

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



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

First, Mr. Ikejiri will provide an overview of the financial results for the fiscal year ended March 31, 2025 and a summary of the forecast for the fiscal year ending March 31, 2026.

Consolidated Financial Results for the Year Ended March 31, 2025

Consolidated Financial Results for the Year Ended March 31, 2025



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 Results	FY2024		Vs. FY2023 Results	Results vs. February forecast	
				February forecast	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	-

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Ikejiri: I would like to provide an overview of the consolidated financial results for the fiscal year ended March 31, 2025.

As you have already seen, for the fiscal year ended March 31, 2025, we have achieved net sales of JPY801.6 billion, operating profit of JPY52.1 billion, ordinary profit of JPY57.9 billion, and profit attributable to owners of parent of JPY48.1 billion. Profits at each stage, including operating profit, reached record highs. Both sales and profits were higher than both the same period last year and the forecast as of the end of Q3.

Regarding the market environment, production volume has unfortunately declined in domestic and overseas automobile-related markets.

On the other hand, global production of hard disks increased. Accordingly, demand for suspensions for hard disks, our core product, increased, especially for use in data centers.

Demand is also recovering in the semiconductor-related business. These factors led to solid growth in the fiscal year ended March 31, 2025. The exchange rate results are shown on the slide.

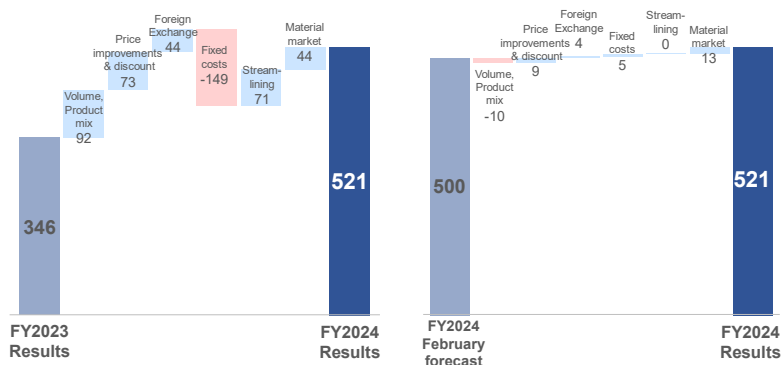
Variable Factor Analysis for Operating Profit

	FY2023	FY2024		(100 million yen)	
	Results	February forecast	Results	Vs. FY2023 Results	Vs. February 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.

This is an analysis of the factors that affected operating profit.

Compared to the same period last year, net sales increased by JPY34.7 billion, of which about 60%, or JPY21.7 billion, was due to foreign currency translation differences at overseas bases.

Fixed costs have improved significantly due to sales price improvements and rationalization in the automotive suspension spring and automotive seating businesses, despite the impact of inflation and wage increases.

On the other hand, the hard disk business, which was very weak in the fiscal year ended March 31, 2024, recovered significantly in the fiscal year ended March 31, 2025, and the effect of the weak yen was also a major positive factor.

As a result of the above, operating profit increased by JPY17.5 billion from the previous year.

Although there was no significant change from the forecast as of the end of Q3, sales and income increased due to contributions at the end of the period from improved selling prices in the automobile-related business and market recovery of materials.

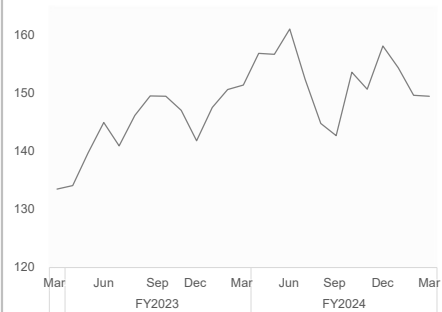
Non-operating Profits/Losses

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



Here you see non-operating profit/loss.

In the fiscal year ended March 31, 2024, the yen weakened significantly from the beginning to the end of the fiscal year, resulting in a foreign exchange gain of JPY6.5 billion. On the other hand, in the fiscal year ended March 31, 2025, there was no significant change in the exchange rate between the beginning and the end of the fiscal year, resulting in only a foreign exchange loss of about JPY1 billion.

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

▽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.

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

Here you see extraordinary profit/loss.

The major item recorded in the fiscal year ended March 31, 2025 was the settlement received with SUNCALL CORPORATION, and there were no other major variable factors.

Net Sales/Operating Profit by Business Segment

		(100 million yen)				
		FY2023 Results	FY2024		Vs. FY2023 Results	Vs. February forecast
			February forecast	Results		
■ 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.

Next, I will provide an overview of sales and operating profit by business segment.

In the YoY comparison, the DDS (Disk Drive Suspension) business, a non-automotive related business, showed a significant increase in profit.

Results were generally in line with forecasts at the end of Q3 in the DDS, industrial machinery & equipment & other operations business.

In the automotive-related business, operating profit exceeded expectations due to improved selling prices and market recovery.

I will explain each business segment later.

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.

Next, here are the results by region

In Japan, the automotive-related business remained somewhat sluggish. However, this was more than offset by the strong performance of the HDD-related business and, as mentioned at the beginning of this report, the profitable performance of semiconductor process components and motor cores, which contributed to the increase in both sales and profit.

In the Asian region, despite a decline in the Thai automobile market, a major recovery in the hard disk-related business led to a significant increase in both sales and profits.

In the Americas and Europe, losses in the automotive suspension spring business in North America and Europe narrowed slightly, but losses increased due to the inclusion of one-time expenses in the automotive suspension spring and automotive seating businesses in Mexico. I will explain this again later.

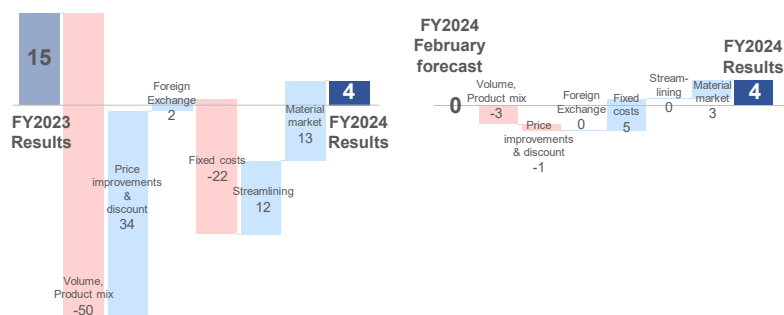
Automotive Suspension Spring

	FY2023 Results	FY2024		Vs. FY2023 Results	Vs. February forecast
		February forecast	Results		
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.

This page describes the automotive suspension spring business.

Net sales were JPY169.1 billion and operating profit was JPY0.4 billion. Compared to the previous year, profit decreased due to a slight decrease in demand in Thailand, and profit in the US and Europe region was significantly lower.

As for the US and European regions, profitability improved in North America and Europe. However, as I mentioned earlier, profits deteriorated by JPY1.7 billion from the previous year due to a temporary increase in costs associated with the launch of mass production in Mexico.

Although volume was down compared to the forecast at the end of Q3, the impact of market recovery in Japan and Europe resulted in an increase in profit, albeit a small one.

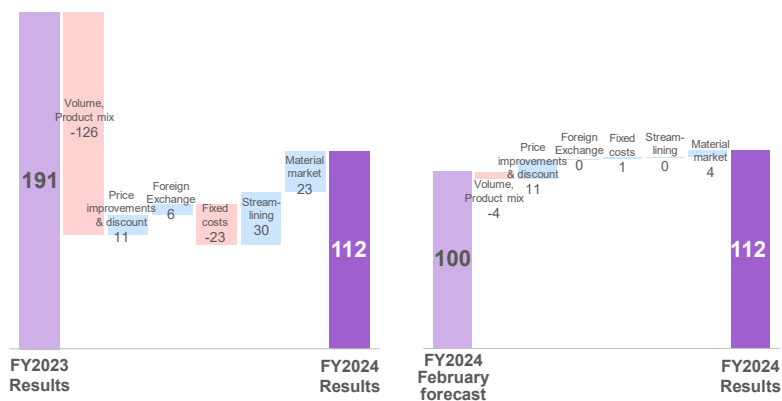
Automotive Seating

	FY2023 Results	FY2024		Vs. FY2023 Results	Vs. February forecast
		February forecast	Results		
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.

Next, let's look at the automotive seating business.

Net sales were JPY303.9 billion and operating profit was JPY11.2 billion. Compared to the previous fiscal year, both overall sales and profit decreased due to the impact of the composition difference, along with volume declines in Japan and Thailand, and in the US and Europe.

Against the forecast at the end of Q3, both sales and profit increased due to improved selling prices and market recovery in Japan, despite lower volumes in the US and Europe.

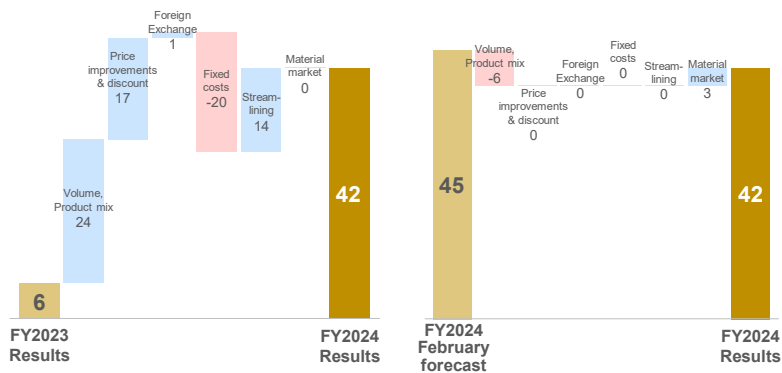
Precision Springs & Components

	FY2023 Results	FY2024		Vs. FY2023 Results	Vs. February forecast
		February forecast	Results		
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.

This page shows the precision spring & components segment. Net sales were JPY101.9 billion and operating profit was JPY4.2 billion.

Compared to the previous fiscal year, sales and profit both increased due to strong sales of motor cores and improved productivity, as well as strong sales of mechanical components for hard disk drives.

Overall profit decreased slightly compared to the forecast at the end of Q3, partly due to the impact of lower volume in the US and Europe.

DDS (Disk Drive Suspension)

	FY2023	FY2024		Vs. FY2023	
	Results	February forecast	Results	Results	Vs. February 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.

Next, let's look at the DDS business, which was separated from March 2025.

The fiscal year ended March 31, 2024 was not a good year for this business, as the industry as a whole was in a major downturn. However, since the beginning of the fiscal year ended March 31, 2025, performance has recovered remarkably, and both sales and profit have increased significantly, due in part to the tailwind of the yen's depreciation during the period.

The results were on par with the forecast at the end of Q3.

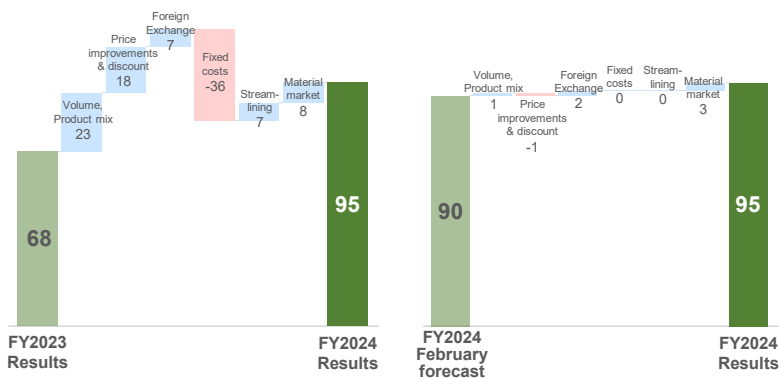
■ Industrial Machinery & Equipment, & Other Operations

	FY2023 Results	FY2024		Vs. FY2023 Results	Vs. February forecast
		February forecast	Results		
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.

Finally, let's look at the industrial machinery & others & other operations business.

Sales of semiconductor related components grew substantially. On the other hand, overall volume growth in metal substrates has been sluggish, due in part to the slowdown and stagnation of the EV market.

In the leisure-related business at subsidiaries, the market has also been somewhat sluggish. However, overall segment sales and profit increased from the previous year.

Compared to the forecast at the end of Q3, the results were generally in line with the forecast, although there was a slight decrease in volume in semiconductor process components.

The above is a summary of the results for the fiscal year ended March 31, 2025.

Financial Forecast for the Year Ending March 2026

I will then give an overview of the forecast for the fiscal year ending March 31, 2026.

Forecast for the Year Ending March 2026



(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	-	-	145.0	-4.5	-
		Previous year	-	-	149.5	-1.9	-
	Thai Baht	This year	-	-	4.4	-0.2	-
		Previous year	-	-	4.6	0.5	-

For the fiscal year ending March 31, 2026, we forecast net sales of JPY800 billion, operating profit of JPY47 billion, ordinary profit of JPY53 billion, and profit attributable to owners of parent of JPY40 billion.

Exchange rates are very uncertain and difficult to forecast, but we place the US dollar at JPY145 and the Thai baht at JPY4.40.

Forecast for the Year Ending March 2026

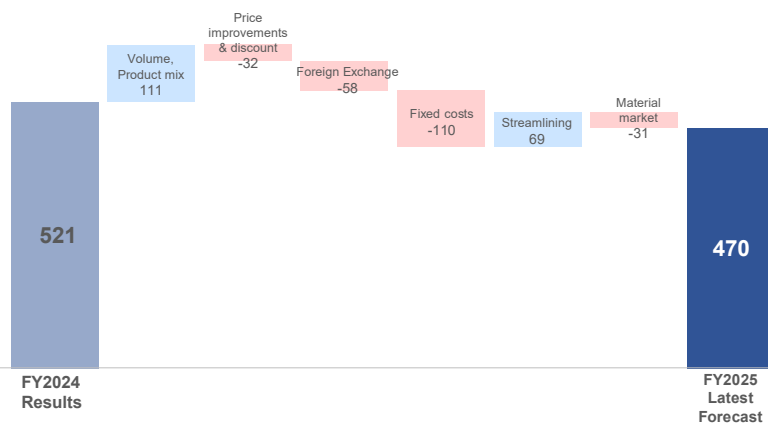
Variable Factor Analysis for Operating Profit



(100 million yen)

	FY2024 Results	Forecast for FY2025			Vs. FY2024 Results
		1st half	2nd half	Full-year	
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.

This is an analysis of the factors that affected operating profit.

The downward trend in automobile-related business volumes remains unchanged. On the other hand, non-automotive related businesses such as hard disk components and semiconductor related businesses continue to be strong, with an overall trend of volume growth.

On the other hand, however, the strong yen is expected to push down profit levels, and fixed costs will increase due to investments that must be made now for the future, such as labor costs and DX, etc. Therefore, although net sales will increase, operating profit is expected to decrease.

We have not incorporated any impact of the US tariff policy in this forecast because the outlook is very uncertain and the scope of the impact is very diverse and therefore cannot be fully assumed.

The Group will, of course, respond to direct cost increases to the best of its ability through self-help efforts. However, we would like to consult with customers on categories that go beyond our efforts so that there is no impact.

Forecast for the Year Ending March 2026

Net Sales/Operating Profit by Business Segment



		(100 million yen)					
		FY2024 Results	Forecast for FY2025			Vs. FY2024	
			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.

Next is a summary of the forecast by business segment.

In the automotive suspension spring business, net sales are expected to decrease and operating profit to increase, taking into account the recovery of demand and rationalization in Thailand.

In the automotive seating business, although we will aggressively promote rationalization, as you know, we expect both sales and operating profit to decrease due to the impact of SUBARU's volume decline.

In the precision spring & components, DDS, and industrial machinery & equipment & other operations segments, sales of HDD-related components, motor cores, and semiconductor process components are each expected to be very strong.

However, we expect an increase in sales and a decrease in operating profit due to a push down by the strong yen and an increase in fixed costs due to future investments, including personnel expenses.

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.

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This is the forecast for each segment by region.

In Japan, sales of hard disk related components and semiconductor process components are expected to be strong. On the other hand, we expect a decrease in volume in the automotive suspension spring and automotive seating businesses, as well as a push down due to the strong yen and an increase in fixed costs. As a result, net sales are expected to increase and operating profit is expected to decrease.

In Asia, orders for hard disk-related components will remain strong, but total profit is expected to be lower than the previous year due to the push-down effect of foreign exchange rates and other factors.

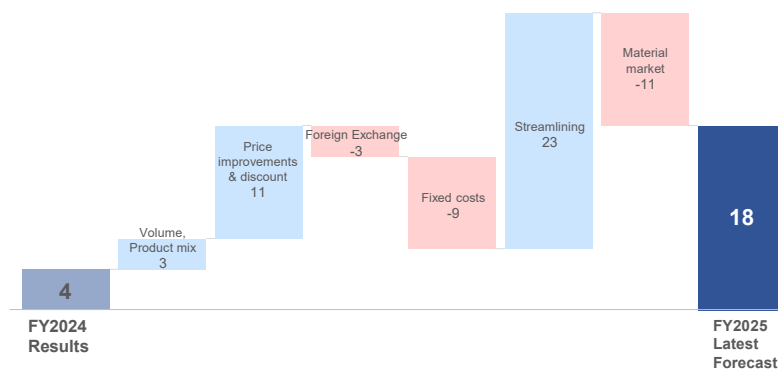
In the automobile-related business, we expect sales and profit to increase due to a recovery in the pickup truck market in Thailand and cost reductions.

In the US, Europe, and other regions, we forecast lower sales due to lower automotive-related volumes and a decrease in foreign currency translation differences caused by the strong yen. On the other hand, we expect a significant improvement over the previous year due to productivity improvements and cost reduction efforts in North America and Mexico.

Automotive Suspension Spring

	FY2024 Results	Forecast for FY2025			(100 million yen)
		1st half	2nd half	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.

Next, I will provide an overview of the forecast by segment.

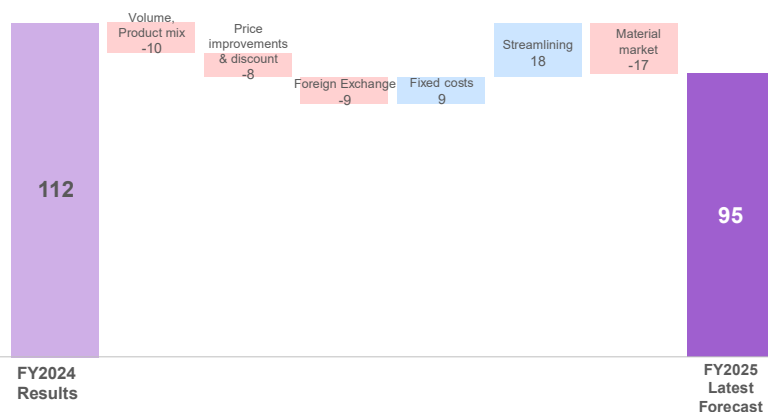
In the automotive suspension spring business, we expect net sales of JPY157.5 billion and operating profit of JPY1.8 billion. The forecast is for an increase of JPY1.3 billion in profit compared to a decrease of JPY11.6 billion in sales.

Although overall volume is expected to decline, we have factored in a recovery in demand in Thailand, rationalization, and improvements in the US and European regions.

Automotive Seating

	FY2024 Results	Forecast for FY2025			(100 million yen)
		1st half	2nd half	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.

In the automotive seating business, we forecast net sales of JPY293.5 billion and operating profit of JPY9.5 billion.

The automotive seating business is affected by the product mix, with volume fluctuations depending on the region and customer.

We expect a decrease in both sales and profit due to the significant impact of the volume decline in our mainstay SUBARU products and the timing of recovery of the impact of the steep rise in various costs.

Precision Springs & Components

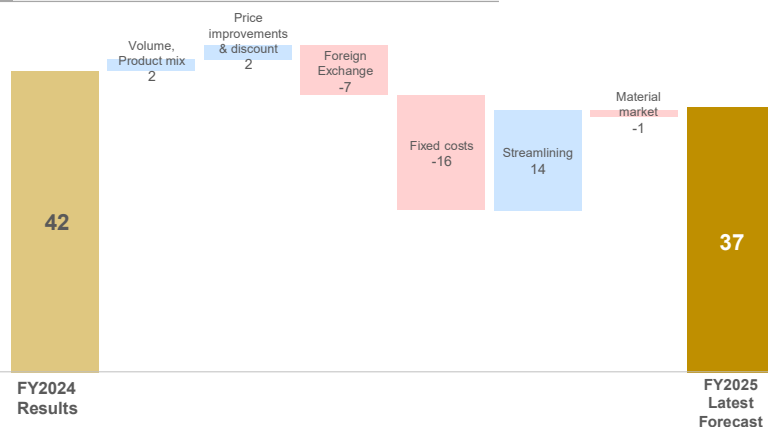
	FY2024 Results	Forecast for FY2025			Vs. FY2024 Results
		1st half	2nd half	Full-year	
Net Sales	1,019	510	530	1,040	20
Operating Profit	42	9	28	37	-5
Ratio	4.2%	1.8%	5.3%	3.6%	-0.6%

(100 million yen)

▽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.

Variable Factor Analysis for Operating Profit



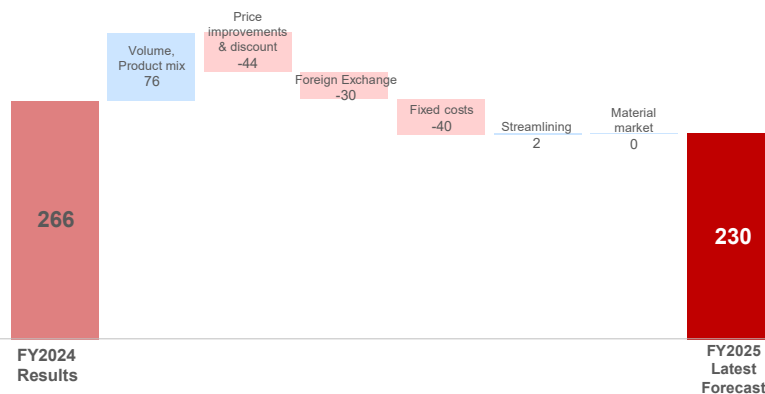
In the precision spring & components business, we forecast net sales of JPY104 billion and operating profit of JPY3.7 billion.

Motor cores and hard disk mechanical components are expected to continue to perform well as in the fiscal year ended March 31, 2025.

On the other hand, we expect an increase in fixed cost burden due to future investments, including personnel expenses. As a result, net sales are expected to increase while operating profit is expected to decrease.

DDS (Disk Drive Suspension)

	FY2024 Results	Forecast for FY2025			Vs. FY2024 Results
		1st half	2nd half	Full-year	
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.

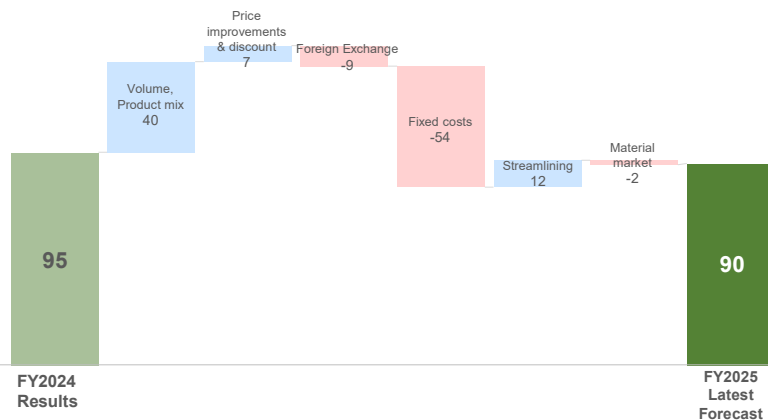
In the DDS business, we forecast net sales of JPY120 billion and operating profit of JPY23 billion.

Sales volume is expected to remain strong. However, we expect a decrease in profit due to the impact of foreign exchange rates and an expected increase in the burden of fixed costs.

■ Industrial Machinery & Equipment, & Other Operations

	FY2024 Results	Forecast for FY2025			Vs. FY2024 Results
		1st half	2nd half	Full-year	
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.

The last is the industrial machinery & equipment & other operations business.

Segment sales are expected to be JPY125 billion and operating profit JPY9 billion. We expect semiconductor process components to remain strong. On the other hand, fixed costs are expected to increase, including expansion of production systems and upfront investment in growth businesses.

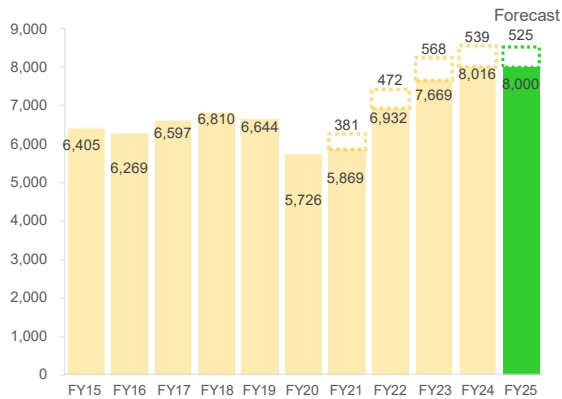
The leisure business of the subsidiary is expected to recover moderately, but the segment as a whole is expected to see an increase in sales but a slight decrease in profit.

The above is a summary of the segments.

Results Trends

Net Sales

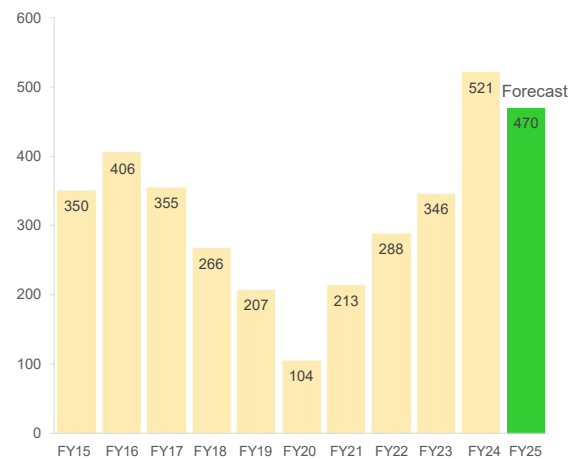
(100 million yen)



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)

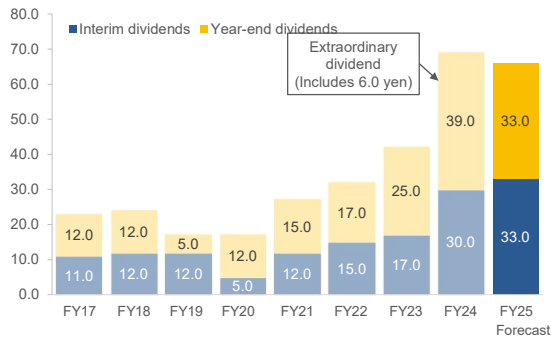


This slide shows a graph of performance trends from previous years.

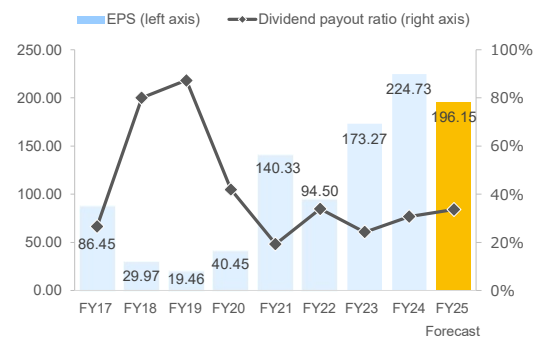
As you can see, the forecast for the current fiscal year, ending March 31, 2026, is expected to be slightly lower than that for the fiscal year ended March 31, 2025.

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%

This is about dividends.

The year-end dividend for the fiscal year ended March 31, 2025 is subject to approval by the General Meeting of Shareholders, but at this time we plan to pay a year-end dividend of JPY39, including a extraordinary dividend of JPY6.

For the fiscal year ending March 31, 2026, the year-end ordinary dividend of JPY33 per share for the fiscal year ended March 31, 2025 will be maintained, resulting in an interim and year-end dividend of JPY33 per share, for a total annual dividend of JPY66 per share.

This is the end of the explanation of the financial results for the fiscal year ended March 31, 2025 and the summary of the forecast of financial results for the fiscal year ending March 31, 2026. Thank you very much.

FY2026 Mid-term Plan Progress

President & COO
Representative Member of the Board

Kazuhisa Uemura

Uemura: Thank you very much for all your help. I am Uemura, President. Thank you very much for your continued understanding and support of our activities.

NHK Group Fundamental Policies for FY2026 Mid-term Plan

—Further promotion of sustainability— —Respect for people & contribute to society—	Respect for People	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ Providing indispensable key components ■ Speeding up actions towards global environmental changes ■ Contributing to the local community
	Purchase appropriately, manufacture accurately, market and sell properly	<ul style="list-style-type: none"> ■ “Quality First” & elevating the power of manufacturing ■ Promoting Digital Transformation (DX) & strengthening competitiveness ■ Promoting fair transactions and strengthening CSR in procurement

This is the 2026 Mid-Term Management Plan, NHK Group Fundamental Policies.

We will further promote sustainability activities, value people, and contribute to society based on the 3 pillars of "respect for people," "contribute to society," and "purchase appropriately, manufacture accurately, market and sell properly."

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



(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

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First, I will explain the progress of sales and profit/loss and the market trend for the fiscal year ending March 31, 2026.

As Mr. Ikejiri explained earlier, for the fiscal year ending March 31, 2026, we forecast net sales of JPY800 billion, operating profit of JPY47 billion, operating margin of 5.9%, ordinary profit of JPY53 billion, ordinary margin of 6.6%, and profit attributable to owners of parent of JPY40 billion.

In the automotive-related market, both global and domestic production volume is expected to remain at the same level as the previous year.

In the information and communication related market, both global production volume of hard disk drives and total demand for hard disk drive suspensions are expected to increase from the previous year.

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

		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%	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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%	<ul style="list-style-type: none"> 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%		

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The table shows net sales and operating profit by product segment.

First, in the automotive suspension spring business, we will focus on profit improvement activities to achieve profitability at our North American bases.

In the automotive seating business, we will further strengthen relationships with various automobile manufacturers to secure orders for successor models.

In the precision spring & components business, we will expand the motor core business and aggressively develop products for electric vehicles and promote activities to win orders.

In the DDS business, we are focusing on expanding our market share of suspensions for high-capacity hard disk drives.

In the industrial machinery & equipment & other operations segment, the Company is aggressively working to expand its semiconductor process parts business and to win orders for metal substrates for electric vehicles.

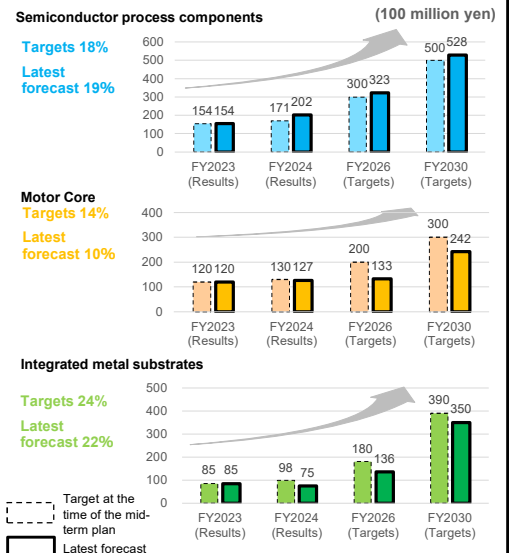
Thus, we will steadily implement each of the measures in order to achieve the 2026 Mid-Term Management Plan.

FY2026 Mid-term Plan Progress: Financial Indicators

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



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Next, I will explain the progress of financial indicators.

ROE results for the fiscal year ended March 31, 2025 were 11.9%, exceeding the 2026 Mid-Term Management Plan target of 10% or more.

We expect 9.6% in the fiscal year ending March 31, 2026. We will continue to make every effort to achieve ROE of 10% or more.

As you can see, ROIC, capital adequacy ratio, and ratio of cross-shareholdings to net assets, which are management control indicators newly added from the 2026 Mid-Term Management Plan, have exceeded the Mid-Term Management Plan targets.

Regarding the CAGR for the three growth businesses shown in the graph on the right, the CAGR for semiconductor process components is expected to exceed the target.

In motor cores and metal substrates, the speed toward electrification of vehicles is slowing down. We will make firm preparations for development and production to meet the growing demand in the future.

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

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 Segment²

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 efficiency.

*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.

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Next, I will discuss the cost of capital and cash allocation.

ROIC results for the fiscal year ended March 31, 2025 were 8.3%, higher than the WACC results of 6.1%. The disk drive suspension business led the overall business, leading to the achievement of more than 7% of the 2026 Mid-Term Management Plan target.

I would like to explain about cash-in. Operating cash flow is progressing as planned. We will proceed with the sale of policy shareholdings in order to maintain a ratio of less than 20% of policy shareholdings to total assets.

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

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

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I will continue with an explanation of the cash outflow.

In addition to R&D and business investments, the Company actively allocates capital to growth investments aimed at increasing corporate value over the medium to long term, including human capital investments, DX investments, and CN investments.

As you can see, we are making steady progress toward the 2026 Mid-Term Management Plan.

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

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.

Summarizing the cash allocation as described above, cash-in, cash-out, and shareholder returns have all been largely in line with plans.

On next slides, I will explain the human capital investment, DX investment, and carbon neutral investment related to the 3 policies of the 2026 Mid-Term Management Plan.

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



First, let me explain human capital investment.

The implementation details for FY2024 were as shown. In creating a comfortable workplace, we are working to improve the work environment, including the elimination of heavy-duty work.

In addition, the Company is reviewing its personnel and training systems, expanding licensing allowances, and establishing a contact point for health promotion purposes.

In addition, in recognition of our past efforts to support childcare, we have acquired Platinum Kurumin certification.

We will continue to make steady progress in each of our initiatives to maximize the value of our people.

FY2026 Mid-term Plan Progress: DX Investment

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

I will continue with an explanation of DX investments. The implementation details for FY2024 are as shown.

In addition to building and rebuilding next-generation networks under the current medium-term management plan, the Company is promoting operational reform and efficiency improvement through DX. For example, in the visual inspection process of suspensions for hard disk drives, verification of automation through AI activities is underway.

In the future, we will aim to save manpower, improve production efficiency, and increase administrative efficiency, including data accumulation.

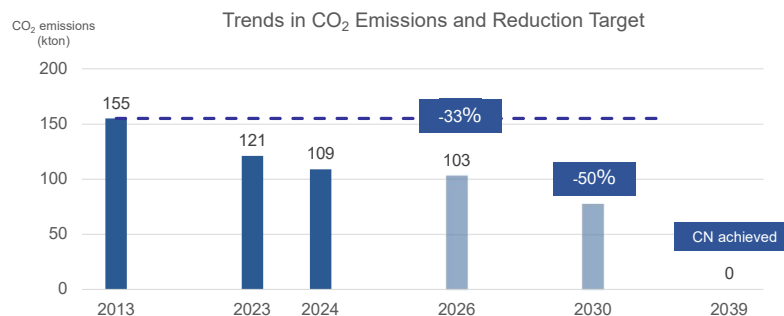
FY2026 Mid-term Plan Progress: Carbon Neutral Investments

Initiatives implemented in FY2024

➤ Reduction of CO₂ Emissions

Mid-term plan goals: Emissions: 103,000 tons-CO₂ (33% reduction compared to FY2013)

FY24 actual results: Emissions: 109,000 tons-CO₂ (30% reduction compared to FY2013)



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Finally, I would like to explain our commitment to carbon neutrality. We are working to achieve carbon neutrality by 2039, the 100th anniversary of our founding.

The 2026 Mid-Term Management Plan sets targets for emissions and reductions. The 2026 Mid-Term Management Plan targets and FY2024 results are as shown. As the graph shows, we are reducing emissions as planned to achieve carbon neutrality by 2039.

We will steadily advance our efforts to achieve carbon neutrality by 2039.

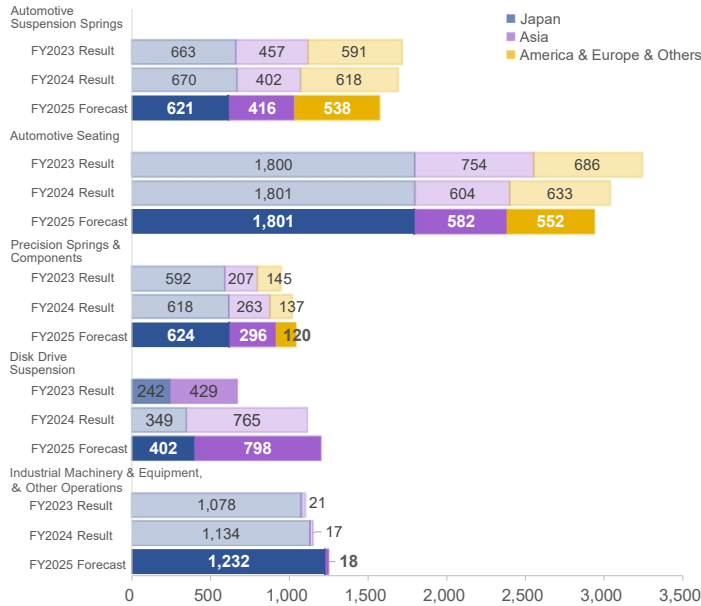
Although the future of the world is uncertain due partly to tariff policies, etc., we will steadily implement the initiatives I have explained and all of us will work together to achieve the 2026 Mid-Term Management Plan.

We appreciate your continued support and understanding of our company. Thank you very much.

Supplementary Materials

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 & Others	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

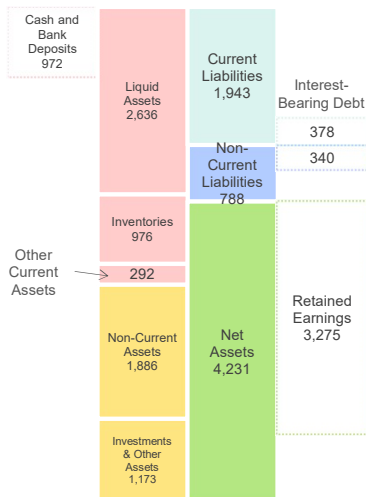
(100 million yen)

	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

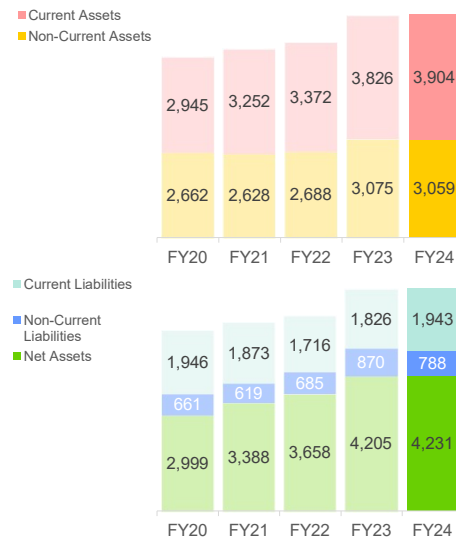
FY2024 Results

(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.

Capital Investment/Depreciation & Amortization by Business Segment

(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%

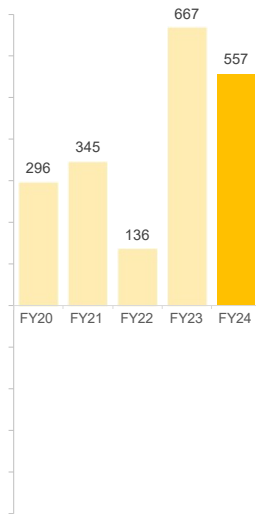
Capital Investment/Depreciation & Amortization by Region Segment

(100 million yen)

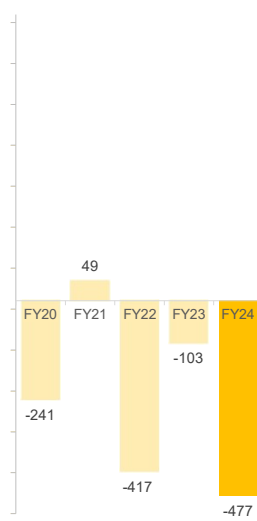
		FY2023 Results	FY2024 Results	FY2025 Forecast
Capital Investments	Japan	259	242	371
	Asia	75	88	110
	America & Europe & Others	34	71	59
	Overseas total	110	159	169
	Total	370	402	540
Depreciation & Amortization	Japan	146	165	185
	Asia	92	86	82
	America & Europe & Others	47	40	40
	Overseas total	139	127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

Cash Flow Status

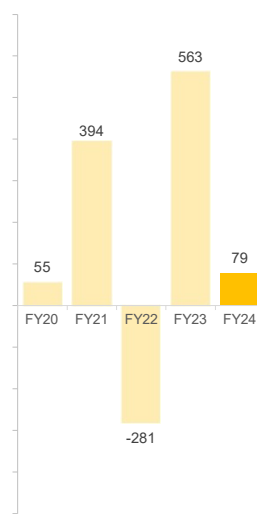
Operating CF



Investment CF

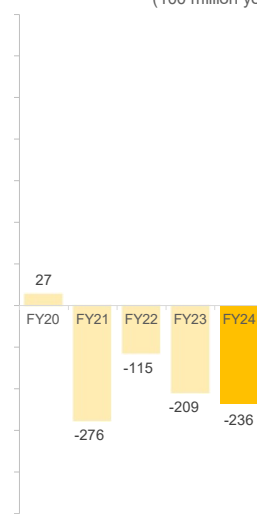


Free CF



Financial CF

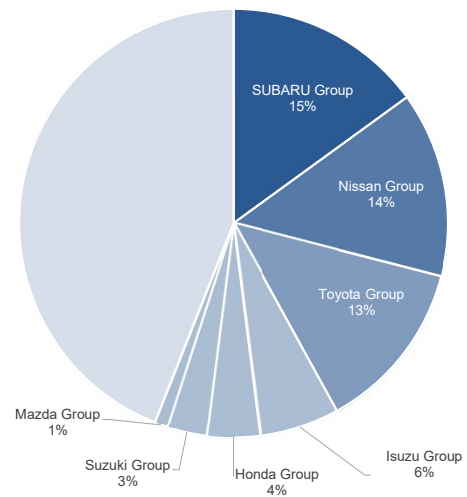
(100 million yen)



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.



Supplementary Materials

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



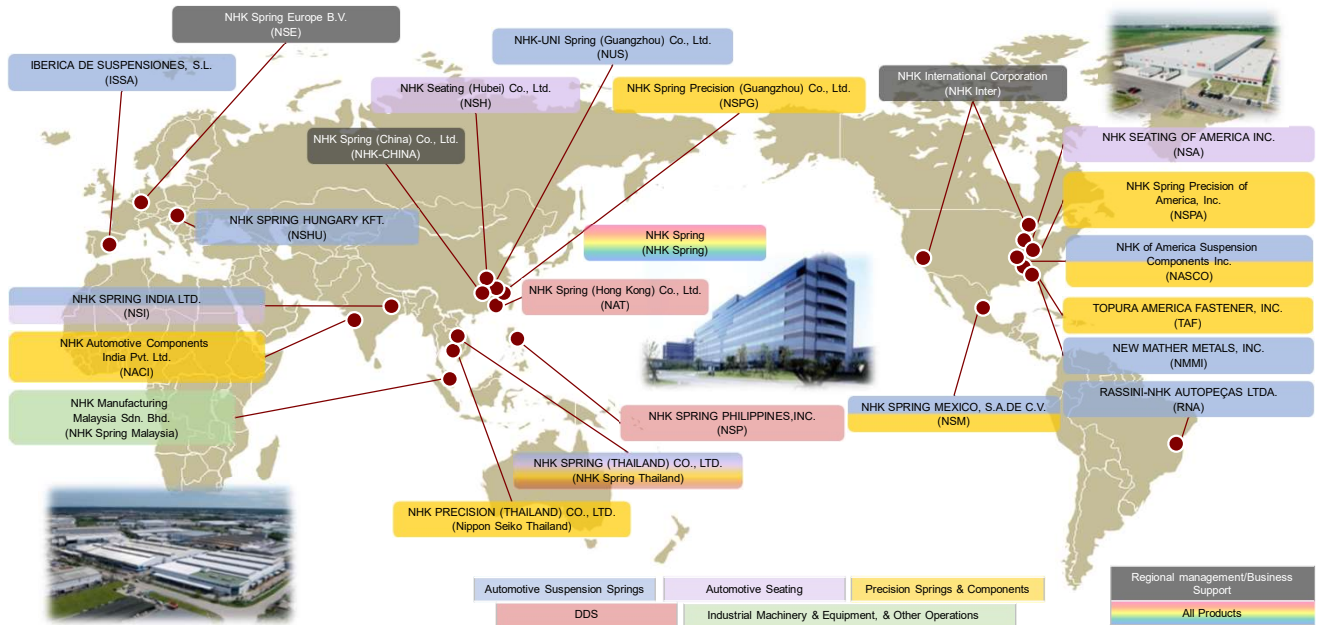
(100 million yen)

		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ニッパツ
NHK SPRING CO.,LTD.



Reportable Segment Classification

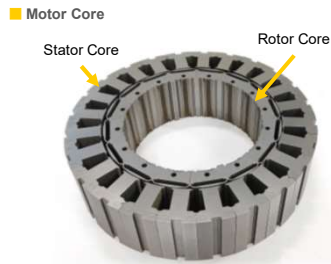
The classification of reporting segments has been changed from the existing "Automotive Suspension Springs Business," "Automotive Seating Business," "Precision Springs and Components Business," and "Industrial Machinery and Equipment, and Other Operations" to "Automotive Suspension Springs Business," "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



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.

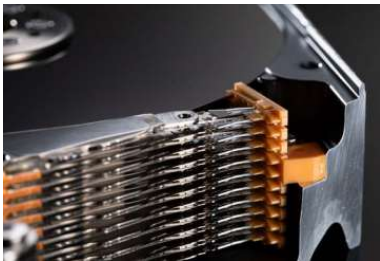
The press dies essential for motor core production are designed, manufactured, and maintained entirely in-house, enabling the production of the same quality motor cores in our global operations in Mexico and China as well as our Atsugi Plant in Japan.

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.

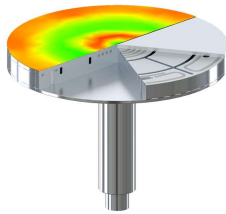
* DSA stands for "Dual Stage Actuators"

* CLA stands for "Co-Located Actuators"

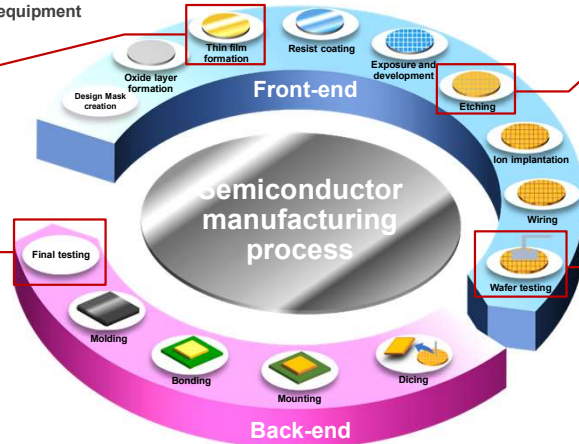
* TSA stands for "Triple Stage Actuators"

Semiconductor-Related Products

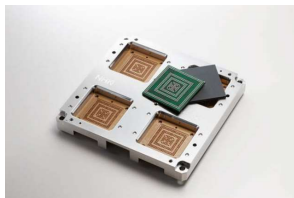
■ Stage heater with multi-zone temperature distribution control function for film deposition equipment



■ Ceramics spray-coated cooling plate for etching equipment



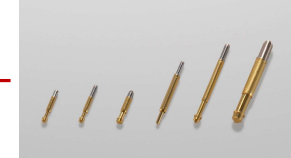
■ Test sockets



■ Probe cards



■ Contact probes (Microcontactors®)



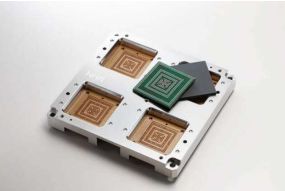
■ Contact probes (Microcontactors[®])



■ 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.

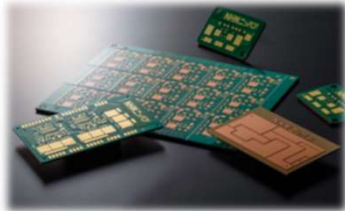
Probe cards

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.

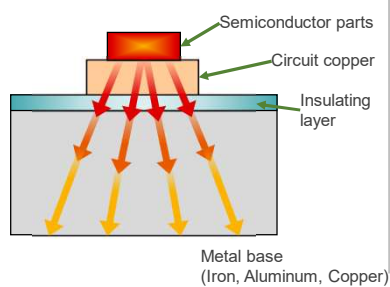
Test sockets

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)



■ Cross-sectional structure of IMS



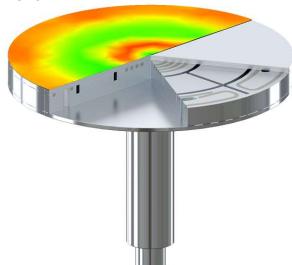
Integrated Metal Substrates (IMS) are circuit plates, circuits are formed via an insulating layer on metal base, such as aluminum or copper, and their excellent heat dissipation are characteristic of IMS. Taking advantage of this heat-radiating performance, IMS is used in the fields of automotive, industrial,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

■ 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.



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