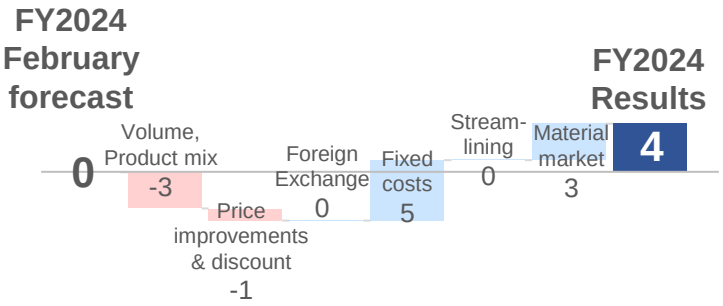
	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	**Results**	Results	forecast
Net Sales	1,711	1,700	**1,691**	-20	-8
Operating Profit	15	0	**4**	-11	4
Ratio	0.9%	0.0%	**0.3%**	-0.7%	0.3%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)



▽Vs. FY2023

Despite contributions from improved selling prices and productivity at U.S. sites and fixed cost reductions at Chinese sites, sales and profits declined due to a drop in demand in Thailand and increased costs associated with the launch of new products in Mexico.

▽Vs. February forecast

Although volumes declined, profits increased due to factors such as a recovery in material market conditions in Japan and Europe, as well as fixed cost reduction efforts at U.S. sites, resulting in increased profits despite a decline in sales.

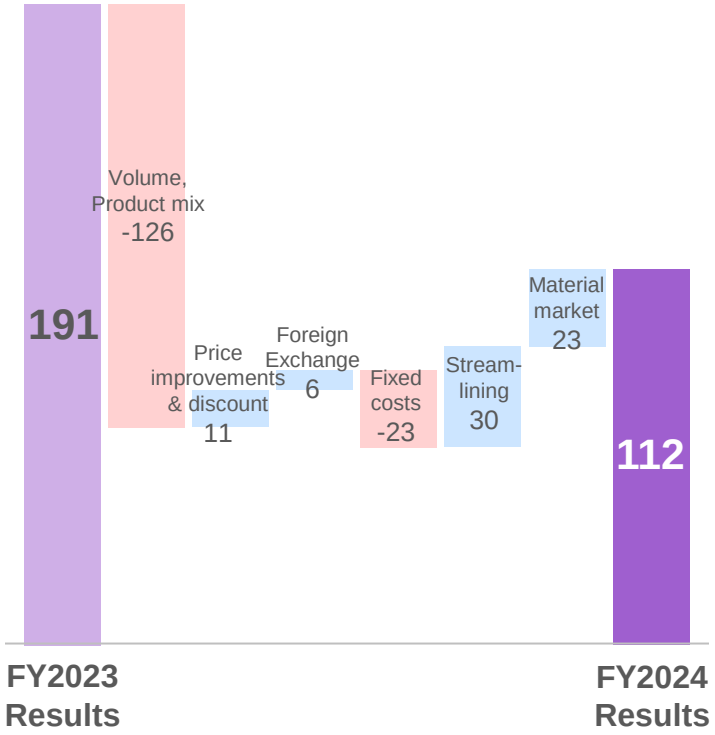
Automotive Seating

(100 million yen)

	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	Results	Results	forecast
Net Sales	3,241	3,020	**3,039**	-202	19
Operating Profit	191	100	**112**	-78	12
Ratio	5.9%	3.3%	**3.7%**	-2.2%	0.4%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)

▽Vs. FY2023

Although there were improvements in market conditions and selling prices, sales and profits declined due to lower unit volumes in Thailand and Japan, as well as a decline in unit volumes and an unfavorable product mix in North America.

▽Vs. February forecast

Despite a decline in unit volumes in North America, higher sales and profits were achieved thanks to improved selling prices and market condition recovery in Japan.

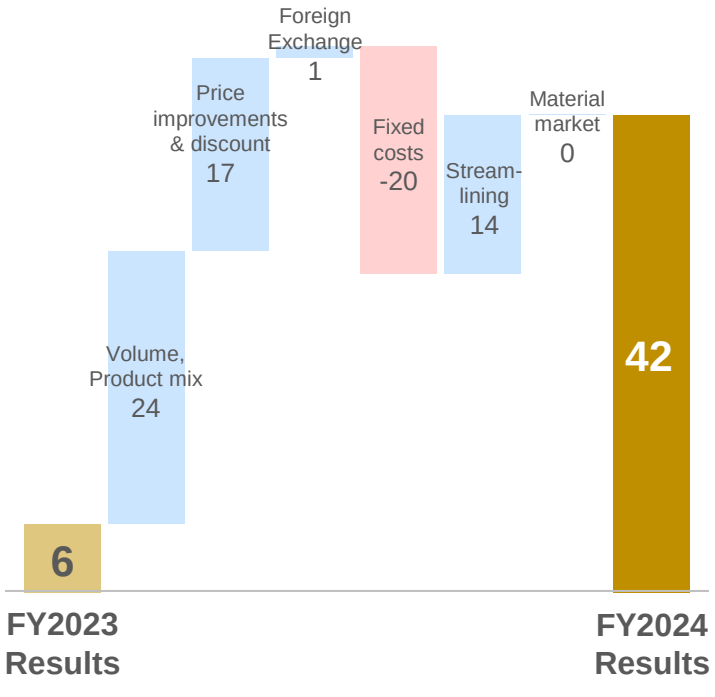
Precision Springs & Components

(100 million yen)

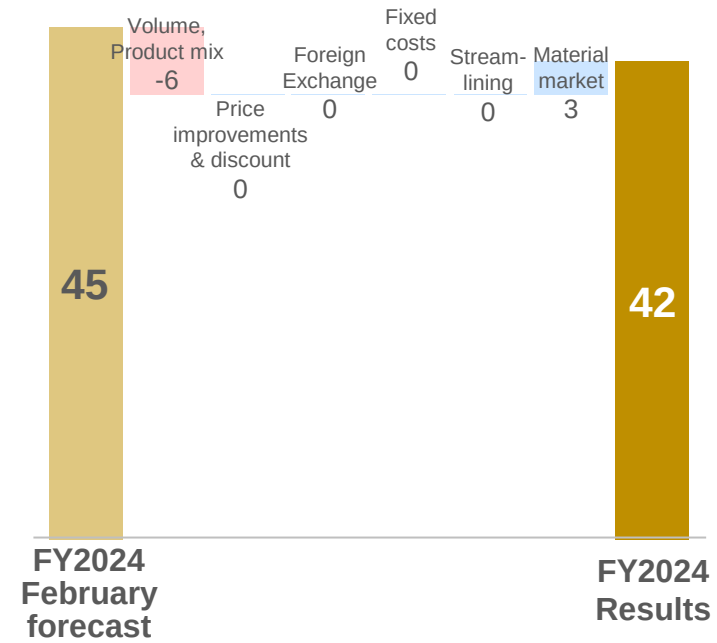
	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	Results	Results	forecast
Net Sales	945	1,020	**1,019**	74	0
Operating Profit	6	45	**42**	36	-2
Ratio	0.7%	4.4%	**4.2%**	3.5%	-0.2%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)



▽Vs. FY2023

The sales growth and productivity improvements in the Japan motor core business, along with the recovery in the volume of HDD mechanical components, contributed to improved profitability. Additionally, the boost in profits from yen depreciation led to increased sales and profits.

▽Vs. February forecast

While the motor core business remained strong and selling price adjustments helped offset rising costs, sales and profits declined slightly due to lower-than-expected volumes of HDD mechanical components and North American automotive parts.

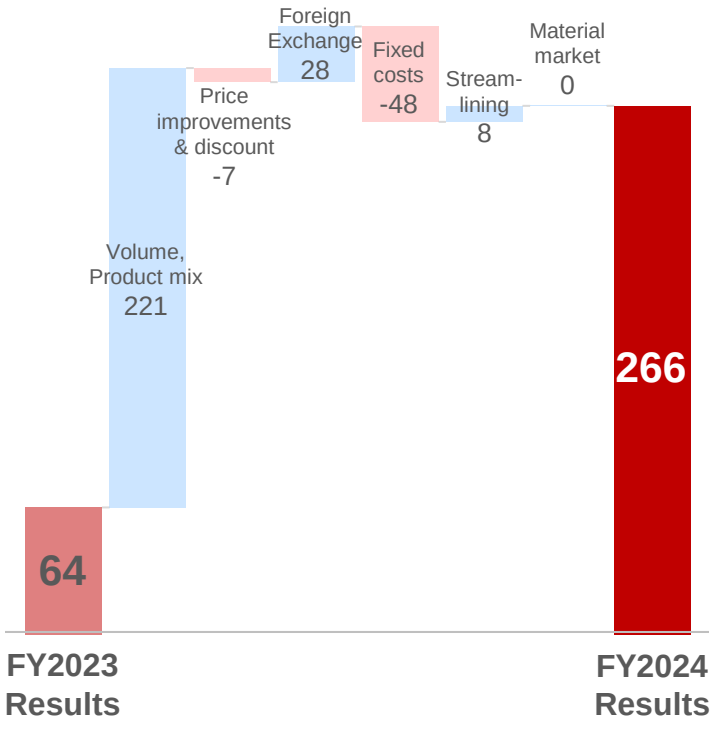
DDS (Disk Drive Suspension)

(100 million yen)

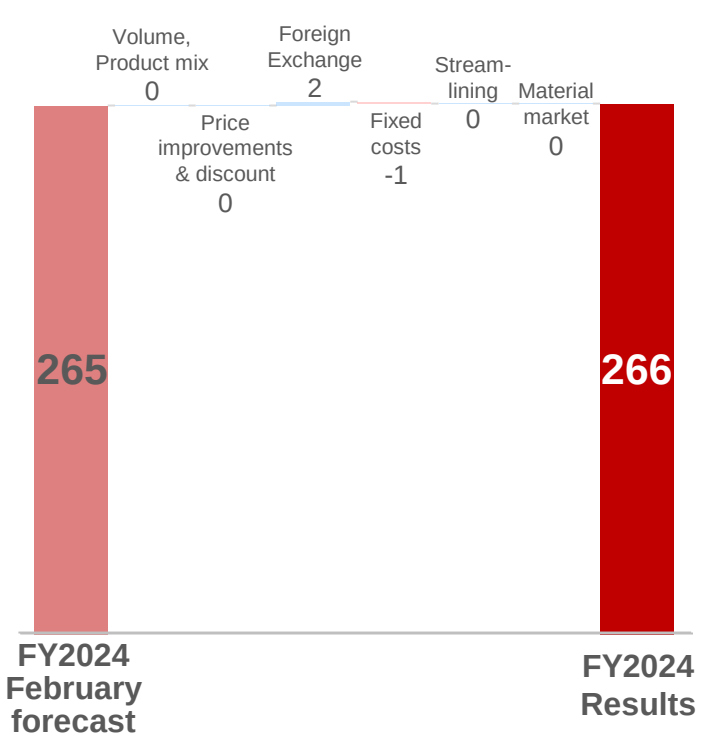
	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	Results	Results	forecast
Net Sales	671	1,110	**1,115**	443	5
Operating Profit	64	265	**266**	202	1
Ratio	9.6%	23.9%	**23.9%**	14.3%	0.0%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)



▽Vs. FY2023

During this period, demand for high-capacity HDDs for data centers recovered, leading to a significant increase in sales volumes of HDD suspensions compared to the previous year. Additionally, the boost in profits from exchange rate effects led to increased sales and profits.

▽Vs. February forecast

Although sales volume of HDD suspensions came in slightly below expectations, increased sales of higher-priced prototype products and the favorable impact of the weaker yen contributed to higher sales and profits.

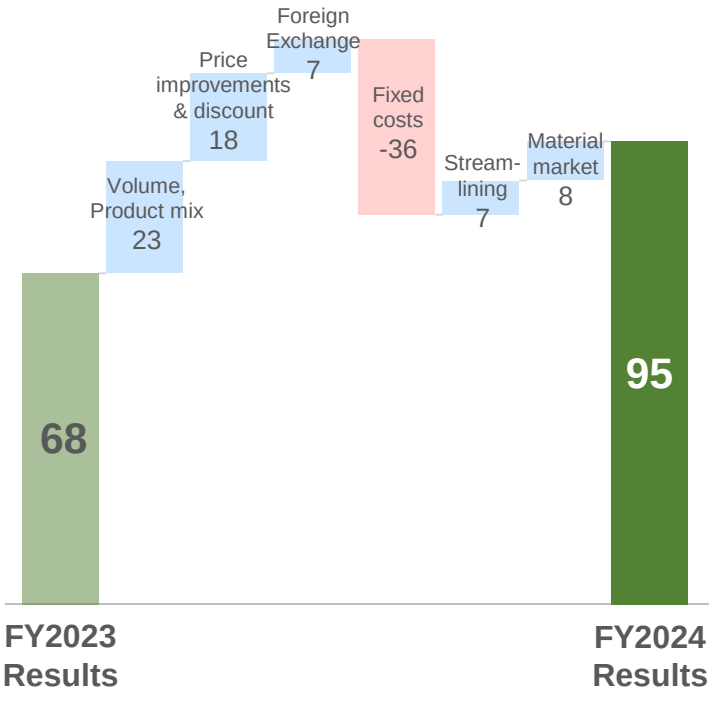
Industrial Machinery & Equipment, & Other Operations

(100 million yen)

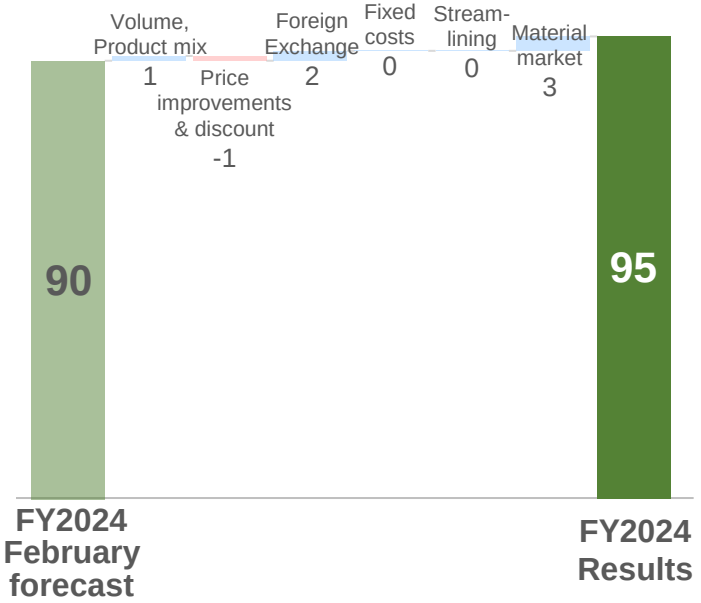
	FY2023	FY2024		Vs. FY2023	Vs. February
	Results	February forecast	**Results**	Results	forecast
Net Sales	1,099	1,150	**1,151**	52	1
Operating Profit	68	90	**95**	26	5
Ratio	6.2%	7.8%	**8.3%**	2.1%	0.4%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. February forecast)



▽Vs. FY2023

In the integrated metal substrates business, sales volume declined due to reduced demand for existing products and delays in the launch of new products. However, semiconductor process component volumes recovered significantly year-on-year. The weaker yen also contributed to profit growth, resulting in higher sales and profits.

▽Vs. February forecast

Although semiconductor process component volumes declined slightly, this was offset by a recovery in the marine products business and other areas, resulting in higher sales and profits.

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Financial Forecast for the Year Ending March 2026

Forecast for the Year Ending March 2026

NHK SPRING CO.,LTD.

(100 million yen)

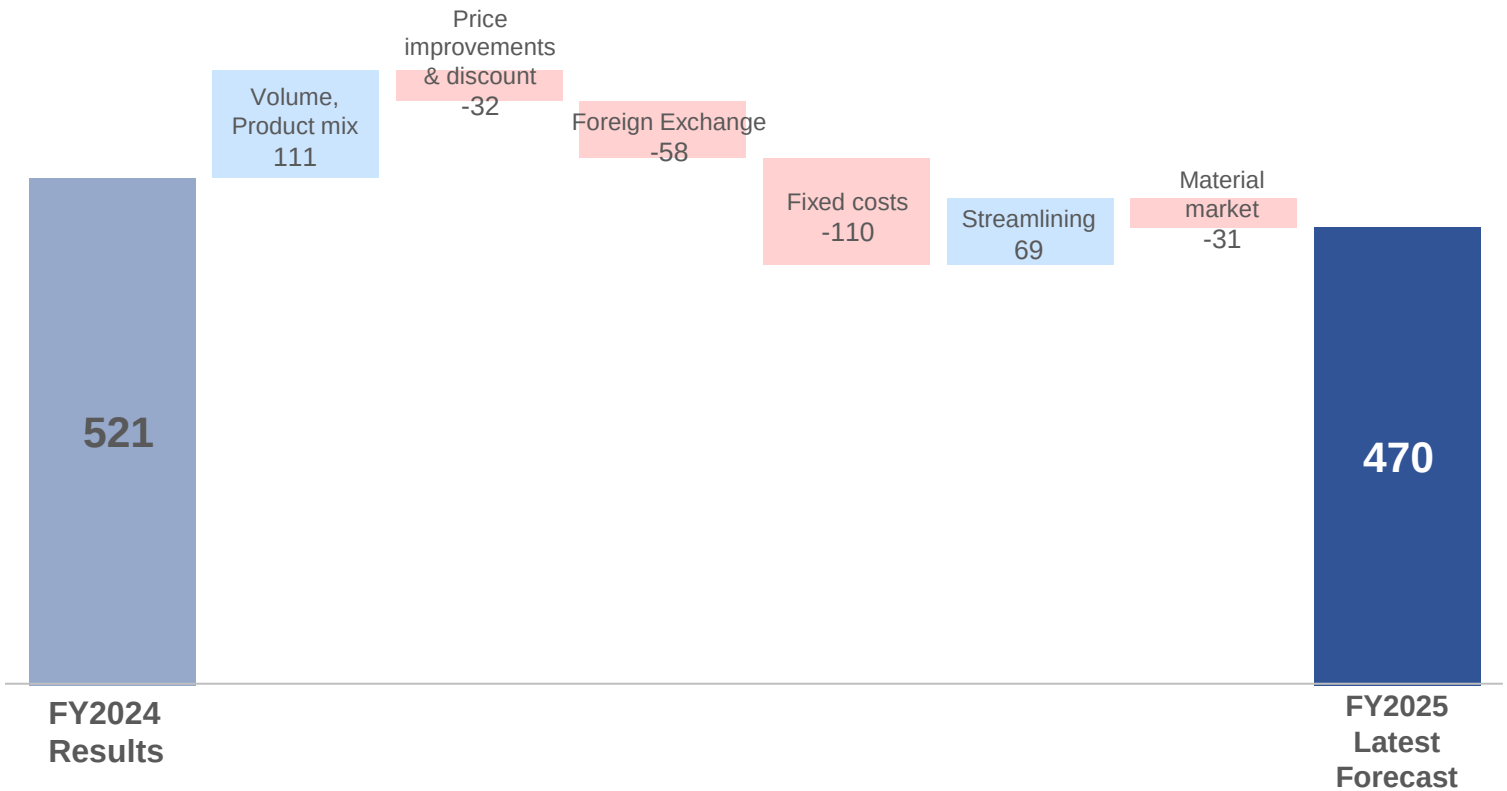
			FY2024	FY2025			Vs. FY2024	
			Results	1st half	2nd half	Full-year	Results	Ratio
Net Sales			**8,016**	**3,910**	**4,090**	**8,000**	**-16**	**-0.2%**
Operating Profit			**521**	**172**	**298**	**470**	**-51**	**-9.9%**
Ratio			6.5%	4.4%	7.3%	5.9%	-0.6%	-
Ordinary Profit			**579**	**200**	**330**	**530**	**-49**	**-8.6%**
Ratio			7.2%	5.1%	8.1%	6.6%	-0.6%	-
Profit Attributable to Owners of Parent			**481**	**150**	**250**	**400**	**-81**	**-17.0%**
Extraordinary profits/losses			16	-	-	-	-16	-
EPS - Earning Per Share (unit: yen)			224.73	-	-	196.15	-28.58	-
ROE - Return On Equity			11.9%	-	-	9.6%	-2.3%	-
Average Rate	US$		152.5	-	-	145.0	-7.5	-
	Thai Baht		4.3	-	-	4.4	0.1	-
Current Rate	US$	This year	149.5	-	-	145.0	-4.5	-
		Previous year	151.4	-	-	149.5	-1.9	-
	Thai Baht	This year	4.6	-	-	4.4	-0.2	-
		Previous year	4.1	-	-	4.6	0.5	-

Variable Factor Analysis for Operating Profit

(100 million yen)

	FY2024	Forecast for FY2025			Vs. FY2024
	Results	1st half	2nd half	**Full-year**	Results
Net Sales	8,016	3,910	4,090	**8,000**	-16
Operating Profit	521	172	298	**470**	-51
Ratio	6.5%	4.4%	7.3%	**5.9%**	-0.6%

Variable Factor Analysis for Operating Profit



▽Vs. FY2024

While the automotive-related market is expected to remain largely flat, efforts will be made to recover earnings through cost reduction initiatives such as streamlining operations.

On the other hand, demand for HDD-related components and semiconductor process components is projected to remain strong. However, sales are expected to increase while profits decline, due to factors such as profit pressure from yen appreciation and higher fixed costs associated with future investments, including labor costs.

Additionally, potential impacts from U.S. tariff policies have not been factored in due to the uncertainty surrounding future developments.

Net Sales/Operating Profit by Business Segment

(100 million yen)

		FY2024	Forecast for FY2025			Vs. FY2024	
		Results	1st half	2nd half	Full-year	Results	Ratio
Automotive Suspension Spring	Net Sales	1,691	790	785	**1,575**	-116	-6.9%
	Operating Profit	4	-3	21	**18**	13	287.5%
	Ratio	0.3%	-0.4%	2.7%	**1.1%**	0.9%	-
Automotive Seating	Net Sales	3,039	1,435	1,500	**2,935**	-104	-3.4%
	Operating Profit	112	28	67	**95**	-17	-15.4%
	Ratio	3.7%	2.0%	4.5%	**3.2%**	-0.5%	-
Precision Springs & Components	Net Sales	1,019	510	530	**1,040**	20	2.0%
	Operating Profit	42	9	28	**37**	-5	-13.7%
	Ratio	4.2%	1.8%	5.3%	**3.6%**	-0.6%	-
Disk Drive Suspension	Net Sales	1,115	585	615	**1,200**	84	7.6%
	Operating Profit	266	110	120	**230**	-36	-13.8%
	Ratio	23.9%	18.8%	19.5%	**19.2%**	-4.8%	-
Industrial Machinery & Equipment, & Other Operations	Net Sales	1,151	590	660	**1,250**	98	8.5%
	Operating Profit	95	28	62	**90**	-5	-5.3%
	Ratio	8.3%	4.7%	9.4%	**7.2%**	-1.1%	-
Total	Net Sales	8,016	3,910	4,090	**8,000**	-16	-0.2%
	Operating Profit	521	172	298	**470**	-51	-9.9%
	Ratio	6.5%	4.4%	7.3%	**5.9%**	-0.6%	-

▽Vs. FY2024

Automotive suspension springs are expected to see a decline in volume both in Japan and overseas. However, a recovery in demand in Thailand and efficiency improvements are projected to result in lower sales but higher profits.

For automotive seating, despite continued efforts to streamline operations, a decrease in volume for the SUBARU business is expected to lead to lower sales and profits.

In precision springs and components, motor cores and HDD-related components are projected to remain strong, but increased fixed costs from future investments, including labor costs, are expected to result in higher sales but lower profits.

On the other hand, in the DSS, industrial machinery, and other businesses, demand for HDD suspensions and semiconductor process components is projected to remain strong. However, sales are expected to increase while profits decline, due to factors such as profit pressure from yen appreciation and higher fixed costs associated with future investments, including labor costs.

Forecast for the Year Ending March 2026

Net Sales/Operating Profit Forecast by Region

(100 million yen)

		FY2024	Forecast for FY2025			Vs. FY2024	
		Results	1st half	2nd half	Full-year	Results	Ratio
● Japan	Net Sales	4,574	2,233	2,447	**4,680**	105	2.3%
	Operating Profit	399	91	199	**290**	-109	-27.4%
	Ratio	8.7%	4.1%	8.1%	**6.2%**	-2.5%	-
● Asia	Net Sales	2,053	1,049	1,061	**2,110**	56	2.8%
	Operating Profit	194	98	109	**207**	12	6.3%
	Ratio	9.5%	9.3%	10.3%	**9.8%**	0.3%	-
● America & Europe & Others	Net Sales	1,389	628	582	**1,210**	-179	-12.9%
	Operating Profit	-72	-17	-10	**-27**	45	-
	Ratio	-5.2%	-2.7%	-1.7%	**-2.2%**	3.0%	-
Total	Net Sales	8,016	3,910	4,090	**8,000**	-16	-0.2%
	Operating Profit	521	172	298	**470**	-51	-9.9%
	Ratio	6.5%	4.4%	7.3%	**5.9%**	-0.6%	-

▽Vs. FY2024

● Japan

Non-automotive segments, such as HDD-related components and semiconductor process components, are expected to remain strong. However, lower volumes in the automotive suspension springs and SUBARU seat businesses, profit pressure from yen appreciation, and increased future investments including labor costs are projected to result in higher sales but lower profits.

● Asia

While the HDD-related business is expected to continue performing well, profits are projected to be slightly below the previous year due to foreign exchange pressures.

In the automotive-related segment, sales are expected to decline in China, but sales and profits are projected to increase overall due to improved earnings in Thailand.

● America & Europe & Others

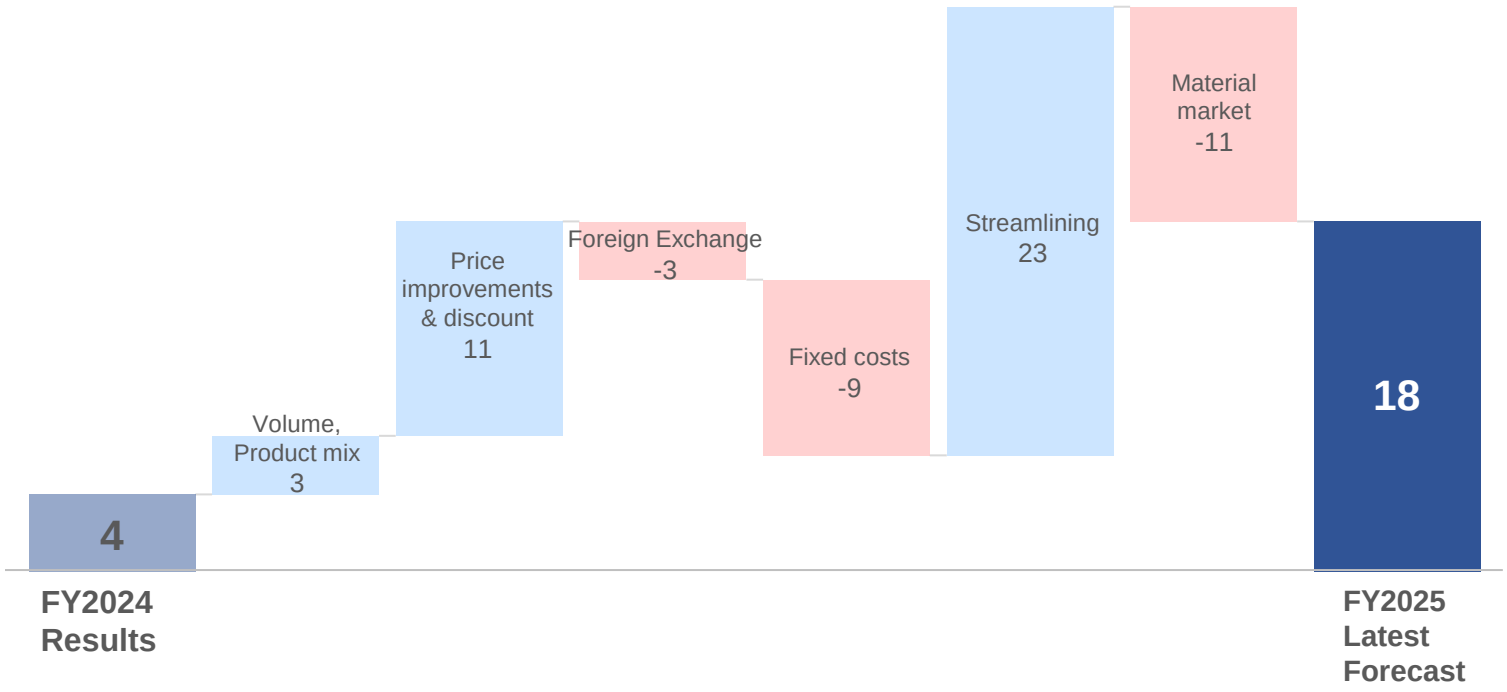
Although sales are forecast to decline due to lower volumes and currency conversion effects, aggressive efforts to improve productivity and reduce costs in the U.S. and Mexico are expected to cut losses by 60% compared to the previous fiscal year.

Automotive Suspension Spring

(100 million yen)

	FY2024 Results	Forecast for FY2025 1st half	Forecast for FY2025 2nd half	Forecast for FY2025 Full-year	Vs. FY2024 Results
Net Sales	1,691	790	785	**1,575**	-116
Operating Profit	4	-3	21	**18**	13
Ratio	0.3%	-0.4%	2.7%	**1.1%**	0.9%

Variable Factor Analysis for Operating Profit



▽Vs. FY2024

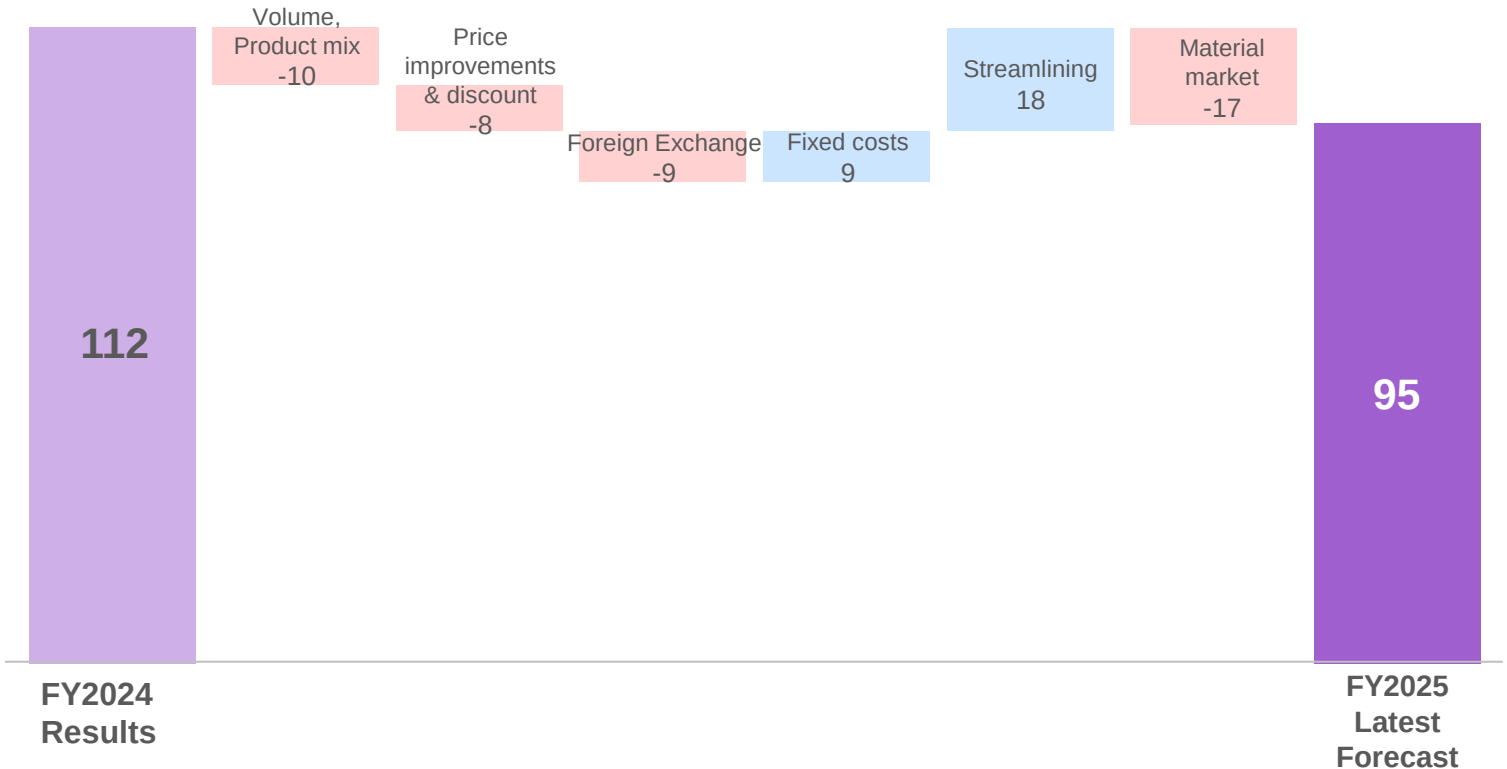
Although overall volumes are on a downward trend, demand recovery for pickup trucks in Thailand and streamlining efforts, particularly at overseas sites, are expected to result in lower sales but higher profits.

Automotive Seating

(100 million yen)

	FY2024 Results	Forecast for FY2025 1st half	Forecast for FY2025 2nd half	Forecast for FY2025 Full-year	Vs. FY2024 Results
Net Sales	3,039	1,435	1,500	**2,935**	-104
Operating Profit	112	28	67	**95**	-17
Ratio	3.7%	2.0%	4.5%	**3.2%**	-0.5%

Variable Factor Analysis for Operating Profit



▽Vs. FY2024

Challenging unit volume conditions are expected to continue, as seen in the previous year.

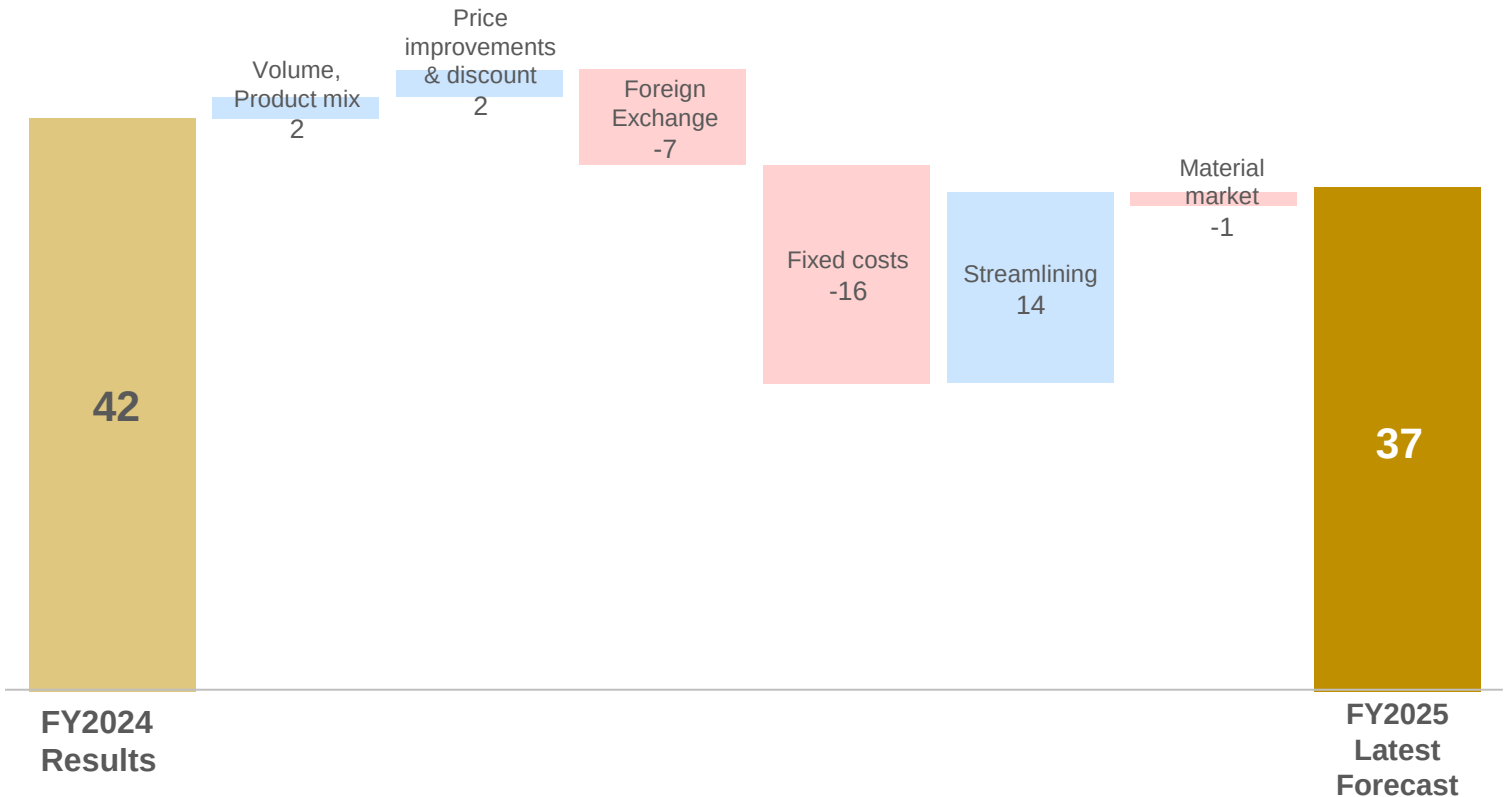
While proactive streamlining efforts will be pursued in Japan, Thailand, and North America, a decline in volumes for the core SUBARU business and fluctuations in market recovery are projected to result in lower sales and profits.

Precision Springs & Components

(100 million yen)

	FY2024 Results	Forecast for FY2025 1st half	Forecast for FY2025 2nd half	Forecast for FY2025 Full-year	Vs. FY2024 Results
Net Sales	1,019	510	530	**1,040**	20
Operating Profit	42	9	28	**37**	-5
Ratio	4.2%	1.8%	5.3%	**3.6%**	-0.6%

Variable Factor Analysis for Operating Profit



▽Vs. FY2024

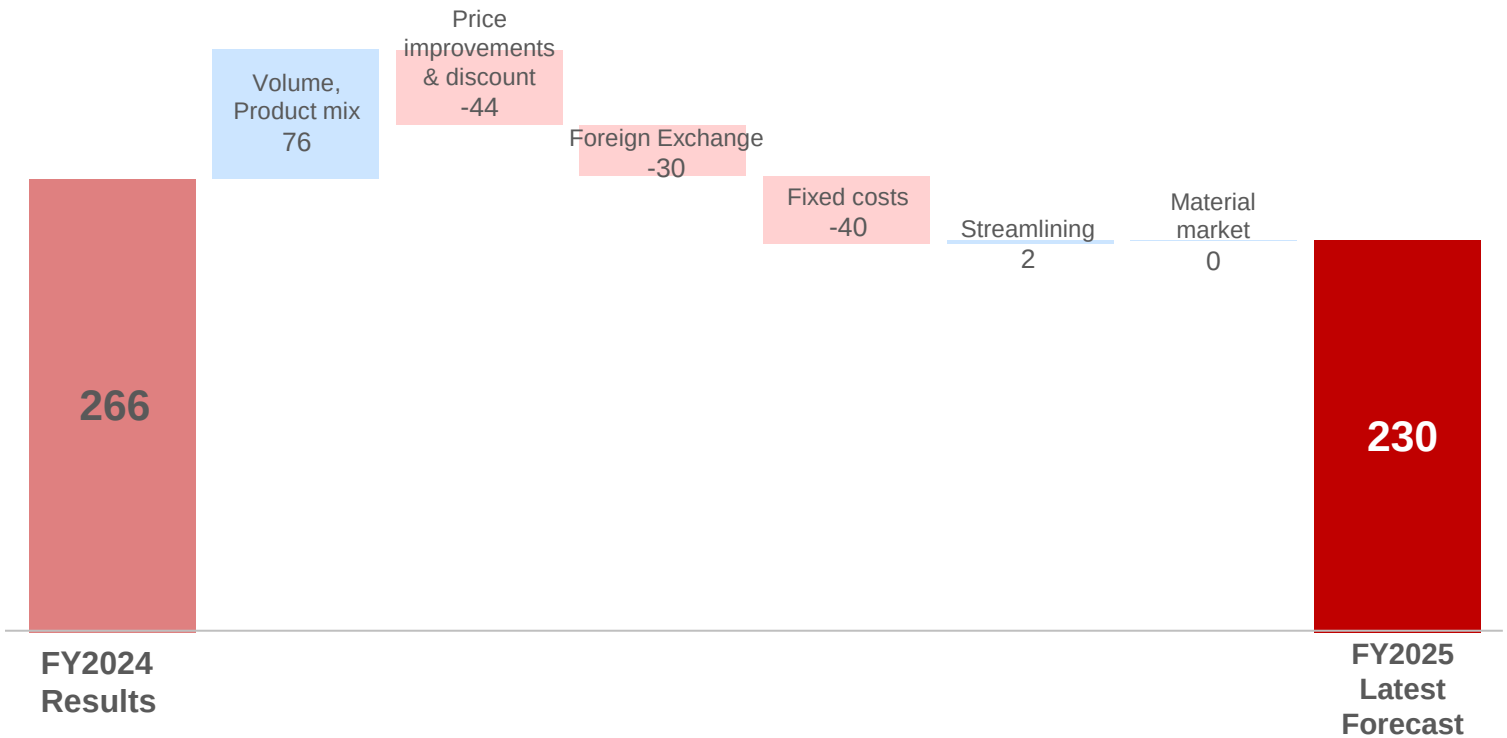
While motor cores in Japan and HDD mechanical components in Thailand are expected to remain strong, increased fixed costs from future investments, including labor costs, as well as the impact of foreign exchange fluctuations, are projected to result in higher sales but lower profits.

DDS (Disk Drive Suspension)

(100 million yen)

	FY2024 Results	Forecast for FY2025 1st half	Forecast for FY2025 2nd half	Forecast for FY2025 Full-year	Vs. FY2024 Results
Net Sales	1,115	585	615	**1,200**	84
Operating Profit	266	110	120	**230**	-36
Ratio	23.9%	18.8%	19.5%	**19.2%**	-4.8%

Variable Factor Analysis for Operating Profit



▽Vs. FY2024

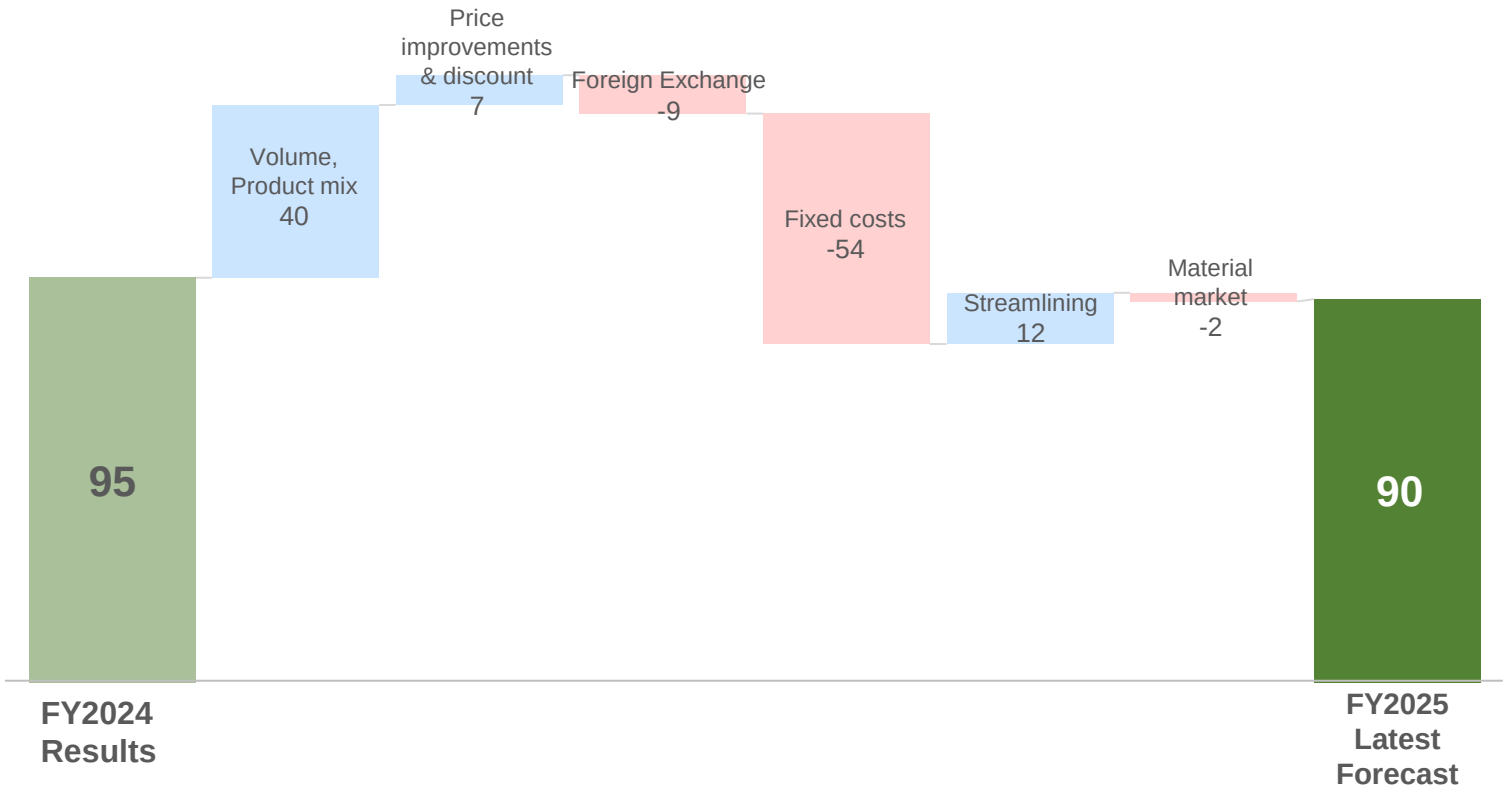
Sales volumes of HDD suspensions are expected to remain strong, continuing the trend from the previous fiscal year. However, profits are projected to decline despite higher sales, due to factors such as profit pressure from yen appreciation and higher fixed costs associated with future investments, including labor costs.

Industrial Machinery & Equipment, & Other Operations

(100 million yen)

	FY2024 Results	Forecast for FY2025 1st half	Forecast for FY2025 2nd half	Forecast for FY2025 Full-year	Vs. FY2024 Results
Net Sales	1,151	590	660	**1,250**	98
Operating Profit	95	28	62	**90**	-5
Ratio	8.3%	4.7%	9.4%	**7.2%**	-1.1%

Variable Factor Analysis for Operating Profit



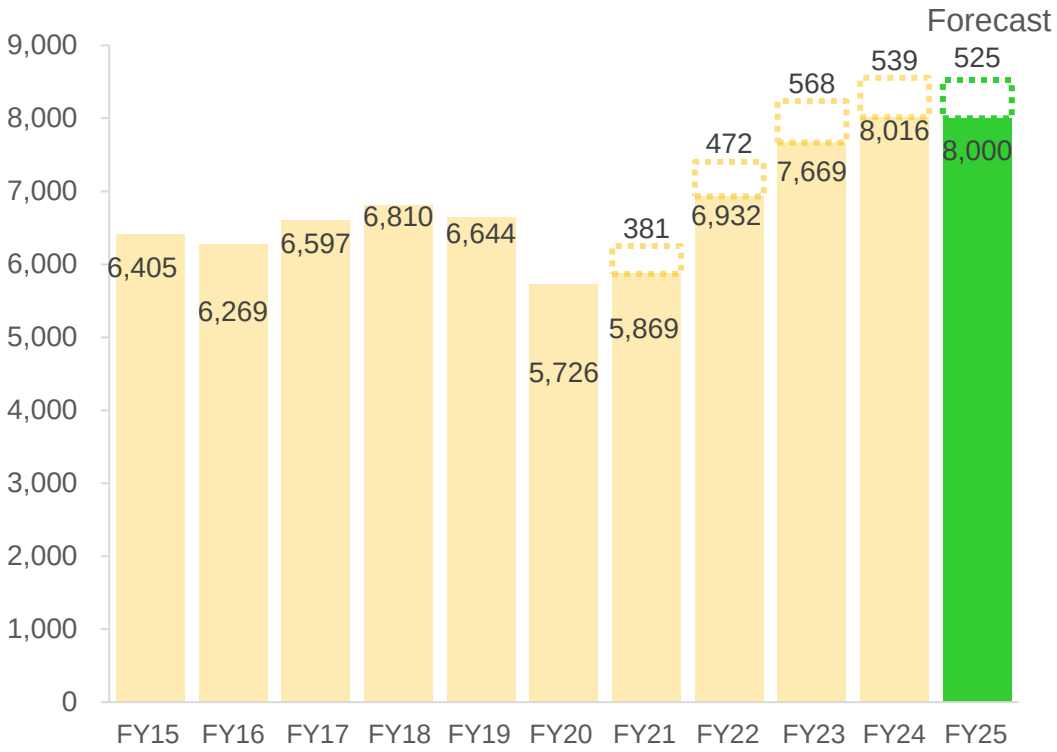
▽Vs. FY2024

Semiconductor process components are expected to continue performing well. However, increased fixed costs due to production capacity expansion and upfront investments in growth businesses, along with profit pressure from yen appreciation, are projected to result in higher sales but lower profits.

Results Trends

Net Sales

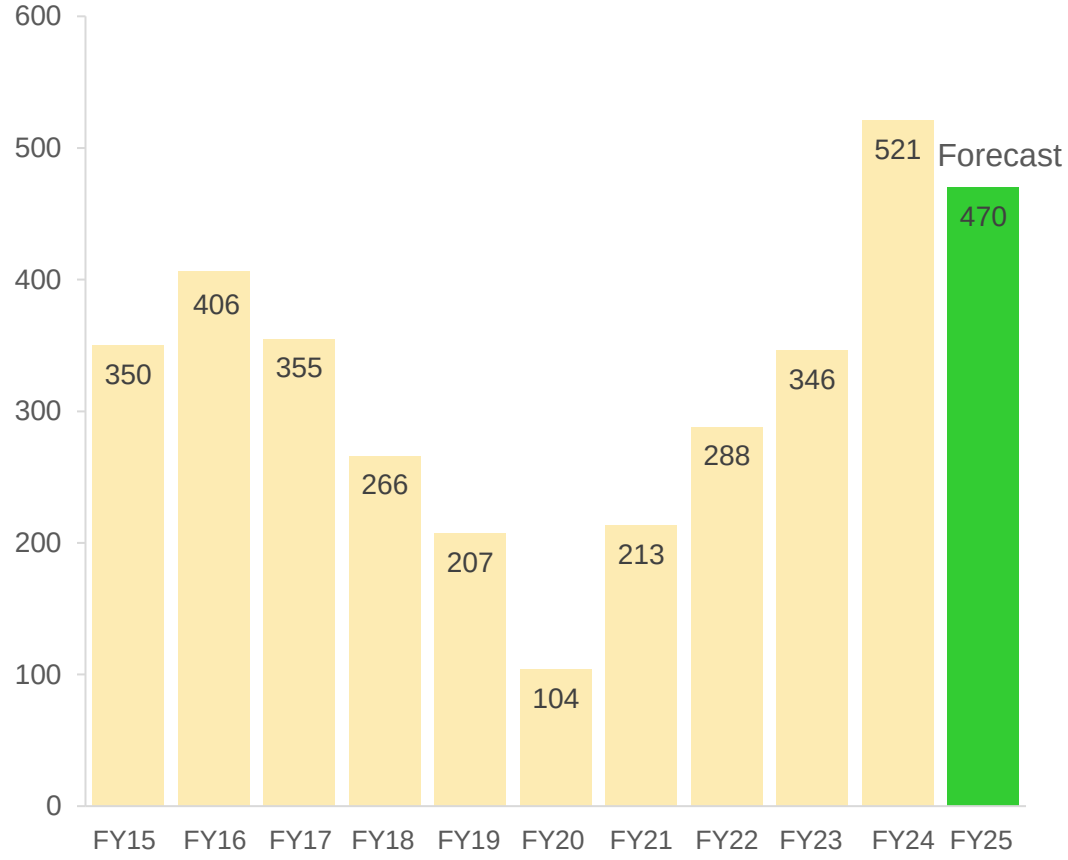
(100 million yen)



As a result of the adoption of the “Accounting Standard for Revenue Recognition (Revised ASBJ Statement No. 29),” the amount paid by customers, which was previously recorded as net sales, is offset against the cost of sales from the fiscal year ended March 31, 2022.

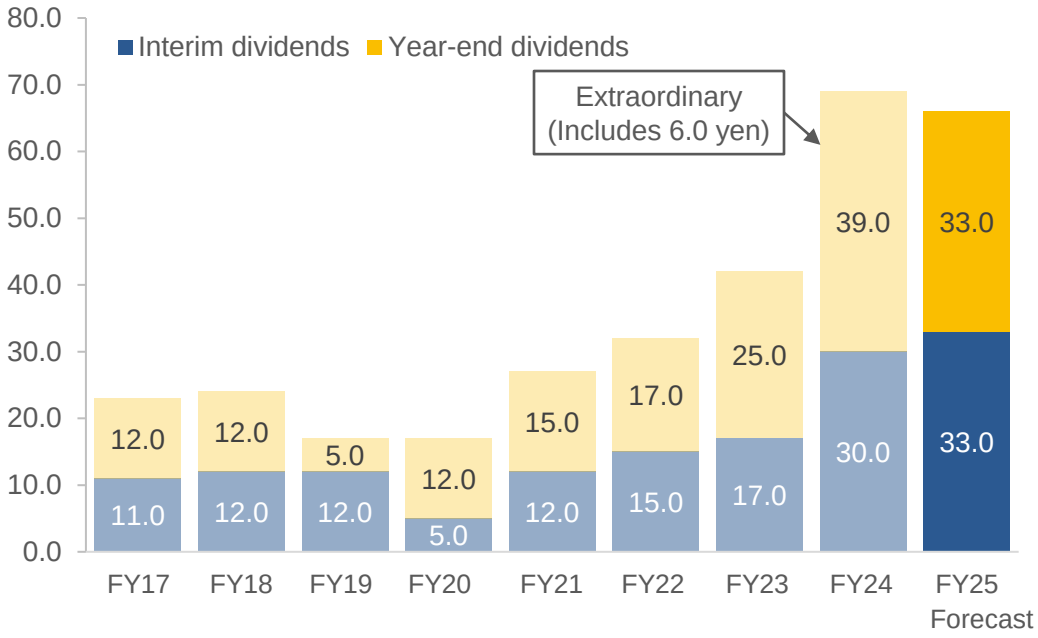
Operating Profit

(100 million yen)

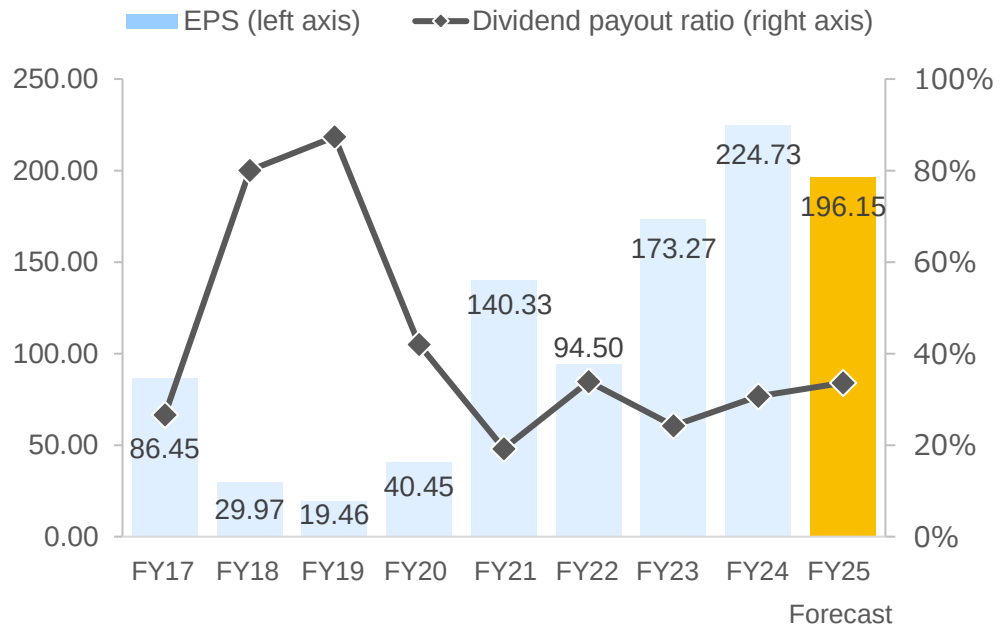


Dividends

Dividend Per Share (DPS)



Earnings Per Share (EPS)



	End of Q2	Year-end	Total	Dividend payout ratio
Result for the year ended Mar. 2025	30.0 yen	39.0 yen	**69.0 yen**	30.7%
Forecast for the year ending Mar. 2026	33.0 yen	33.0 yen	**66.0 yen**	33.6%

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FY2026 Mid-term Plan Progress

President & COO
Representative Member of the Board

Kazuhisa Uemura

NHK Group Fundamental Policies for FY2026 Mid-term Plan

NHK SPRING CO.,LTD.

—Further promotion of sustainability—
—Respect for people & contribute to society—

Respect for People	■ Strengthening trust with stakeholders ■ Build a safe and secure company and a rewarding and comfortable workplace ■ Supporting the growth and development of a diverse employee base
Contributing to society	■ Providing indispensable key components ■ Speeding up actions towards global environmental changes ■ Contributing to the local community
Purchase appropriately, manufacture accurately, market and sell properly	■ “Quality First” & elevating the power of manufacturing ■ Promoting Digital Transformation (DX) & strengthening competitiveness ■ Promoting fair transactions and strengthening CSR in procurement

FY2026 Mid-term Plan Progress: Business Goals (Sales and Profit)

NHK SPRING CO.,LTD.

(100 million yen)

	FYE ’26/3 (FY2025) Forecast	FYE ’27/3 (FY2026) Mid-term plan	FY2026 mid-term plan vs. FY2025 forecast Variance	Ratio
Net Sales	8,000	8,500	500	6.3%
Operating Profit	470	520	50	10.6%
Ratio	5.9%	6.1%	0.2%	
Ordinary Profit	530	570	40	7.5%
Ratio	6.6%	6.7%	0.1%	
Profit Attributable to Owners of Parent	400	430	30	7.5%

Automotive-related market: Global production volume is expected to remain roughly flat compared to the previous fiscal year

Information and communications-related market: Both global HDD (hard disk drive) production volume and total demand for HDD suspensions are projected to increase

FY2026 Mid-term Plan Progress: Sales and Operating Profit by Segment

NHK SPRING CO.,LTD.

		FYE '26/3 (FY2025) Forecast	FYE '27/3 (FY2026) Mid-term plan	FY2026 plan vs. FY2025 forecast		Measures for achieving targets in FY2026 Mid-term Plan
				Variance	Growth Rate	
■ Automotive Suspension Spring	Net Sales	1,575	1,738	163	90.6%	• Achieve profitability at North American sites (improved selling prices and enhanced productivity) • Develop and launch new technologies and products to strengthen competitiveness
	Operating Profit	18	52	34	34.6%	
	Ratio	1.1%	3.0%	1.8%		
■ Automotive Seating	Net Sales	2,935	3,071	136	95.6%	• Secure orders for successor models through deeper collaboration with automakers • Develop automotive seats and related devices that address electrification, autonomous driving, and environmental challenges
	Operating Profit	95	120	25	79.2%	
	Ratio	3.2%	3.9%	0.7%		
■ Precision Springs & Components	Net Sales	1,040	1,050	10	99.0%	• Expand the motor core business (strengthen the global production structure) • Develop products for electric and electronically controlled vehicles
	Operating Profit	37	43	6	86.0%	
	Ratio	3.6%	4.1%	0.5%		
■ Disk Drive Suspension	Net Sales	1,200	1,171	-29	102.5%	• Increase market share in suspensions for high-capacity HDDs • Expand market share of Microcontactors
	Operating Profit	230	190	-40	121.1%	
	Ratio	19.2%	16.2%	-3.0%		
■ Industrial Machinery & Equipment, & Other Operations	Net Sales	1,250	1,470	220	85.0%	• Scale up the semiconductor process component business (expand production capacity at the Miyata Plant) • Pursue orders for integrated metal substrates used in electric vehicles
	Operating Profit	90	115	25	78.3%	
	Ratio	7.2%	7.8%	0.6%		
Total	Net Sales	8,000	8,500	500	94.1%	
	Operating Profit	470	520	50	90.4%	
	Ratio	5.9%	6.1%	0.2%		

FY2026 Mid-term Plan Progress: Financial Indicators

NHK SPRING CO.,LTD.

: Newly added management indicators in the FY26 mid-term plan

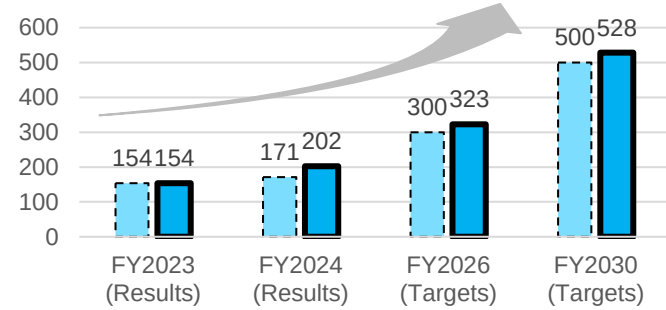
			FY2023 (Results)	FY2024 (Results)	FY2025 (Forecast)	FY26 Mid-term plan (Targets)
Target for Net Sales and Income		Net Sales	766.9 billion yen	801.6 billion yen	800 billion yen	850 billion yen
		Operating Profit (Ratio)	34.6 billion yen (4.5%)	52.1 billion yen (6.5%)	47 billion yen (5.8%)	52 billion yen (6.1%)
		Ordinary Profit (Ordinary margin)	47.8 billion yen (6.2%)	57.9 billion yen (7.2%)	53 billion yen (6.6%)	57 billion yen (6.7%)
		Net Income (Net margin)	39.1 billion yen (5.1%)	48.1 billion yen (6.0%)	40 billion yen (5.0%)	43 billion yen (5.1%)
Financial Indicators	Investment Efficiency	ROE	10.4%	11.9%	9.6%	10% or higher
		ROIC	6.1%	8.3%	7.1%	7% or higher
	Shareholder Return	Dividend Payout Ratio	24.2%	30.7%	33.6%	30% or higher
	Soundness	Stockholder's Equity to Total Assets Ratio	58.7%	58.5%	59.3%	50% or higher
	Policy-holding Shares	Net Asset Ratio	20.4%	14.7%	13.1%	Below 20%

Annual Average Growth Rate (CAGR) of Sales - Period: FY2023 to FY2030

Semiconductor process components (100 million yen)

Targets 18%

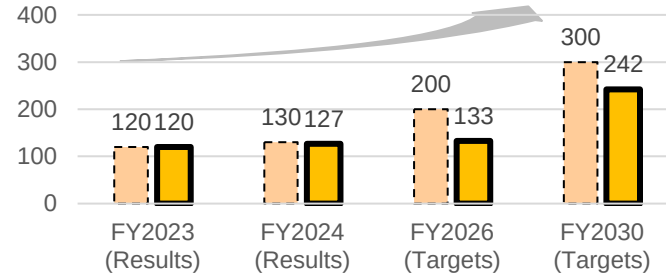
Latest forecast 19%



Motor Core

Targets 14%

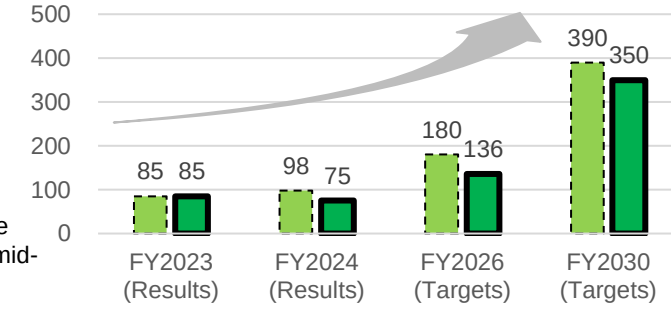
Latest forecast 10%



Integrated metal substrates

Targets 24%

Latest forecast 22%



Target at the time of the mid-term plan

Latest forecast

FY2026 Mid-term Plan Progress: Capital Costs and Cash Allocation

NHK SPRING CO.,LTD.

Comparison of ROIC and WACC

	FY2023 (Results)	FY2024 (Results)	FY26 Mid-term plan (Targets)
ROIC (Company-wide)	6.1%	8.3%	7.0% or higher
WACC[1] (Company-wide)	6.3 %	6.1 %	

Reference/ROIC by Business Segment[2]

Automotive Suspension Springs	1.1%	0.3%
Automotive Seating	20.2%	11.2%
Precision Springs & Components	0.6%	3.2%
Disk Drive Suspension	10.9%	36.8%
Industrial Machinery & Others	6.2%	6.9%

Cash In

FY2026 mid-term plan goal Three-year period	FY2024 results + FY2025 forecast Two-year total	Two-year period Progress rate
Operating CF[3] 270 billion yen	Operating CF 192 billion yen	71%
Sale of policy-holding shares 15 billion yen	Sale of policy-holding shares 6 billion yen	40%
New borrowings from financial institutions 25 billion yen	Borrowings from financial institutions, etc. 25 billion yen	100%

*1. When calculating WACC, the risk-free rate is the yield on newly issued 10-year government bonds, the equity risk premium is the two-year weekly equity risk premium since 1974, and β uses the company's historical beta for 60 months.
2. ROIC by business segment is calculated simply by aggregating non-current assets and inventories from the perspective of management fficiency.
3. Operating CF of 192 billion yen is calculated by adding 77.8 billion yen of investment costs (26.5 billion yen in human capital investment, 3 billion yen in DX investment, 1 billion yen in CN investment, and 47.3 billion yen in R&D investment) included in cash out to the original operating CF of 114.2 billion yen.

FY2026 Mid-term Plan Progress: Capital Costs and Cash Allocation

NHK SPRING CO.,LTD.

Cash Out: Prioritizing capital allocation for growth investments aimed at enhancing corporate value in the medium to long term.

FY2026 mid-term plan goal Three-year period		FY2024 results + FY2025 forecast Two-year total		Progress rate	Efforts
Investment 250 billion yen	Investment in human capital 50 billion yen	**Investment 172 billion yen**	Investment in human capital 32 billion yen	64%	■ Improvement of treatment and workplace environment to enhance employee engagement
	DX investment 20 billion yen		DX investment 11 billion yen	55%	■ Investment in core systems and AI technology to promote operational reforms
	CN investment 10 billion yen		CN investment 5 billion yen	50%	■ Promoting CN activities through electrification of production equipment and purchase of renewable energy
	R&D investment 70 billion yen		R&D investment 52 billion yen	74%	■ Accelerating activities for new product development and market launch, and promoting value enhancement measures for existing products
	Business investment 100 billion yen		Business investment 72 billion yen	72%	■ Strengthening “quality-first” manufacturing capabilities through continuous technological innovation
Shareholder returns 60 billion yen	Dividends 40 billion yen	**Shareholder returns 51 billion yen**	Dividends 27 billion yen	67%	■ Stable dividends considering consolidated performance and payout ratio
	Share buybacks 20 billion yen		Share buybacks 24 billion yen	120%	■ Shareholder returns through share buybacks and cancellations, and achieving a capital structure that considers efficiency and safety

FY2026 Mid-term Plan Progress: Cash Allocation (Summary)

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FY2026 mid-term plan goal

Cash In	Cash Out
310 billion yen	310 billion yen
Operating CF[3] **270 billion yen**	**Investment** **250 billion yen**
Sale of policy-holding shares **15 billion yen**	**Shareholder returns** **60 billion yen**
New borrowings from financial institutions **25 billion yen**	

Summary

Cash In

- Progress is on track with the targets set in the FY2026 mid-term plan.

Cash Out

- While the amount of investment varies by initiative, measures are being implemented as planned.

Shareholder returns

- Share buybacks exceeded the original plan.

FY2026 Mid-term Plan Progress: Investment in Human Capital

NHK SPRING CO.,LTD.

Initiatives implemented in FY2024

- Comfortable Workplace
  - Improvements to on-site conditions, including measures to ease physically demanding work
- Personnel System Reform
  - Overhaul of the personnel system and training framework
- Environment to Enhance Employee Engagement
  - Expansion of the license allowance program
  - Received “Platinum Kurumin” certification (for enhanced childcare support)
- Promoting Health and Well-Being
  - Established new consultation services for mental health and gender-specific medical concerns

FY2026 Mid-term Plan Progress: DX Investment

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Initiatives implemented in FY2024

- Promoting Operational Reform
  - Renewal of core systems and construction of next-generation networks
- Investment in AI Technology
  - Conducted verification of automation in the visual inspection process for hard disk drive suspensions using AI

FY2026 Mid-term Plan Progress: Carbon Neutral Investments

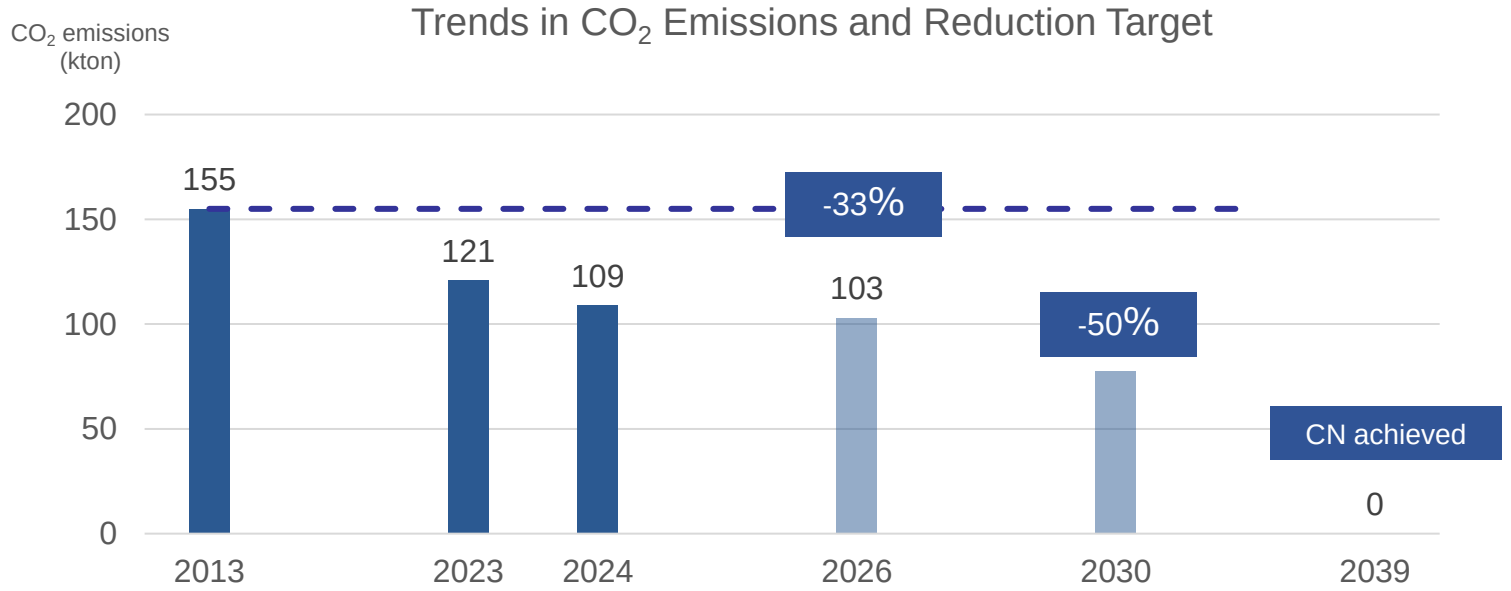
NHK SPRING CO.,LTD.

Initiatives implemented in FY2024

- Reduction of CO_2 Emissions

  Mid-term plan goals: Emissions: 103,000 tons-CO_2 (33% reduction compared to FY2013)

  FY24 actual results: Emissions: 109,000 tons-CO_2 (30% reduction compared to FY2013)



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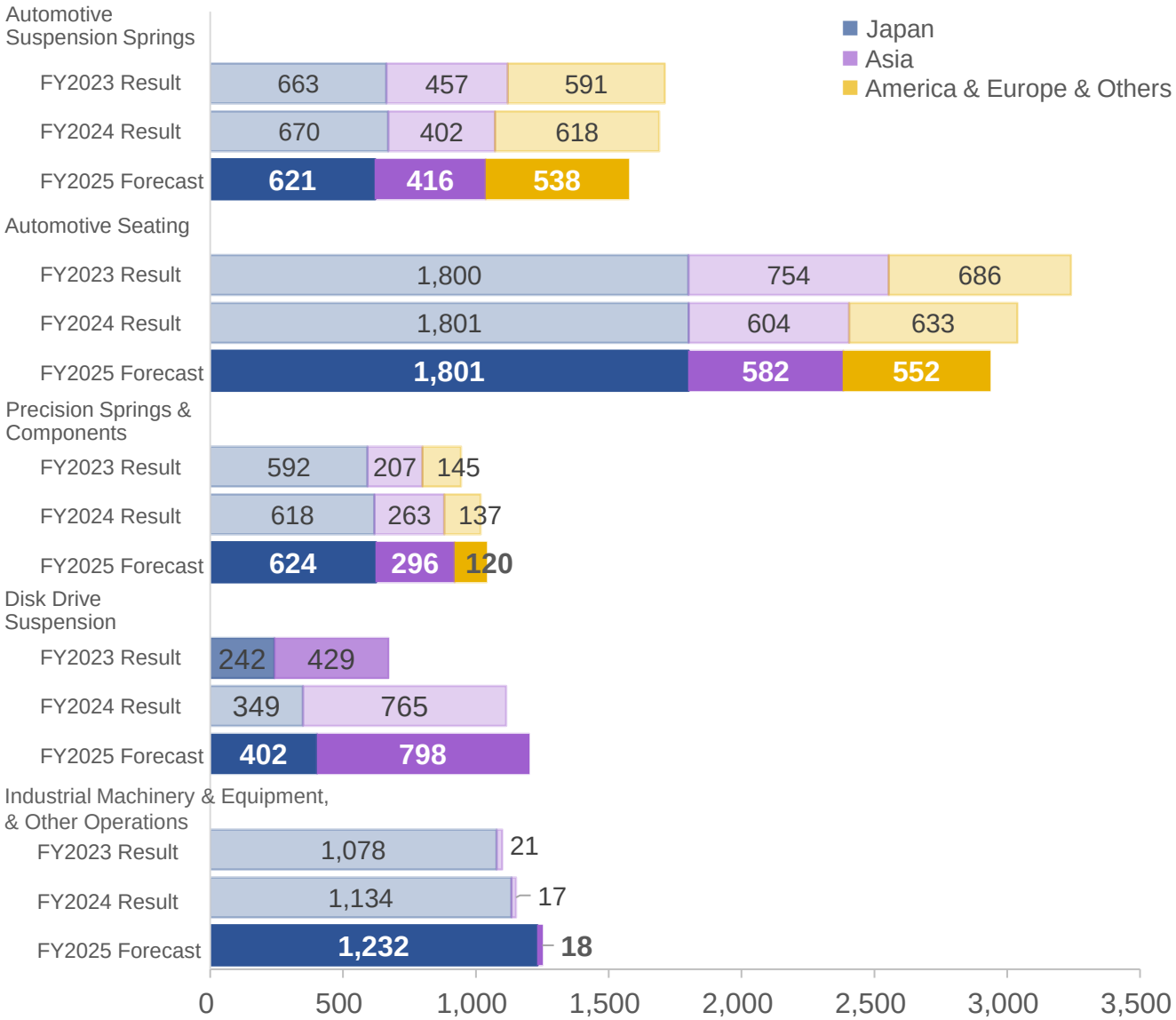
Supplementary Materials

Details of Net Sales (full-year)



(100 million yen)

		Japan	Asia	America & Europe & Others	Total
Automotive Suspension Springs	FY2023 Result	663	457	591	1,711
	FY2024 Result	670	402	618	1,691
	FY2025 Forecast	621	416	538	1,575
Automotive Seating	FY2023 Result	1,800	754	686	3,241
	FY2024 Result	1,801	604	633	3,039
	FY2025 Forecast	1,801	582	552	2,935
Precision Springs & Components	FY2023 Result	592	207	145	945
	FY2024 Result	618	263	137	1,019
	FY2025 Forecast	624	296	120	1,040
Disk Drive Suspension	FY2023 Result	242	429	-	671
	FY2024 Result	349	765	-	1,115
	FY2025 Forecast	402	798	-	1,200
Industrial Machinery and Equipment, and Other Operations	FY2023 Result	1,078	21	-	1,099
	FY2024 Result	1,134	17	-	1,151
	FY2025 Forecast	1,232	18	-	1,250
Total	FY2023 Result	4,377	1,869	1,423	7,669
	FY2024 Result	4,574	2,053	1,389	8,016
	FY2025 Forecast	4,680	2,110	1,210	8,000

Assets Status

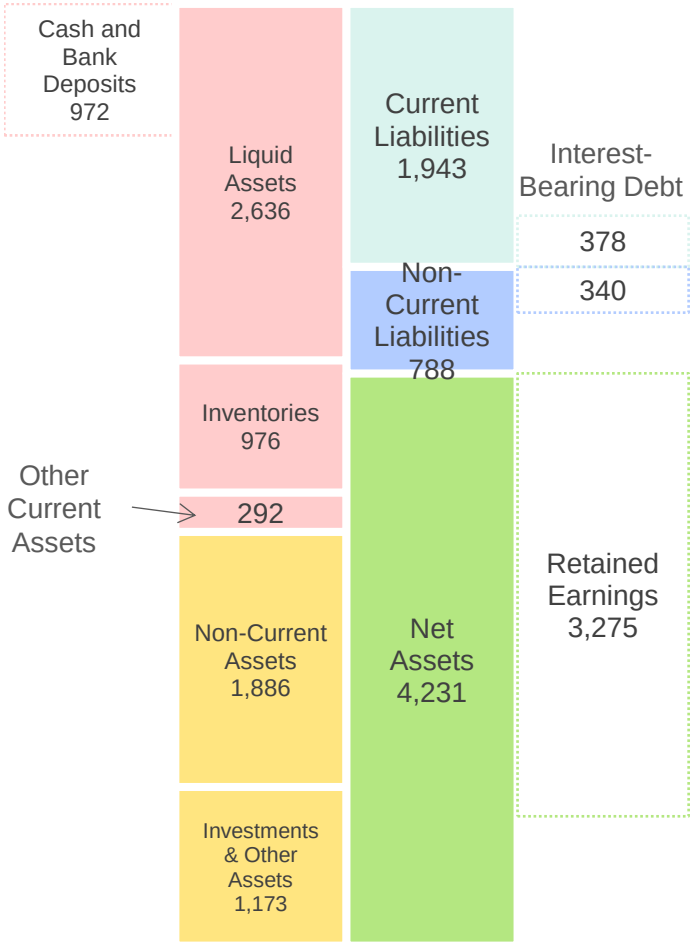
(100 million yen)

	FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Results	**FY2024 Results**	Increase/ Decrease
Total Assets	5,607	5,880	6,060	6,902	**6,963**	61
Stockholder's Equity	2,839	3,226	3,492	4,050	**4,076**	26
Stockholder's Equity to Total Assets Ratio	50.6%	54.9%	57.6%	58.7%	**58.5%**	-0.1%
Cash and Bank Deposits	793	921	729	1,032	**972**	-60
Interest-Bearing Debt	700	508	505	474	**718**	244
Net Cash	93	413	224	558	**254**	-304

Balance Sheet Status

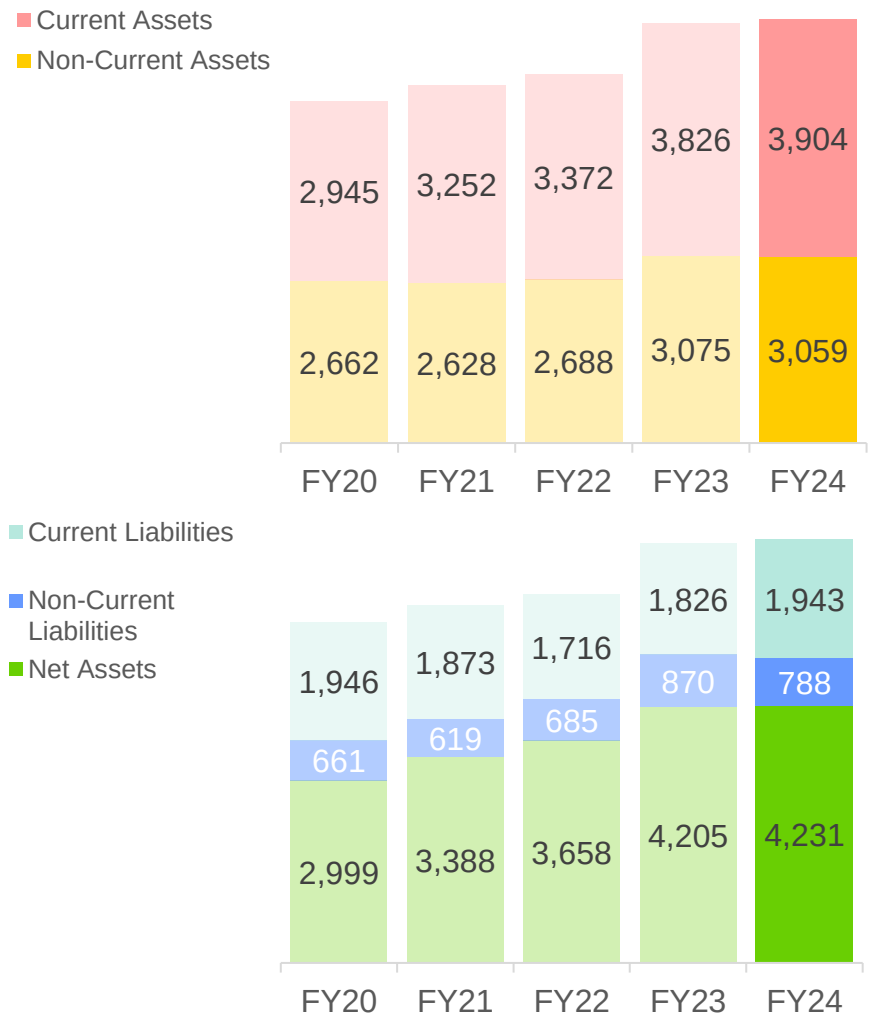
FY2024 Results

(100 million yen)



Balance Sheet Trends

(100 million yen)



▼Assets

Although investment securities decreased due to market valuation adjustments, the yen-converted value of assets held by overseas subsidiaries increased due to exchange rate fluctuations, as well as increased capital expenditures.

▼Liabilities

Liabilities increased, as the decline in deferred tax liabilities from a drop in the market value of investment securities and a decrease in income taxes payable due to lower taxable income compared to the previous fiscal year were offset by an increase in interest-bearing debt.

▼Net Assets

Despite a reduction from the acquisition of treasury shares, net assets increased due to the accumulation of retained earnings from interim profit attributable to the owners of the parent company.

Supplementary Materials

Capital Investment/Depreciation & Amortization by Business Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2023 Results	FY2024 Results	FY2025 Forecast
Capital Investments	Automotive Suspension Springs	58	**63**	**105**
	Automotive Seating	49	**64**	**53**
	Precision Springs & Components	107	**79**	**110**
	DDS	45	**43**	**99**
	Industrial Machinery & Others	82	**126**	**123**
	Company-wide sharing	27	**25**	**50**
	Total	370	**402**	**540**
	Vs. Previous year	31.8%	**8.8%**	**34.2%**
Depreciation & Amortization	Automotive Suspension Springs	63	**54**	**57**
	Automotive Seating	56	**52**	**47**
	Precision Springs & Components	47	**52**	**55**
	DDS	63	**64**	**68**
	Industrial Machinery & Others	35	**41**	**56**
	Company-wide sharing	19	**28**	**24**
	Total	286	**293**	**307**
	Vs. Previous year	-0.7%	**2.3%**	**4.8%**

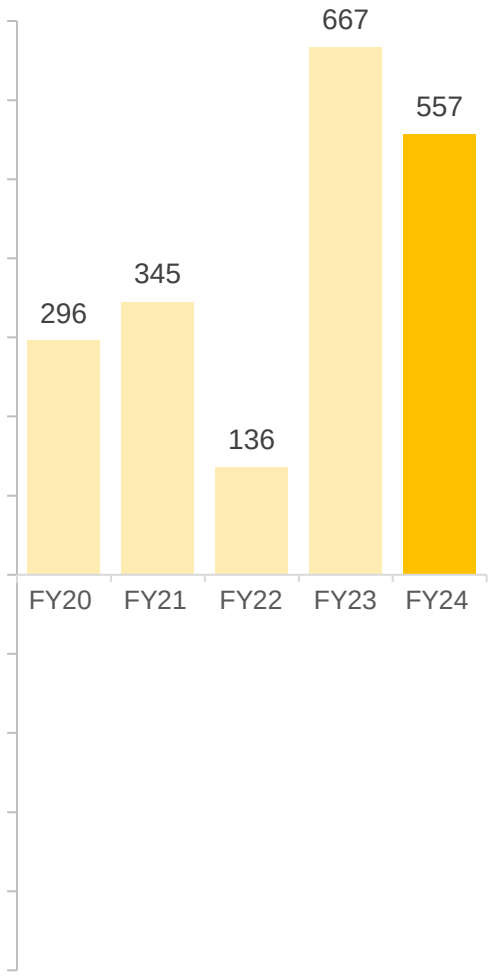
Capital Investment/Depreciation & Amortization by Region Segment

(100 million yen)

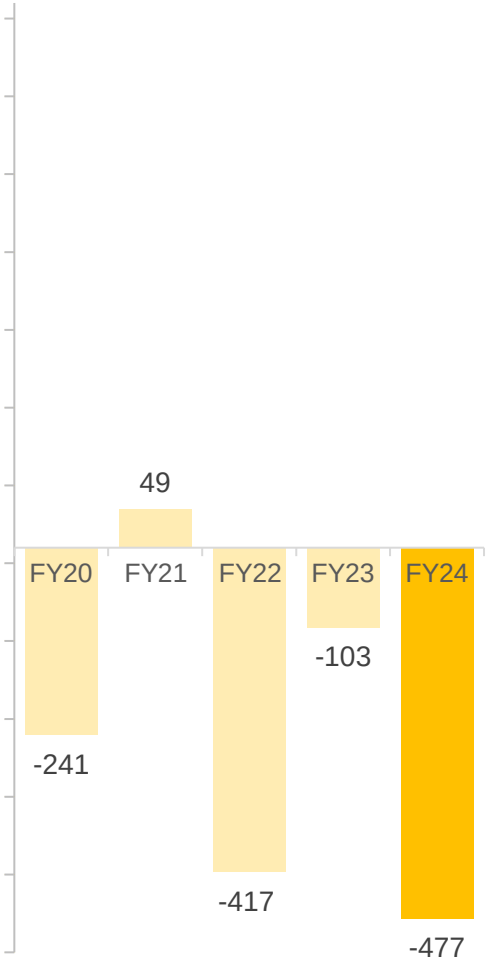
		FY2023 Results	FY2024 Results	FY2025 Forecast
Capital Investments	Japan	259	**242**	**371**
	Asia	75	**88**	**110**
	America & Europe &Others	34	**71**	**59**
	Overseas total	110	**159**	**169**
	Total	370	**402**	**540**
Depreciation & Amortization	Japan	146	**165**	**185**
	Asia	92	**86**	**82**
	America & Europe & Others	47	**40**	**40**
	Overseas total	139	**127**	**122**
	Total	286	**293**	**307**

Cash Flow Status

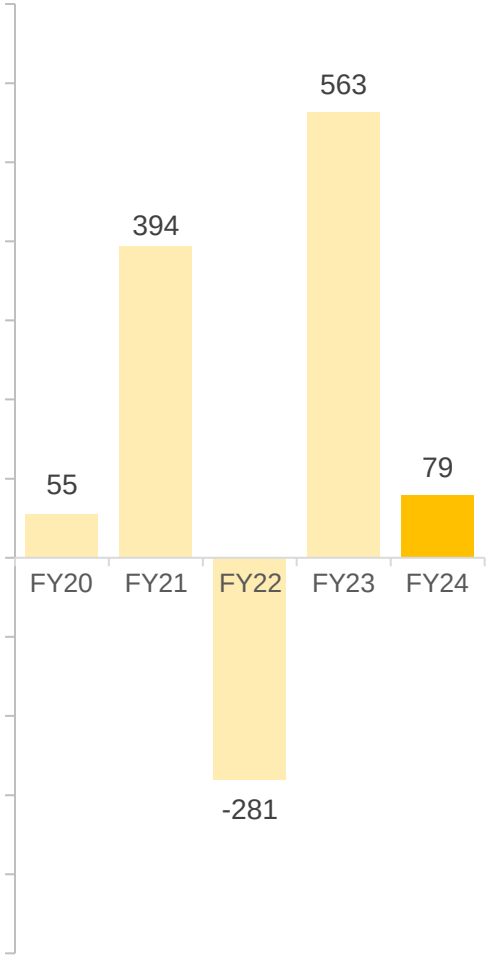
Operating CF



Investment CF

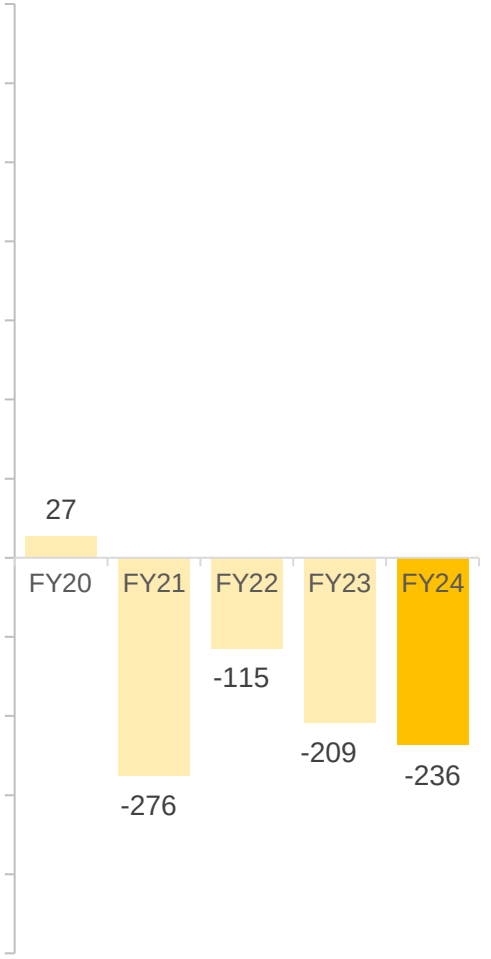


Free CF



Financial CF

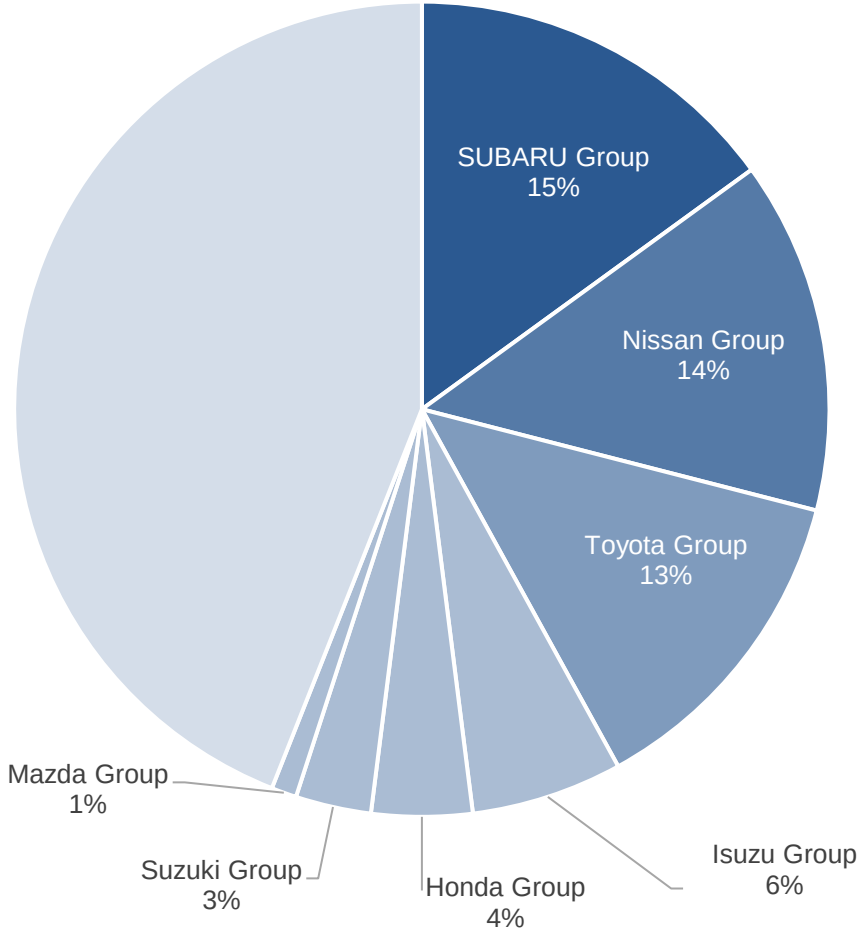
(100 million yen)



Sales Breakdown to Each of the Major Car Makers

Major car makers	FY2023	FY2024
SUBARU Group	18%	**15%**
Nissan Group	16%	**14%**
Toyota Group	13%	**13%**
Isuzu Group	7%	**6%**
Honda Group	4%	**4%**
Suzuki Group	4%	**3%**
Mazda Group	1%	**1%**
Top 3 Companies	47%	**42%**

(Note) The percentages show share versus total net sales.



Quarterly Sales Trends (Motor Core, Semiconductor Process Components, Integrated Metal Substrates, Leisure Sector)

NHKニッパツ NHK SPRING CO.,LTD.

(100 million yen)

		FY2023					FY2024					FY2025
		1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year	Full-year
Precision Springs & Components	Motor Core	28	28	28	33	**119**	29	31	31	33	**127**	**130**
Industrial Machinery & Equipment, & Other operations	Semiconductor process components	31	40	39	41	**154**	37	47	55	62	**202**	**273**
	Integrated metal substrates	21	21	22	19	**84**	19	19	18	17	**75**	**96**
	Leisure Sector (Golf Shafts, Marine Products, etc.)	40	40	34	33	**148**	34	32	36	35	**138**	**157**

Supplementary Materials

Major Overseas Operations

NHK SPRING CO.,LTD.

NHK Spring Europe B.V. (NSE)

IBERICA DE SUSPENSIONES, S.L. (ISSA)

NHK-UNI Spring (Guangzhou) Co., Ltd. (NUS)

NHK Seating (Hubei) Co., Ltd. (NSH)

NHK Spring Precision (Guangzhou) Co., Ltd. (NSPG)

NHK Spring (China) Co., Ltd. (NHK-CHINA)

NHK International Corporation (NHK Inter)

NHK SEATING OF AMERICA INC. (NSA)

NHK SPRING HUNGARY KFT. (NSHU)

NHK Spring (NHK Spring)

NHK Spring Precision of America, Inc. (NSPA)

NHK of America Suspension Components Inc. (NASCO)

NHK Spring (Hong Kong) Co., Ltd. (NAT)

NHK SPRING INDIA LTD. (NSI)

TOPURA AMERICA FASTENER, INC. (TAF)

NHK Automotive Components India Pvt. Ltd. (NACI)

NEW MATHER METALS, INC. (NMMI)

NHK Manufacturing Malaysia Sdn. Bhd. (NHK Spring Malaysia)

RASSINI-NHK AUTOPEÇAS LTDA. (RNA)

NHK SPRING PHILIPPINES,INC. (NSP)

NHK SPRING MEXICO, S.A.DE C.V. (NSM)

NHK SPRING (THAILAND) CO., LTD. (NHK Spring Thailand)

NHK PRECISION (THAILAND) CO., LTD. (Nippon Seiko Thailand)

Automotive Suspension Springs | Automotive Seating | Precision Springs & Components

DDS | Industrial Machinery & Equipment, & Other Operations

Regional management/Business Support

All Products

Reportable Segment Classification

The classification of reporting segments has been changed from the existing “Automotive Suspension Springs Business,” “Automotive Seating Business,” “Precision Springs and Components Business,” and “Industrial Machinery and Equipment, and Other Operations” to “Automotive Suspension Springs Business,” “Automotive Seating Business,” “Precision Springs and Components Business,” “DDS (Disk Drive Suspension) Business,” and “Industrial Machinery and Equipment, and Other Operations,” effective from the beginning of the year ended March 31, 2025.

Prior to the previous consolidated fiscal year

Reportable segments	Major products
Automotive suspension springs	Coil springs, leaf springs, stabilizer bars, accumulators, torsion bars, stabilizer links, stabilinker and others
Automotive seating	Seats, mechanical seating components, trim parts and others
Precision springs and components	HDD suspensions and mechanical components, wire springs, flat springs, motor cores, LCD/semiconductor testing probe units, fastener (screw), precision machine components and others
Industrial machinery & equipment, & other operations	Semiconductor processing products, ceramic products, spring mechanisms, pipe support systems, metal substrates, automatic parking systems, security products, lighting equipment, golf club shafts, electronic remote controls for ships and others

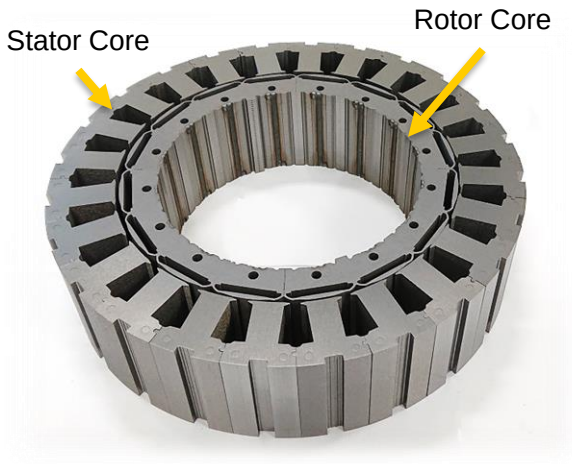
From the current consolidated fiscal year onwards

Reportable segments	Major products
Automotive suspension springs	Coil springs, leaf springs, stabilizer bars, accumulators, torsion bars, stabilizer links, stabilinker and others
Automotive seating	Seats, mechanical seating components, trim parts and others
Precision springs and components	HDD mechanical components, wire springs, flat springs, motor cores, fastener (screw), precision machine components and others
Disk Drive Suspension	HDD suspensions, semiconductor testing probe units and others
Industrial machinery & equipment, & other operations	Semiconductor processing products, ceramic products, spring mechanisms, pipe support systems, metal substrates, automatic parking systems, security products, lighting equipment, golf club shafts, electronic remote controls for ships and others

Product Introduction: Motor Cores (Precision Springs & Components Segment)

NHK SPRING CO.,LTD.

■ **Motor Core**



NHK produce Motor Cores, which are laminated iron cores used in the motors—drive motors and/or power generators—for EV and HV vehicles.

They are made by some hundred layers of 0.25 to 0.35 mm thickness electromagnetic steel sheets which are stamped out one by one, and are fastened together by caulking or welding.

The motor core consists of the Rotor Core, which has a magnet inserted and serves as the rotating part of the motor, and the Stator Core, which is the fixed winding part.

Electric power from batteries is supplied to the motors through inverters, and Rotor Cores—which contain magnets—are pulled and repelled by a rotating magnetic field generated in the Stator Cores—which are wound with coils—causing the Rotor Cores' high-speed rotation.

Thin plate laminated iron cores can easily pass through magnetic field lines, and have ability to generate stronger magnetic force.

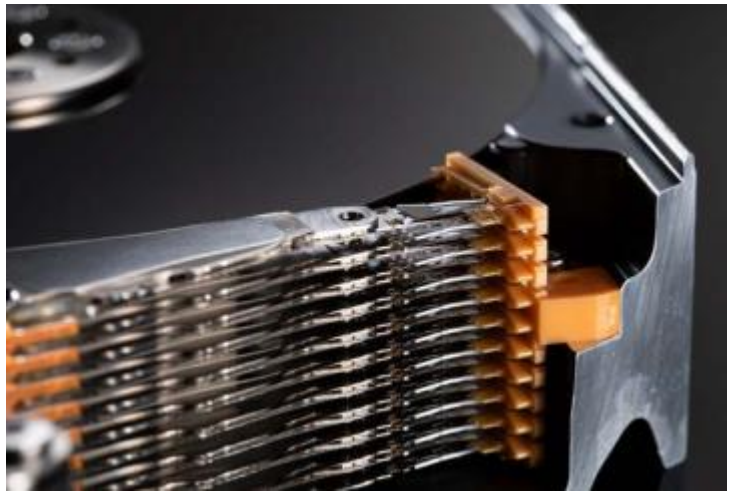
NHK Motor Cores are diameter of around 200 mm and height of around 150 mm, which is a relatively large size for the precision stamped products that NHK produce; but NHK has built up an ability over the many years, to produce dimensional accuracy as micron level, through our production of automotive parts and HDD (hard disk drive) parts, to be able to produce this kind of large, ultra-high precision stamped products.

The press dies essential for motor core production are designed, manufactured, and maintained entirely in-house, enabling the production of the same quality motor cores in our global operations in Mexico and China as well as our Atsugi Plant in Japan.

Product Introduction: HDD Suspensions (DDS Segment)

■ **HDD suspensions**

■ **HDD suspension placement**



Suspensions for HDD are unique spring products, holding read-write head in Hard Disk Drive devices.

In recent years, HDDs are increasingly used for data centers, such as those supporting social media and video-sharing sites, rather than for personal computers. Data centers store massive gigabyte-sized files, with hundreds of thousands of large-capacity HDDs aligned in racks. Each of these HDDs contains many HDD suspensions. As shown in the image to the left, 20 suspensions are used in a single HDD, and data centers utilize an enormous number of suspensions in total.

Large-capacity HDD suspensions feature ultra-small actuators that finely control the tiny components used for reading and writing data. These actuators enable higher-density data reading and writing on the disk.

The ultra-small actuators are classified as follows: those integrated into the central section are called DSA, and those embedded in the tip are referred to as CLA. Using a human analogy, DSA corresponds to wrist movement, while CLA represents fingertip motion. To achieve even higher performance, we developed our flagship product, the TSA, which incorporates both DSA and CLA. TSA enables precise yet dynamic movements, significantly contributing to the increasing capacity of HDDs used in data centers.

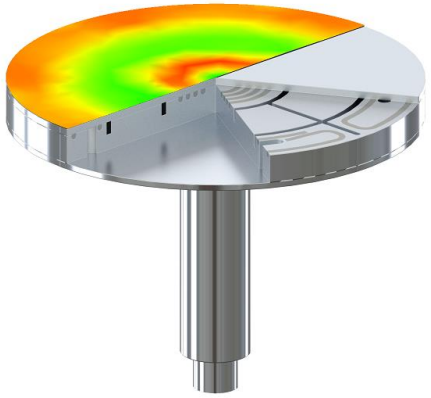
Our company was the first in the world to mass-produce CLA and TSA, securing a leading global market share.

* DSA stands for “Dual Stage Actuators”
* CLA stands for “Co-Located Actuators”
* TSA stands for “Triple Stage Actuators”

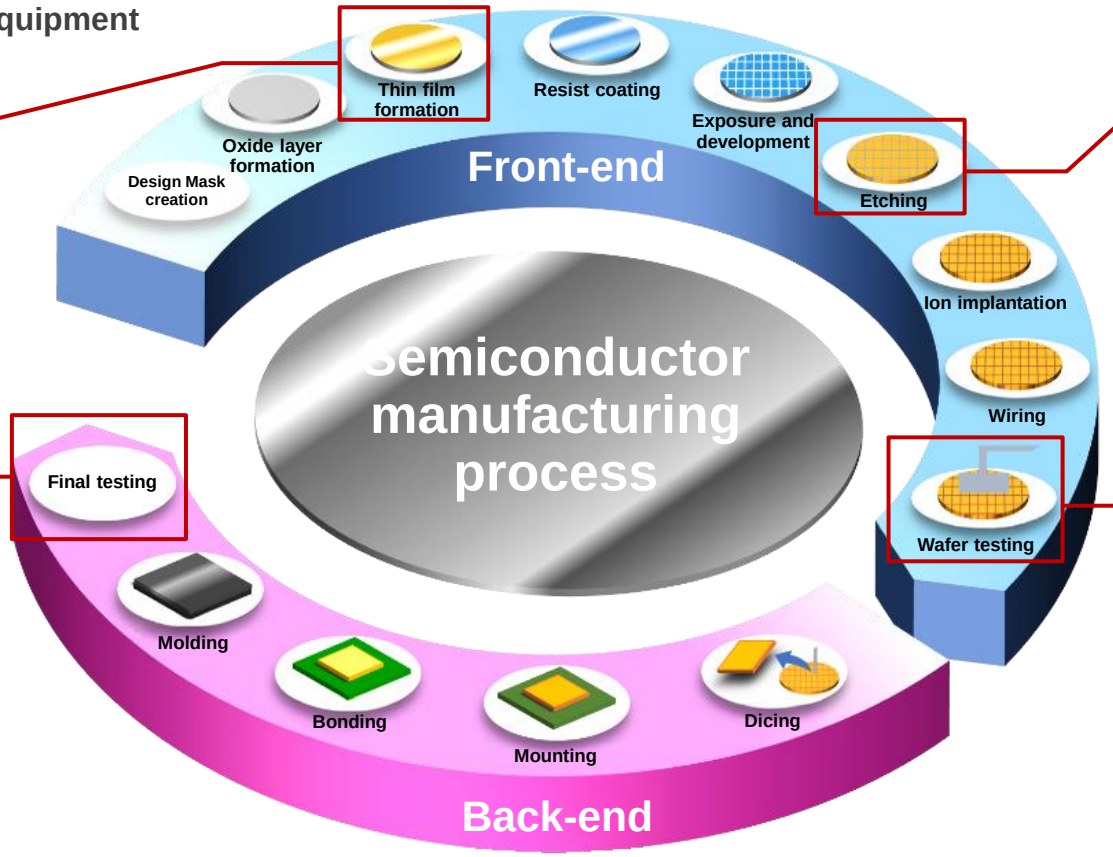
Semiconductor-Related Products

NHK SPRING CO.,LTD.

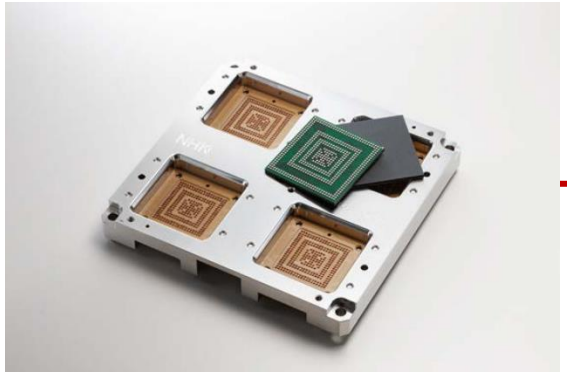
■ Stage heater with multi-zone temperature distribution control function for film deposition equipment



■ Ceramics spray-coated cooling plate for etching equipment



■ Test sockets



■ Contact probes (Microcontactors®)

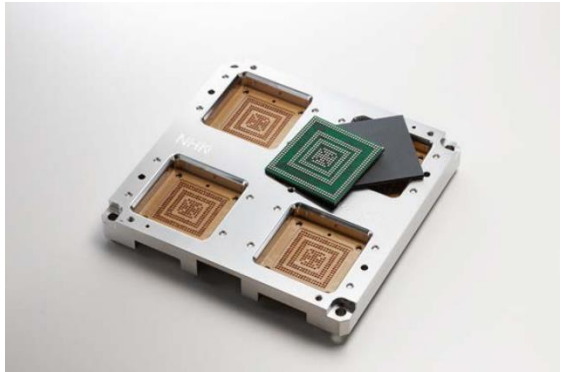
■ Probe cards

Product Introduction: Semiconductor Testing Tools (DDS Segment)

■ **Contact probes (Microcontactors®)**

■ **Probe cards**

■ **Test sockets**



Semiconductor testing involves inspecting semiconductor products by applying electricity to ensure they operate correctly.
Semiconductor testing tools serve as connectors between the semiconductor and the testing equipment. We provide probe cards used in front-end (wafer processing) inspections, test sockets used in back-end (packaging process*) inspections, and the spring products and contact probes (Microcontactors®) incorporated into these tools to semiconductor manufacturers and their related companies worldwide.

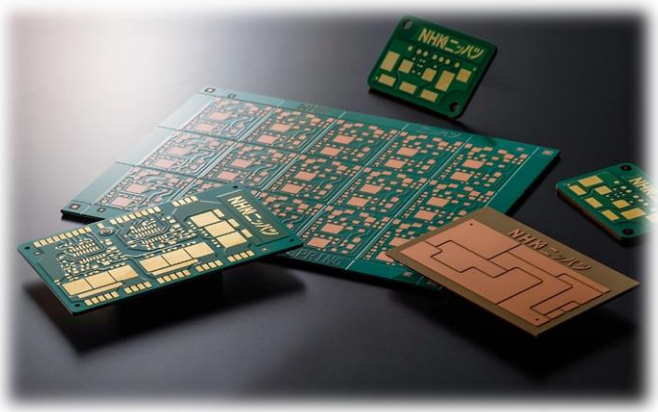
Microcontactors
Microcontactors are testing terminals that use fine springs in semiconductor testing. Electrical signals output from the test equipment are transmitted to the semiconductor through the Microcontactors. Each semiconductor terminal requires a uniquely processed tip shape, and we can handle the entire process in-house, from design to manufacturing. We can also propose custom shapes tailored to specific customer requirements.

Probe cards
Probe cards are tools used in the front-end process. A disc-shaped plate with fine holes contains anywhere from tens to thousands—or even tens of thousands—of Microcontactors. On the wafer being tested, there are countless small semiconductor terminals, and each one must be precisely contacted by the Microcontactors to inspect the electrical characteristics (pass/fail) of individual semiconductors. Accurate and uniform contact requires the use of high-conductivity, high-precision Microcontactors.

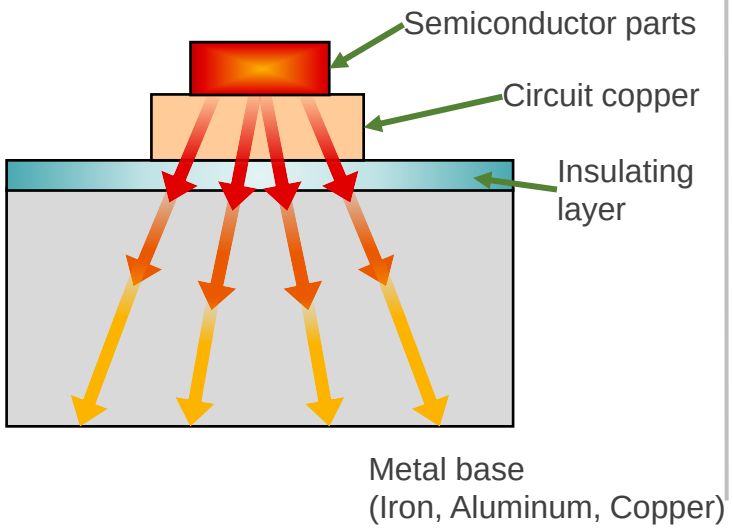
Test sockets
Test sockets are tools used in the back-end process. Individual semiconductor packages inserted into the sockets are connected to the testing equipment through the Microcontactors, where their electrical characteristics and reliability are tested.

* Packaging process (the process of encapsulating ICs, cut from semiconductor wafers, in plastic or ceramic to protect the circuitry and facilitate connection to external peripheral circuits)

Product Introduction: Integrated Metal Substrates (Industrial Machinery & Equipment, & Other Operations)



■ Cross-sectional structure of IMS



Integrated Metal Substrates (IMS) are circuit plates, circuits are formed via an insulating layer on metal base, such as aluminum or copper, and their excellent heat dissipation are characteristic of IMS. Taking advantage of this heat-radiating performance, IMS is used in the fields of automotive, industrial, and consumer applications, to efficiently dissipate the heat generated by semiconductor components mounted on IMS.

In the automotive field, our products are increasingly used in DC-DC converters and charger modules for electric and hybrid vehicles, and we are aiming to use them in drive inverter circuits in their future. In industrial applications, in addition to general-purpose inverters and inverter circuits for air conditioners, our IMS are widely used as power modules inside power conditioners for renewable energy.

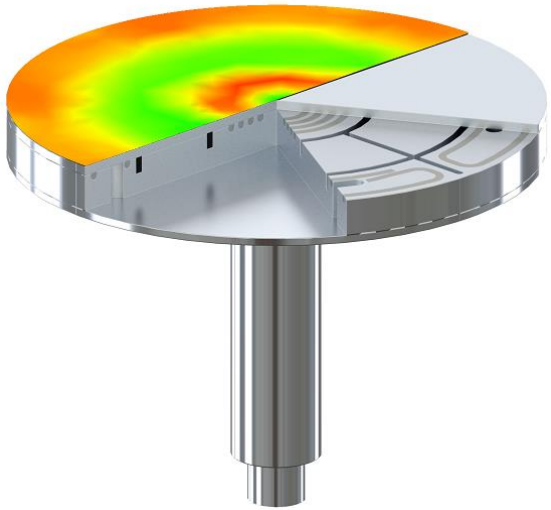
Our IMS is characterized by our strength in integrated production, from the development of high heat-dissipating and highly reliable insulating layers, to manufacturing and finishing into IMS.

We have been developing IMS since 1980s, and have been leading the industry by introducing high heat dissipation insulating materials to the market successively.

Product Introduction: Semiconductor Process Components (Industrial Machinery & Equipment, & Other Operations)

NHK SPRING CO.,LTD.

Stage heater with multi-zone temperature distribution control function for film deposition equipment



Ceramics spray-coated cooling plate for etching equipment

In semiconductors, conductors and insulators are drawn in a fine and complicated pattern on a silicon substrate to form a circuit. NHK's semiconductor process components are used in the key processes of "film formation" and "etching" in semiconductor manufacturing.

NHK's stage heaters are widely used in film formation processes such as CVD and ALD.* Mainly made of aluminum alloy and stainless steel, advanced joining techniques developed over many years allow for the realization of complex internal structures.

* CVD stands for Chemical Vapor Deposition
* ALD stands for Atomic Layer Deposition

In making full use of our own heater element design technology and analysis technology for simulation, it is possible to arrange multiple heater elements, refrigerant channels, and heat insulating space, which enables to realize not only equalize temperature distribution, but also active temperature distribution control, that partially generates a difference in the range of several tens of degrees.

Regarding to etching equipment, we are manufacturing important stage parts called cooling plates, on which silicon wafers are loaded during process. Most of them are made from aluminum alloy; NHK have the strength of integrated production—from material procurement to precision processing and ceramic spray coating—, and applying our advanced bonding technology, common to the heater manufacturing.

In recent years, in addition to the parts at the bottom of the chamber—the heater and cooling plate that support work in process wafers—we have also focused on developing the parts on the upper side of the chamber—called shower heads, for the purpose of supplying required gas during the process—and these sales are also increasing.

NHKニッパツ

- 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.

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