Briefing Materials of Financial Results for Q2 FY2026 (Interim Period)

TSE Prime: 5991
NHK Spring Co., Ltd.
November 12, 2026



NHKニッパツ
NHK SPRING CO.,LTD.

Consolidated Financial Results for the First Half Ended September 30, 2026
Forecast of Consolidated Results for the Year Ending March 31, 2027

Executive Corporate Officer
& CFO

Osamu Ikejiri

NHKニッパツ
NHK SPRING CO.,LTD.

Consolidated Financial Results for the First Half Ended September 30, 2026

Highlights of Consolidated Financial Results for the First Half of the Fiscal Year Ending March 31, 2027

NHK SPRING CO.,LTD.

Results
(Vs. FY2025 1st half)

- **Net Sales:** Demand for HDD- and semiconductor-related products remained firm, and the weaker yen also contributed to revenue growth.
- **Operating Profit:** Operating profit increased due to higher volumes of HDD- and semiconductor-related products, recognition of revenue from development costs in the Automotive Seating Business, and foreign exchange effects, among other factors.

Forecast of Consolidated Results
(Vs. Previous year)

- **Net Sales:** We expect sales to increase due to growing demand for HDD- and semiconductor-related products.
- **Operating Profit:** We expect operating profit to increase due to higher volumes of HDD- and semiconductor-related products as well as progress in streamlining across all business segments.

[Reasons for Revising the Full-Year Forecast and Main Factors behind the Changes]
We revised our full-year forecast following strong first-half results and in anticipation of further growth in demand for HDD- and semiconductor-related products in the second half. The full-year forecast assumes exchange rates of 155.4 yen per U.S. dollar and 4.8 yen per Thai baht.

Shareholder Returns

- **Shareholder Returns: Expected annual dividend of 84 yen per share (up 18 yen from the previous fiscal year and 15 yen from the previous forecast)**
  - Interim dividend: 40 yen. Year-end dividend forecast: 44 yen.
  - The full-year dividend payout ratio is expected to be 34.0%.

Results for 1st Half Ended September 30, 2026

NHK SPRING CO.,LTD.

(100 million yen)

			FY2025	FY2026 1st half		Results	
			1st half results	May forecast	**Results**	Vs. FY2025 1st half	Vs. May forecast
Net Sales			**3,939**	**4,160**	**4,407**	**468**	**247**
Operating Profit			**185**	**220**	**337**	**152**	**117**
Ratio			4.7%	5.3%	7.7%	3.0%	2.4%
Ordinary Profit			**198**	**245**	**404**	**206**	**159**
Ratio			5.0%	5.9%	9.2%	4.2%	3.3%
Interim Profit Attributable to Owners of Parent			**139**	**175**	**297**	**158**	**122**
Extraordinary profits/losses			–	–	−2	−2	−2
Average Rate	US$		146.6	150.0	160.0	13.4	10.0
	Thai Baht		4.4	4.8	4.9	0.5	0.1
Current Rate	US$	This year	148.9	150.0	157.4	8.5	7.4
		Previous year	149.5	159.9	159.9	10.4	–
	Thai Baht	This year	4.4	4.8	4.9	0.5	0.1
		Previous year	4.6	5.0	5.0	0.4	–

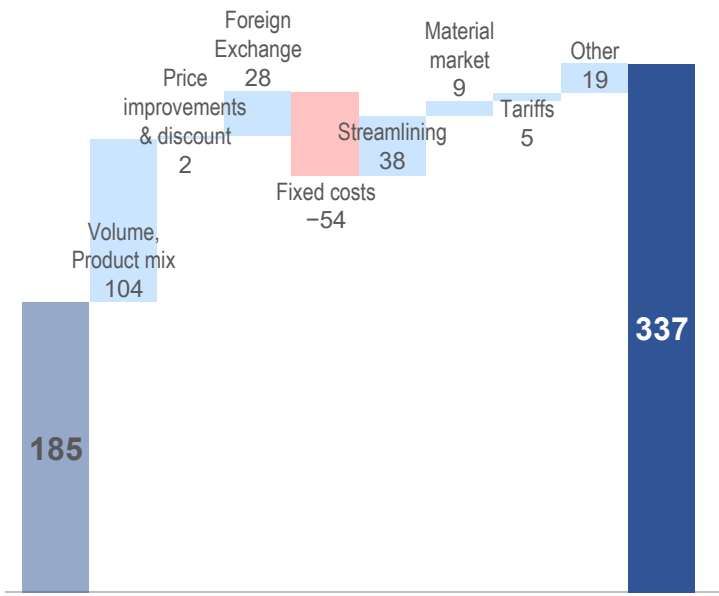
Variable Factor Analysis for Operating Profit

(100 million yen)

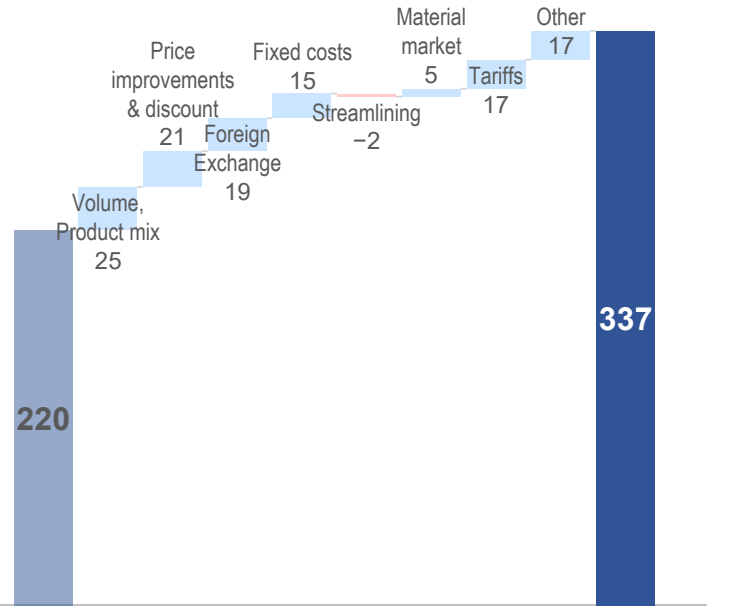
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	1st half results	May forecast	**Results**	Results	forecast
Net Sales	3,939	4,160	**4,407**	468	247
Operating Profit	185	220	**337**	152	117
Ratio	4.7%	5.3%	**7.7%**	3.0%	2.4%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Of the 46.8 billion yen increase in sales, 18.3 billion yen (about 40%) is due to conversion differences from translating overseas subsidiaries' results into yen.

Despite higher fixed costs, overall operating profit increased, helped by strong performance in the HDD- and semiconductor-related businesses, the cumulative benefits of streamlining, and favorable foreign exchange effects from the weaker yen.

▽ Vs. May forecast

Of the 24.7 billion yen increase in sales, 8.7 billion yen (just over 30%) is due to conversion differences from translating overseas subsidiaries' results into yen.

Higher volumes and improved selling prices across the businesses lifted overall operating profit. Recognition of revenue from recovering development costs in the Automotive Seating Business, favorable foreign exchange effects from the weaker yen, and tariff-related effects also contributed, among other factors.

Net Sales/Operating Profit by Business Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2025	FY2026 1st half		Vs. FY2025	Vs. May
		1st half results	May forecast	**Results**	Results	forecast
Automotive Suspension Spring	Net Sales	830	810	**879**	49	69
	Operating Profit	3	2	**4**	1	2
	Ratio	0.4%	0.2%	**0.5%**	0.1%	0.3%
Automotive Seating	Net Sales	1,420	1,480	**1,528**	108	48
	Operating Profit	20	23	**58**	38	35
	Ratio	1.4%	1.6%	**3.8%**	2.4%	2.2%
Precision Springs & Components	Net Sales	508	530	**562**	54	32
	Operating Profit	13	17	**27**	14	10
	Ratio	2.6%	3.2%	**4.8%**	2.2%	1.6%
Disk Drive Suspension	Net Sales	600	690	**762**	162	72
	Operating Profit	120	136	**190**	70	54
	Ratio	20.1%	19.7%	**25.0%**	4.9%	5.3%
Industrial Machinery and Equipment, and Other Operations	Net Sales	580	650	**674**	94	24
	Operating Profit	28	42	**57**	29	15
	Ratio	4.9%	6.5%	**8.5%**	3.6%	2.0%
Total	Net Sales	3,939	4,160	**4,407**	468	247
	Operating Profit	185	220	**337**	152	117
	Ratio	4.7%	5.3%	**7.7%**	3.0%	2.4%

Net Sales/Operating Profit by Region Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2025	FY2026 1st half		Vs. FY2025	Vs. May
		1st half results	May forecast	**Results**	Results	forecast
Japan	Net Sales	2,194	2,337	**2,464**	270	127
	Operating Profit	117	95	**195**	78	100
	Ratio	5.3%	4.1%	**7.9%**	2.6%	3.8%
Asia	Net Sales	1,076	1,154	**1,190**	114	36
	Operating Profit	108	130	**137**	29	7
	Ratio	10.1%	11.3%	**11.6%**	1.5%	0.3%
America & Europe & Others	Net Sales	668	667	**751**	83	84
	Operating Profit	−40	−6	**4**	44	10
	Ratio	−6.0%	−0.9%	**0.6%**	6.6%	1.5%
Total	Net Sales	3,939	4,160	**4,407**	468	247
	Operating Profit	185	220	**337**	152	117
	Ratio	4.7%	5.3%	**7.7%**	3.0%	2.4%

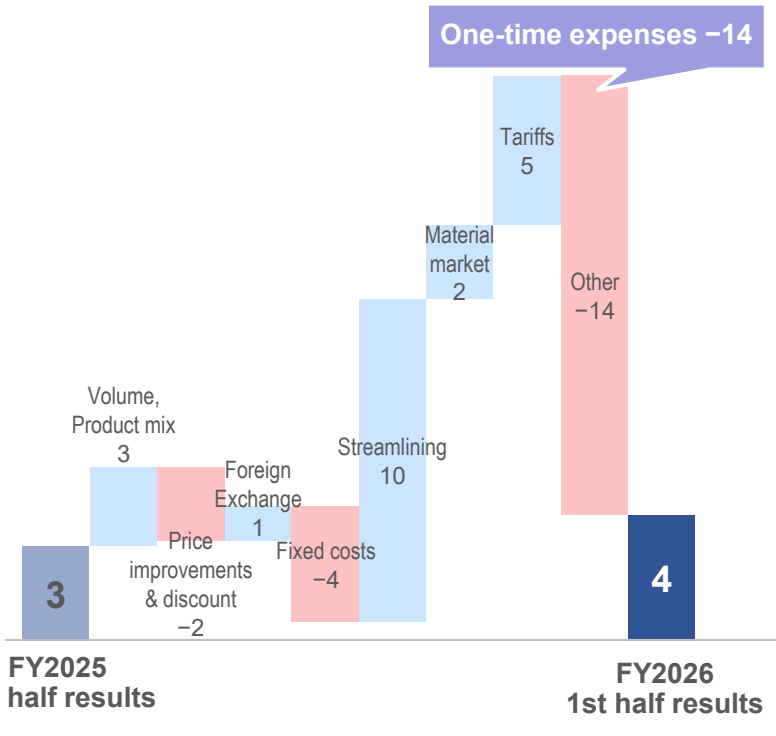
Automotive Suspension Spring

(100 million yen)

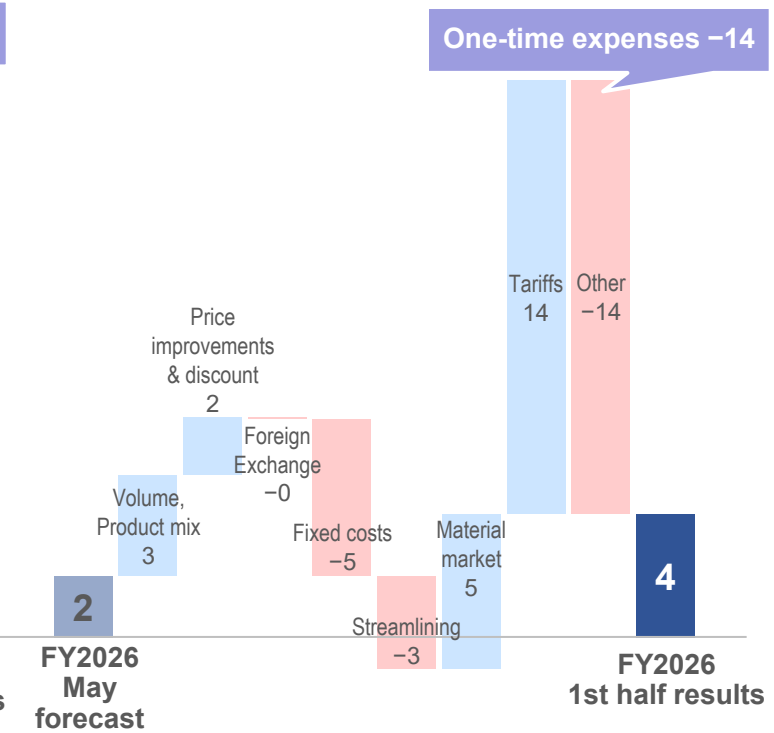
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Ratio	0.4%	0.2%	**0.5%**	0.1%	0.3%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Conversion differences increased sales by 5.3 billion yen; excluding this effect, sales declined.

In Japan, losses widened mainly because the company recognized one-time expenses.

At the two U.S. companies and at operations in Mexico, productivity improvements, lower fixed costs, and tariff recoveries, among other factors, narrowed losses. Overall operating profit increased.

▽ Vs. May forecast

Of the 6.9 billion yen increase in sales, 2.8 billion yen is due to conversion differences.

In Japan, losses widened mainly because the company recognized one-time expenses.

In North America, losses narrowed despite delays in streamlining and other setbacks, partly because tariff recoveries were further along than expected. Overall operating profit increased.

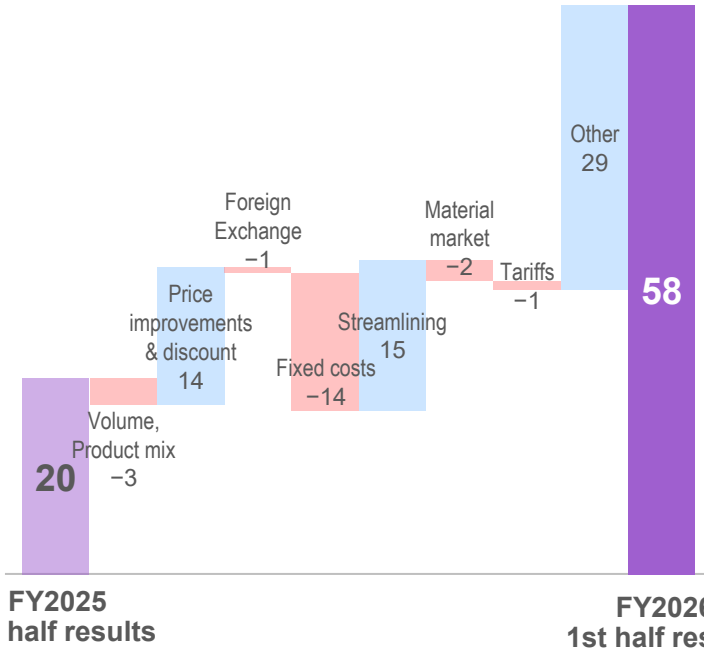
Automotive Seating

(100 million yen)

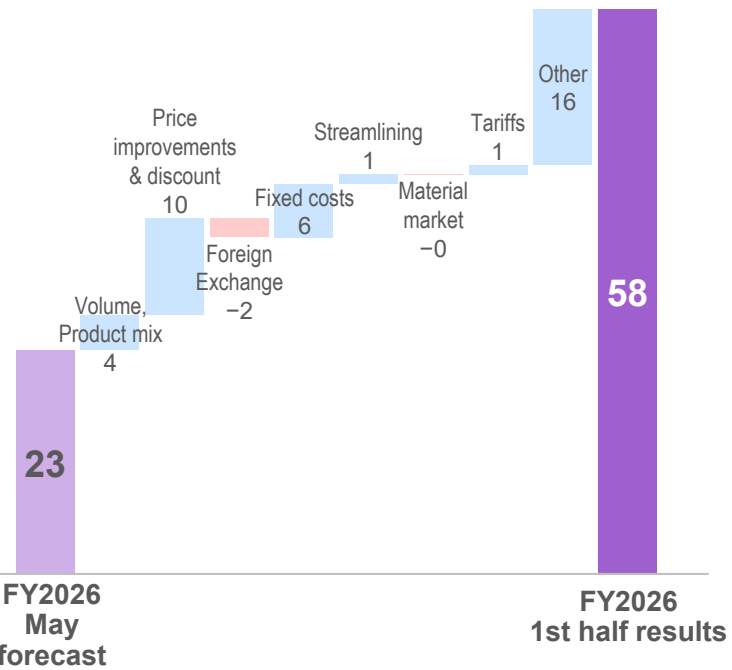
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	1st half results	May forecast	**Results**	Results	forecast
Net Sales	1,420	1,480	**1,528**	108	48
Operating Profit	20	23	**58**	38	35
Ratio	1.4%	1.6%	**3.8%**	2.4%	2.2%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Conversion differences increased sales by 6.3 billion yen.

In Japan, a change in how development costs are recovered from some customers led to lump-sum recognition of such revenue. This helped lift profits, along with improved selling prices, streamlining, and other factors.

In Thailand, sales and profits declined mainly because of lower vehicle volumes.

North America returned to profitability as vehicle volumes rose and the one-time expenses from the same period of the previous fiscal year did not recur.

▽ Vs. May forecast

Of the 4.8 billion yen increase in sales, 3.4 billion yen is due to conversion differences. Higher overall vehicle volumes in Japan and overseas helped lift profits. Improved selling prices, lump-sum recognition of revenue from development costs following a change in how such costs are recovered from some customers, and other factors also contributed.

Further containing fixed and other costs helped profits exceed the forecast.

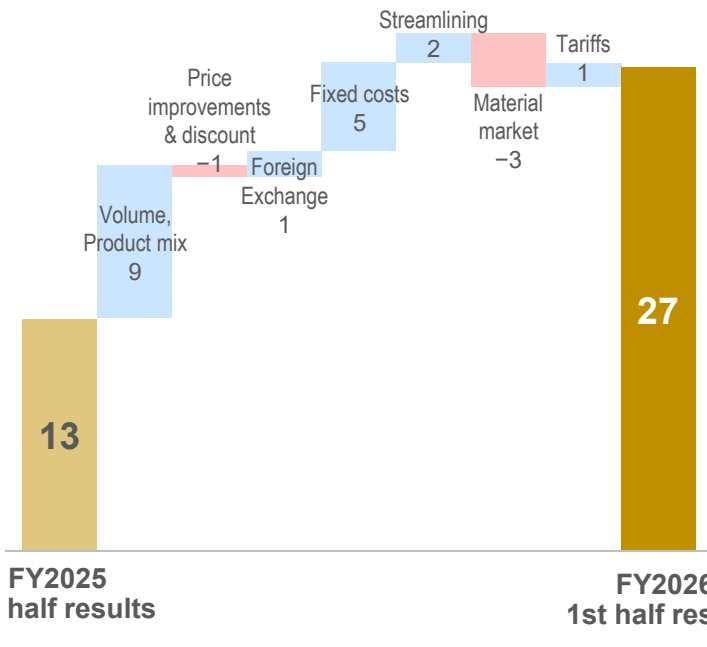
Precision Springs & Components

(100 million yen)

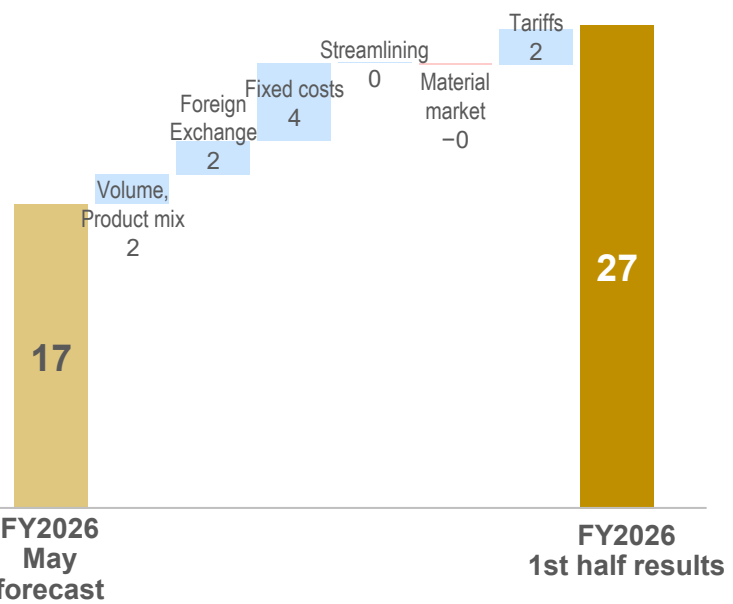
	FY2025	FY2026 1st half		Vs. FY2025	Vs. May
	1st half results	May forecast	Results	Results	forecast
Net Sales	508	530	**562**	54	32
Operating Profit	13	17	**27**	14	10
Ratio	2.6%	3.2%	**4.8%**	2.2%	1.6%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Higher volumes of HDD mechanical parts helped lift overall profits. In the automotive-related business, higher volumes at Group companies in Japan and at operations in North America also contributed, despite lower volumes at NHK Spring itself.

▽ Vs. May forecast

Overall profits exceeded the forecast, partly because subsidiaries in Japan and overseas generally performed better than expected.

Higher-than-expected tariff recoveries also contributed.

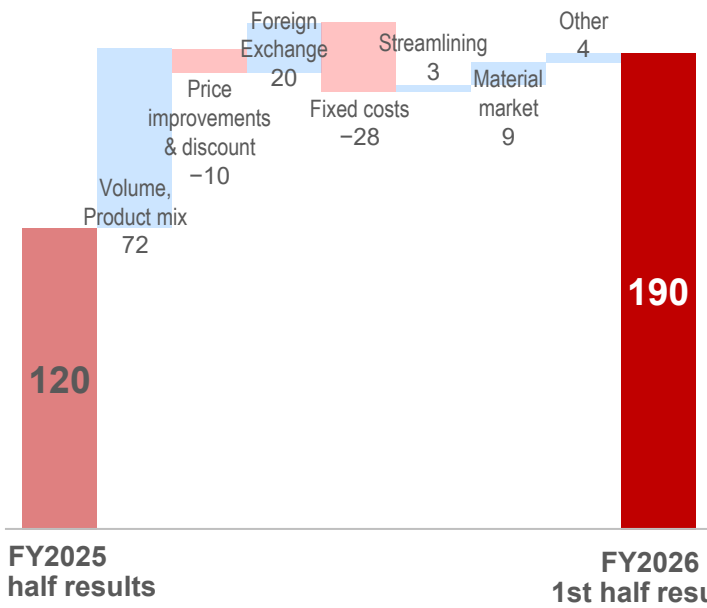
DDS (Disk Drive Suspension)

(100 million yen)

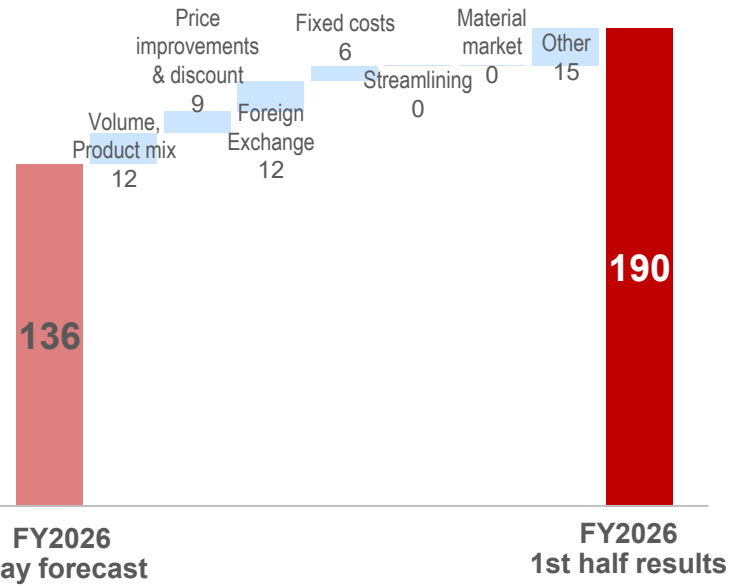
	FY2025	FY2026 1st half		Vs. FY2025	Vs. May
	1st half results	May forecast	**Results**	Results	forecast
Net Sales	600	690	**762**	162	72
Operating Profit	120	136	**190**	70	54
Ratio	20.1%	19.7%	**25.0%**	4.9%	5.3%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Demand for high-capacity HDDs for data centers continued, and the sales volume of HDD suspensions was strong. Higher sales and profits reflected other factors as well, including a boost to profits resulting from the U.S. dollar-yen exchange rate.

▽ Vs. May forecast

Demand for HDD suspensions in Thailand was stronger than initially projected.

Higher prototype volumes in Japan and favorable foreign exchange effects from the weaker yen also contributed to higher sales and profits.

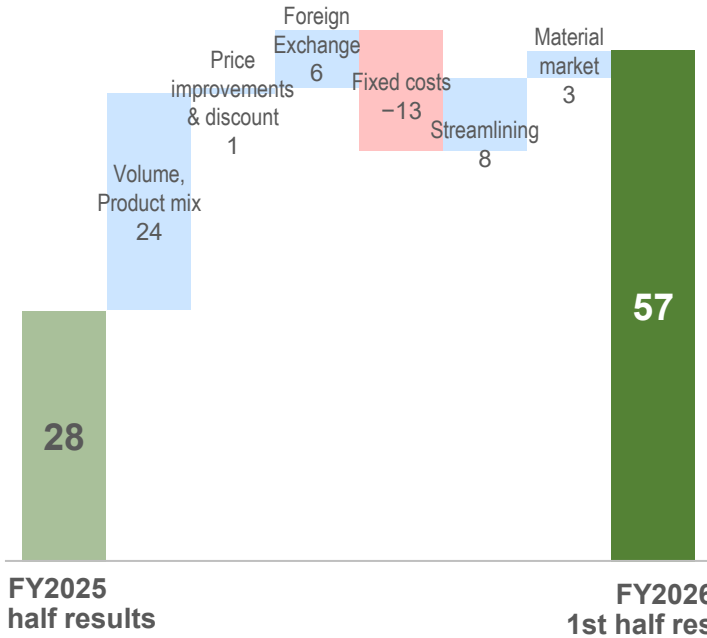
Industrial Machinery and Equipment, and Other Operations

(100 million yen)

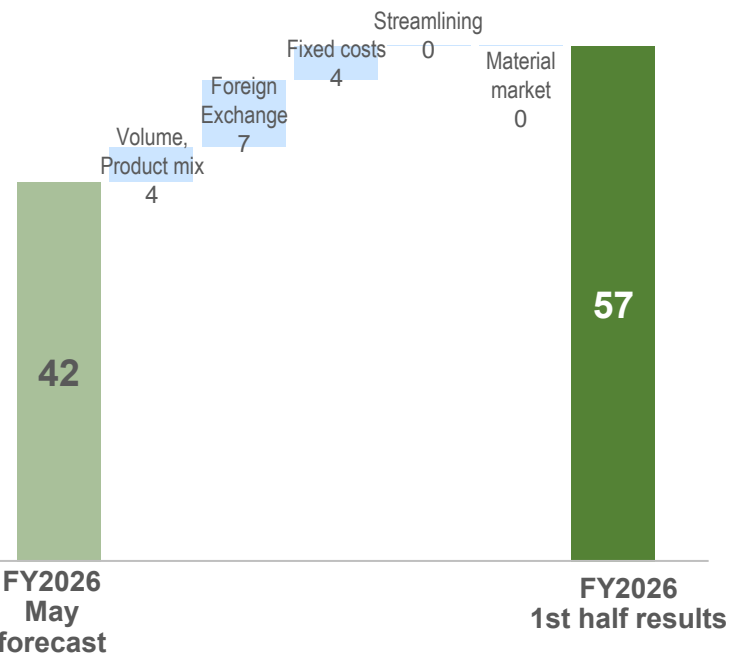
	FY2025	FY2026 1st half		Vs. FY2025	Vs. May
	1st half results	May forecast	**Results**	Results	forecast
Net Sales	580	650	**674**	94	24
Operating Profit	28	42	**57**	29	15
Ratio	4.9%	6.5%	**8.5%**	3.6%	2.0%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025 1st half

Profits from semiconductor process components rose due to higher volumes and favorable foreign exchange effects resulting from the weaker yen. For integrated metal substrates, higher volumes as well as lower depreciation and amortization due to impairment losses recorded in the previous fiscal year also boosted earnings. Overall, sales and profits increased.

▽ Vs. May forecast

Profits from semiconductor process components rose, helped by favorable foreign exchange effects resulting from the weaker yen, among other factors. Integrated metal substrates performed in line with the plan. Lower fixed and other costs also helped lift overall profits.

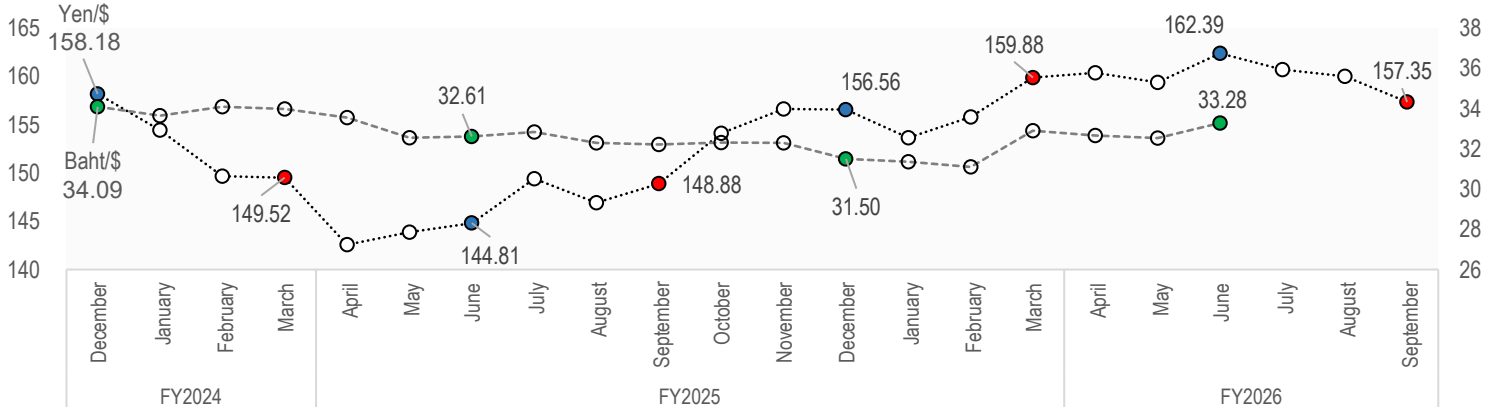
Non-operating Profits/Losses

NHK SPRING CO.,LTD.

Non-operating profits/losses (100 million yen)

Breakdown		FY2025 1st half results	FY2026 1st half May forecast	FY2026 1st half Results	Vs. FY2025 Results	Vs. May forecast
Non-operating profits /losses	Exchange rate profits/losses (Japan)	−1	–	**−9**	−8	−9
	Exchange rate profits/losses (Asia, America & Europe & Others)	−24	−20	**34**	58	54
	Dividend income	17	28	**25**	8	−3
	Interest income	11	12	**12**	1	0
	Equity in profits/losses of affiliates	4	3	**2**	−2	−1
	Other	5	1	**2**	−3	1
	Total	12	24	**66**	54	42

▽ Dollar-Yen/Dollar-Baht exchange rate fluctuations



▽ Exchange rate profits/losses

In the previous fiscal year, the dollar weakened toward the end of June, resulting in foreign exchange losses mainly at companies with a December fiscal year-end.

In the current period, business sites in Japan recorded foreign exchange losses as the yen strengthened against the dollar toward the end of September, while companies with a December fiscal year-end recorded foreign exchange gains as the dollar strengthened toward the end of June.

[Breakdown of the year-on-year difference in exchange rate profits/losses by base (100 million yen)]

	Fiscal year-end month	FY2025 1st half results	FY2026 1st half results	Vs. FY2025 Results
Japan	March	−1	**−9**	−8
Thailand	December	−21	**34**	56
Mexico	December	−1	**1**	3
Other	-	−1	**−2**	0
Total	-	−25	**25**	51

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Forecast of Consolidated Results for the Year Ending March 31, 2027

Forecast for the Year Ending March 2027

NHK SPRING CO.,LTD.

(100 million yen)

			FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Results Vs. FY2025 Results	Results Vs. May forecast
Net Sales			**8,168**	**8,600**	**9,100**	**931**	**500**
Operating Profit			**457**	**590**	**720**	**262**	**130**
Ratio			5.6%	6.9%	7.9%	2.3%	1.1%
Ordinary Profit			**521**	**640**	**750**	**228**	**110**
Ratio			6.4%	7.4%	8.2%	1.9%	0.8%
Profit Attributable to Owners of Parent			**278**	**450**	**500**	**221**	**50**
Average Rate	US$		151.0	150.0	155.4	4.0	5.0
	Thai Baht		4.6	4.8	4.8	0.3	0.1
Current Rate	US$	This year	159.9	150.0	150.0	−9.9	–
		Previous year	149.5	159.9	159.9	10.4	–
	Thai Baht	This year	5.0	4.8	4.8	−0.2	–
		Previous year	4.6	5.0	5.0	0.4	–

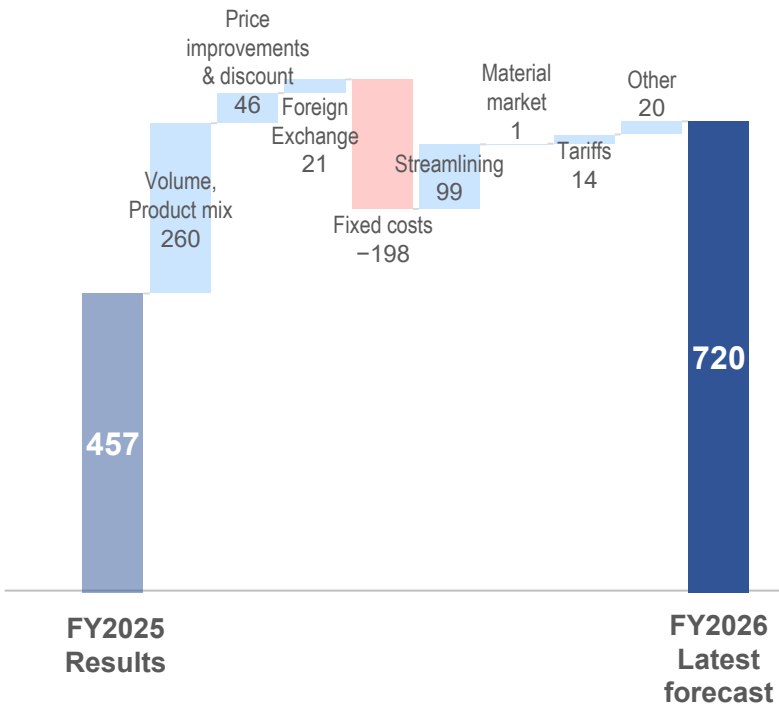
Variable Factor Analysis for Operating Profit

(100 million yen)

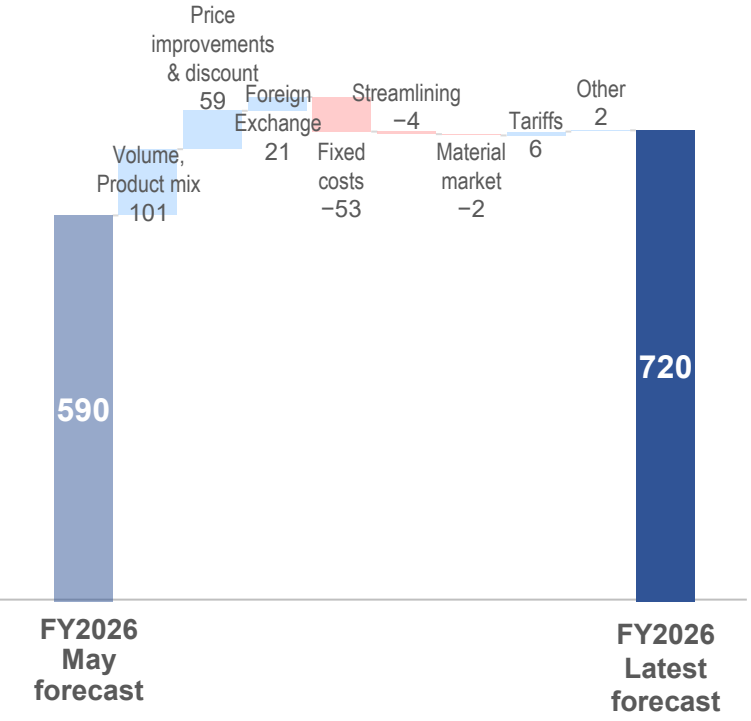
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Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025

We expect sales and profits to increase, driven by strong performance in HDD-related components and semiconductor process components, profit gains from yen depreciation, and streamlining efforts, among other factors.

▽ Vs. May forecast

HDD-related components and semiconductor process components are performing well. We expect sales and profits to exceed the initial forecast, helped by improved selling prices, boosts to profits resulting from exchange rates, and other factors.

Forecast for the Year Ending March 2027

Net Sales/Operating Profit Forecast by Business Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2025 Results	FY2026 Full-year May forecast	FY2026 Full-year Latest forecast	Vs. FY2025 Results	Vs. May forecast
Automotive Suspension Springs	Net Sales	1,674	1,640	**1,750**	75	110
	Operating Profit	7	40	**28**	20	−12
	Ratio	0.4%	2.4%	**1.6%**	1.2%	−0.8%
Automotive Seating	Net Sales	2,925	3,110	**3,200**	274	90
	Operating Profit	80	90	**110**	29	20
	Ratio	2.8%	2.9%	**3.4%**	0.7%	0.5%
Precision Springs & Components	Net Sales	1,056	1,080	**1,140**	83	60
	Operating Profit	36	50	**55**	18	5
	Ratio	3.5%	4.6%	**4.8%**	1.4%	0.2%
Disk Drive Suspension	Net Sales	1,267	1,440	**1,600**	332	160
	Operating Profit	260	300	**382**	121	82
	Ratio	20.6%	20.8%	**23.9%**	3.3%	3.0%
Industrial Machinery and Equipment, and Other Operations	Net Sales	1,245	1,330	**1,410**	164	80
	Operating Profit	72	110	**145**	72	35
	Ratio	5.9%	8.3%	**10.3%**	4.4%	2.0%
Total	Net Sales	8,168	8,600	**9,100**	931	500
	Operating Profit	457	590	**720**	262	130
	Ratio	5.6%	6.9%	**7.9%**	2.3%	1.1%

Forecast for the Year Ending March 2027

Net Sales/Operating Profit Forecast by Region Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2025 Results	FY2026 Full-year May forecast	FY2026 Full-year Latest forecast	Vs. FY2025 Results	Vs. May forecast
● Japan	Net Sales	4,613	4,848	**5,153**	539	305
	Operating Profit	347	314	**423**	75	109
	Ratio	7.5%	6.5%	**8.2%**	0.7%	1.7%
● Asia	Net Sales	2,189	2,404	**2,460**	270	56
	Operating Profit	173	261	**279**	105	18
	Ratio	7.9%	10.9%	**11.3%**	3.4%	0.5%
● America & Europe & Others	Net Sales	1,365	1,348	**1,487**	121	139
	Operating Profit	−63	15	**18**	81	3
	Ratio	−4.6%	1.1%	**1.2%**	5.8%	0.1%
Total	Net Sales	8,168	8,600	**9,100**	931	500
	Operating Profit	457	590	**720**	262	130
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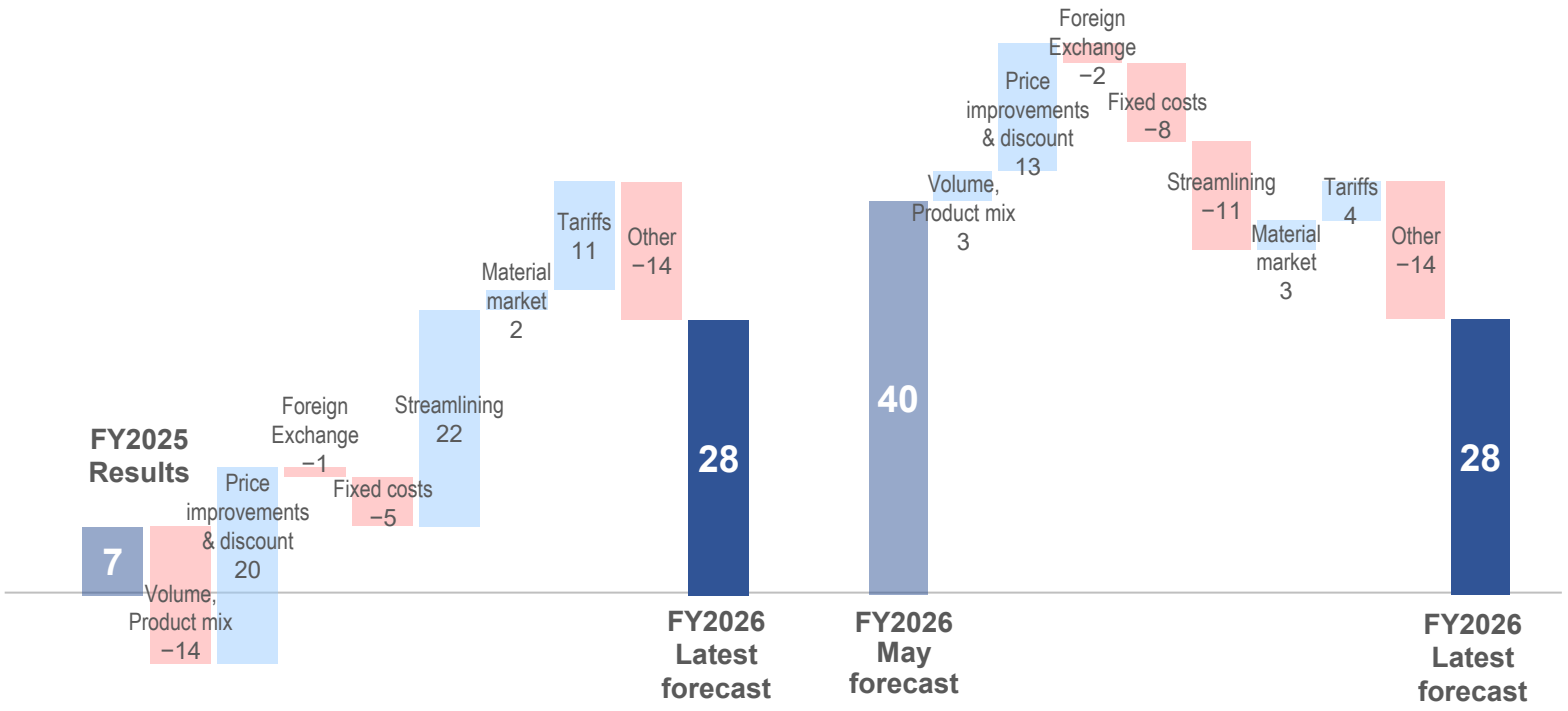
Automotive Suspension Spring

(100 million yen)

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Ratio	0.4%	2.4%	**1.6%**	1.2%	−0.8%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)

▽ Vs. FY2025

We expect sales and profits to increase despite lower volumes in Japan and China as well as the impact of one-time expenses. Expected to help are streamlining efforts primarily at overseas sites, along with improved selling prices and the recovery of various costs.

▽ Vs. May forecast

We have factored in improved selling prices and the recovery of various costs. We still expect profits to fall short of the initial forecast due to delays in streamlining in the U.S. and Europe as well as the impact of one-time expenses.

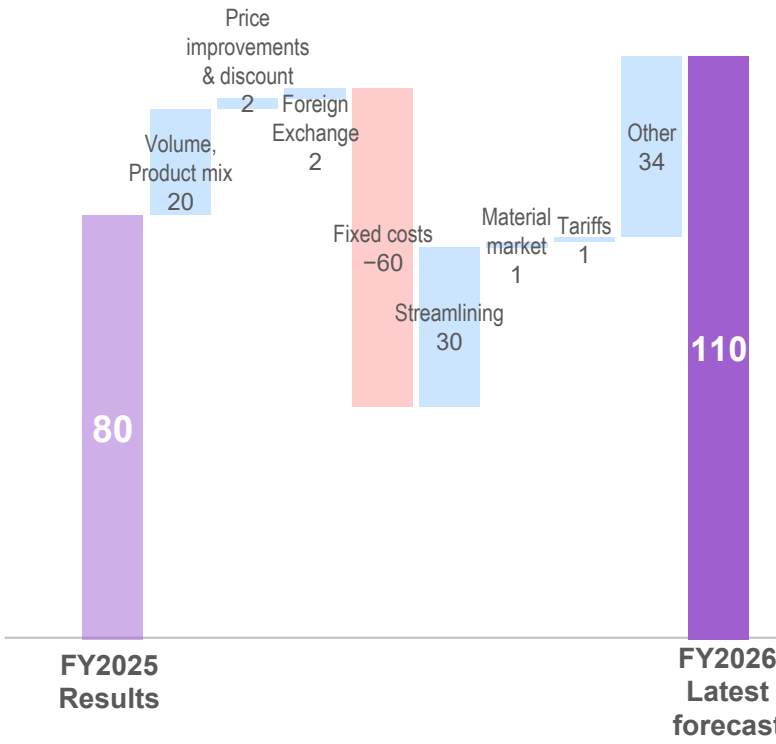
Automotive Seating

(100 million yen)

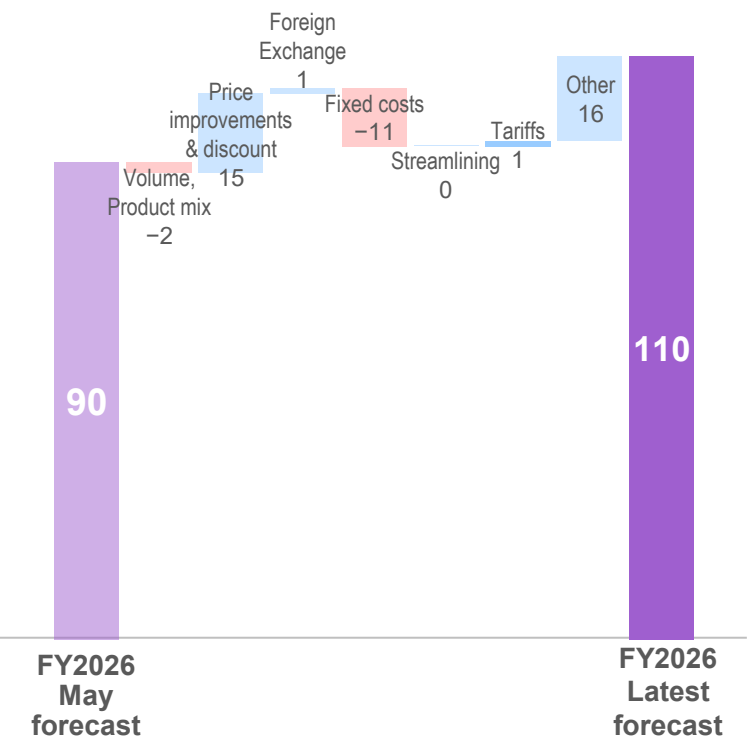
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	2,925	3,110	**3,200**	274	90
Operating Profit	80	90	**110**	29	20
Ratio	2.8%	2.9%	**3.4%**	0.7%	0.5%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025

Despite higher fixed costs from future investments, including in human capital and DX, we expect sales and profits to increase. The one-time expenses incurred in North America during the previous fiscal year will not recur. The cumulative benefits of proactive streamlining, mainly in Japan, Thailand, and North America, and recognition of revenue from recovering development costs will also contribute.

▽ Vs. May forecast

Higher volumes at some sites are driving up fixed costs, and changes in the overall product mix are affecting results. Despite these effects, we expect efforts to improve selling prices and recognition of revenue from development costs to lift profits, with both sales and profits exceeding the May forecast.

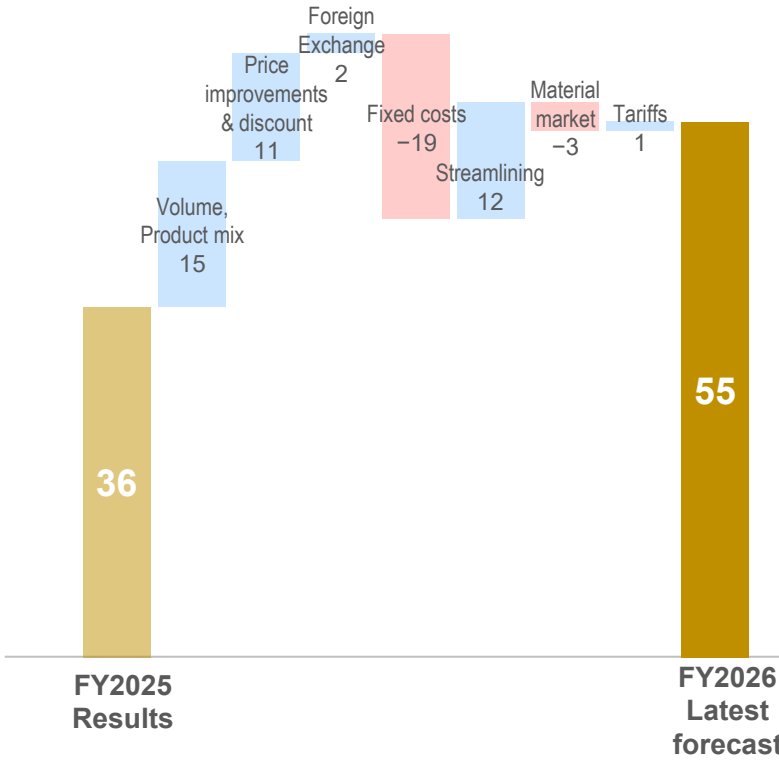
Precision Springs & Components

(100 million yen)

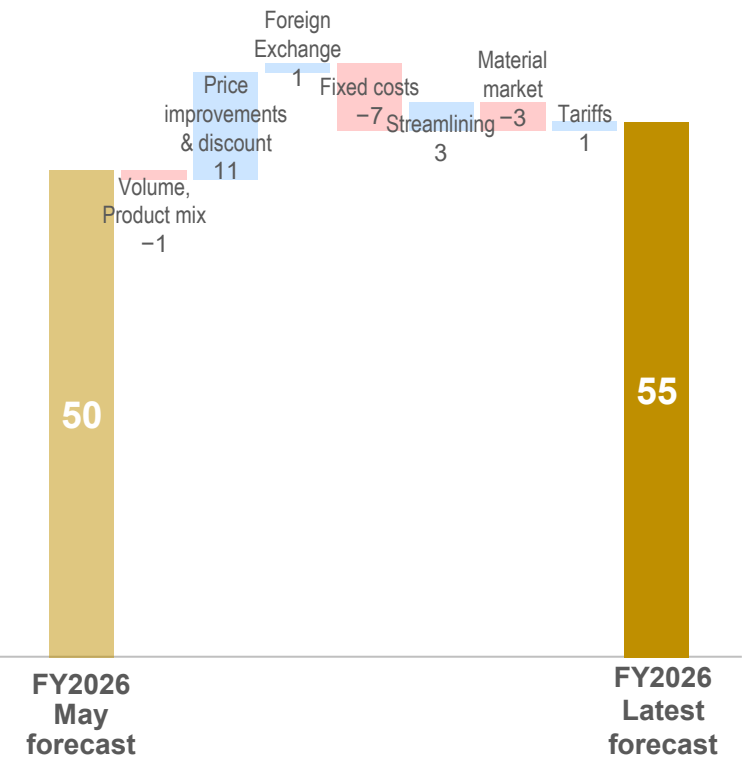
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	1,056	1,080	**1,140**	83	60
Operating Profit	36	50	**55**	18	5
Ratio	3.5%	4.6%	**4.8%**	1.4%	0.2%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025

Despite higher fixed costs from future investments, including in human capital and DX, and lower volumes in China, we expect sales and profits to increase. Among the factors supporting our outlook are higher volumes of HDD mechanical parts in Thailand and improved profitability at our North American sites.

▽ Vs. May forecast

We expect sales and profits to exceed the May forecast, helped by improved selling prices and the benefits of streamlining, despite lower volumes in the automotive-related business in Japan and China as well as the impacts of material market conditions.

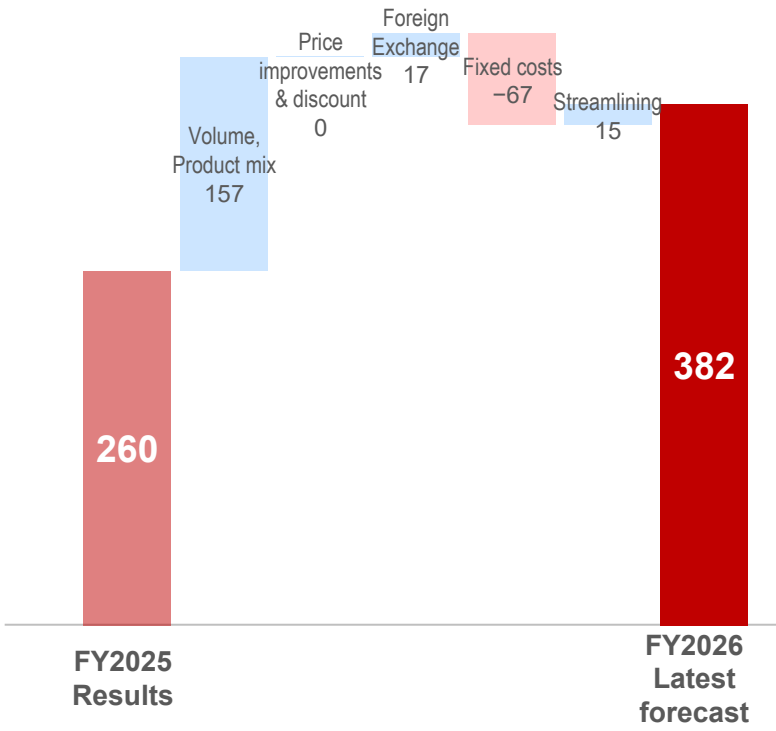
DDS (Disk Drive Suspension)

(100 million yen)

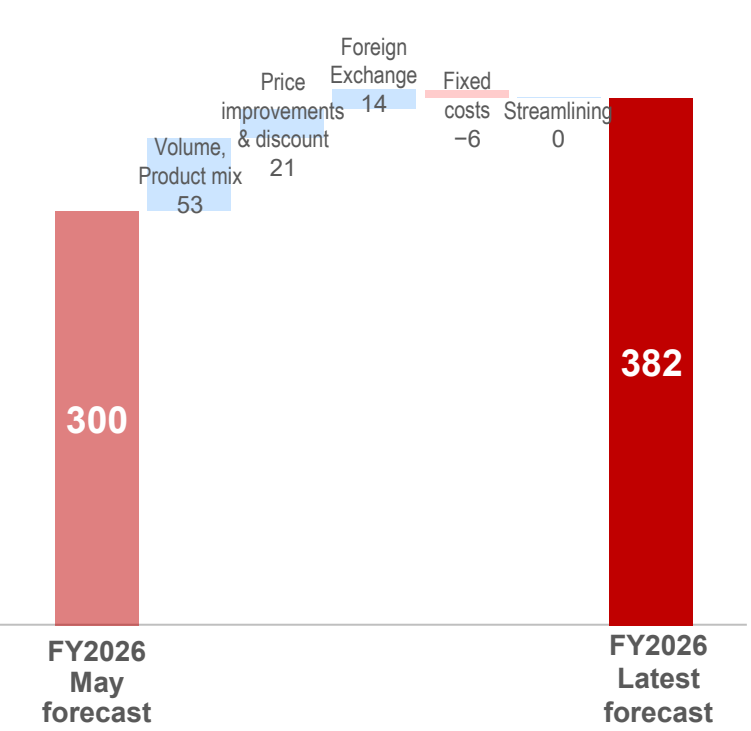
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	1,267	1,440	**1,600**	332	160
Operating Profit	260	300	**382**	121	82
Ratio	20.6%	20.8%	**23.9%**	3.3%	3.0%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025

Despite higher fixed costs from future investments, including in human capital and DX, we expect operating profit to be significantly higher than the previous fiscal year. Higher volumes of HDD suspensions will be a major factor, with additional gains from favorable foreign exchange effects and streamlining.

▽ Vs. May forecast

We expect sales and profits to exceed the May forecast, helped by higher volumes in Thailand and China, higher prototype volumes in Japan, and boosts to profits resulting from exchange rates, among other factors.

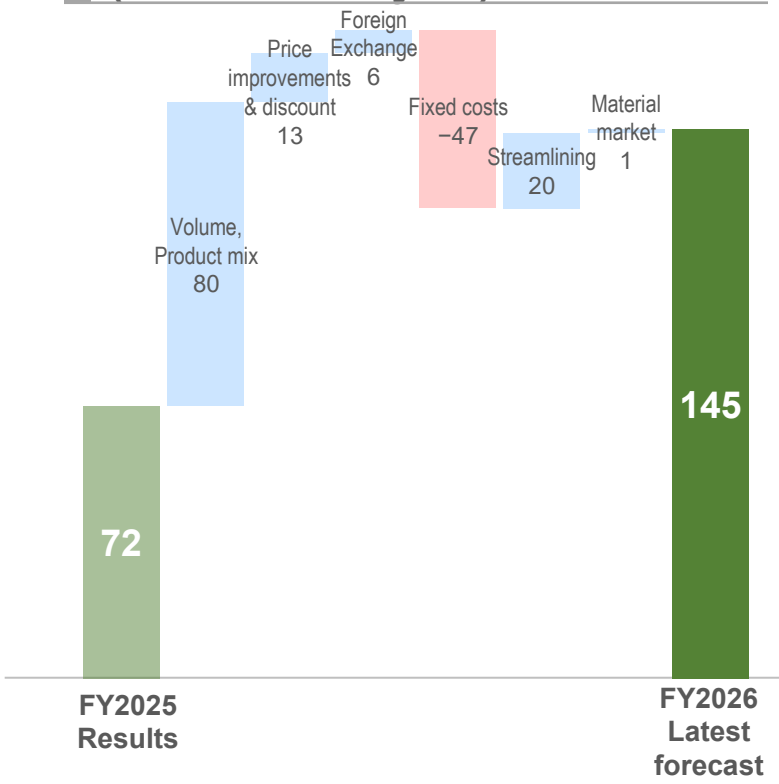
Industrial Machinery and Equipment, and Other Operations

(100 million yen)

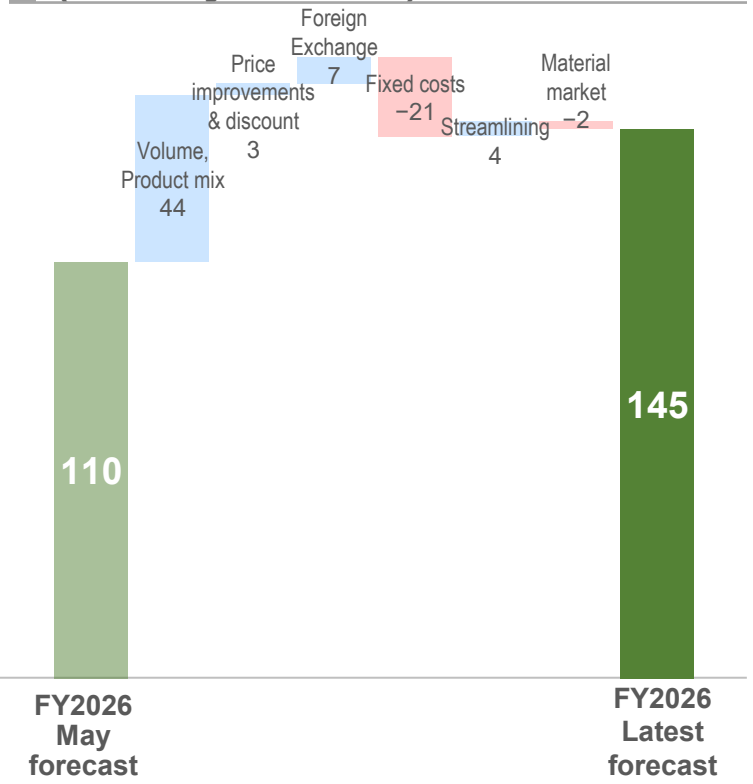
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	1,245	1,330	**1,410**	164	80
Operating Profit	72	110	**145**	72	35
Ratio	5.9%	8.3%	**10.3%**	4.4%	2.0%

Variable Factor Analysis for Operating Profit

(Vs. Previous year)



(Vs. May forecast)



▽ Vs. FY2025

Semiconductor process components continue to perform well as demand grows in the semiconductor market. With additional gains from streamlining, we expect operating profit to be significantly higher than last fiscal year.

▽ Vs. May forecast

Sales volumes in our semiconductor process components business, one of our growth businesses, are exceeding initial projections as semiconductor demand grows. We expect sales and profits to exceed the May forecast, with boosts to profits resulting from exchange rates among the additional contributing factors.

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Investments for the Future: DDS, Semiconductor-Related Businesses, and Other Areas

President & COO Representative
Member of the Board

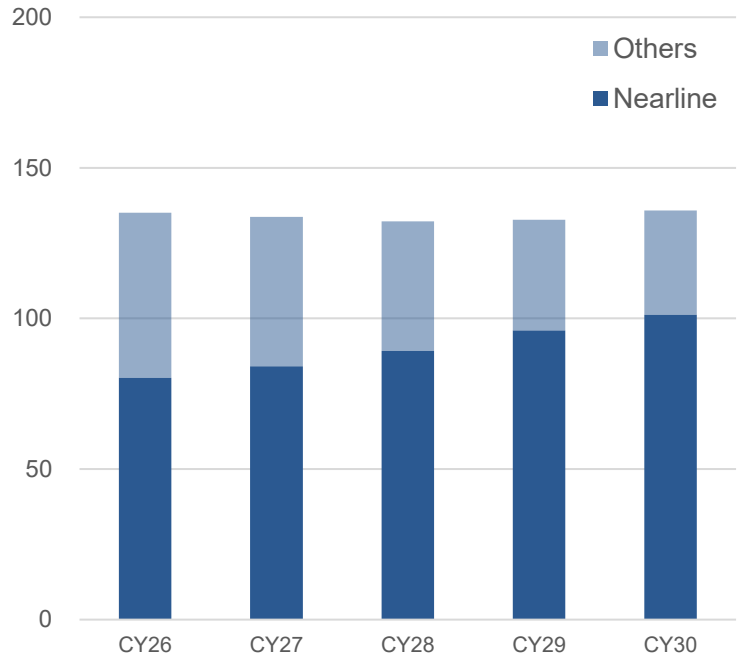
Kazuhisa Uemura

1-1. DDS Market Environment

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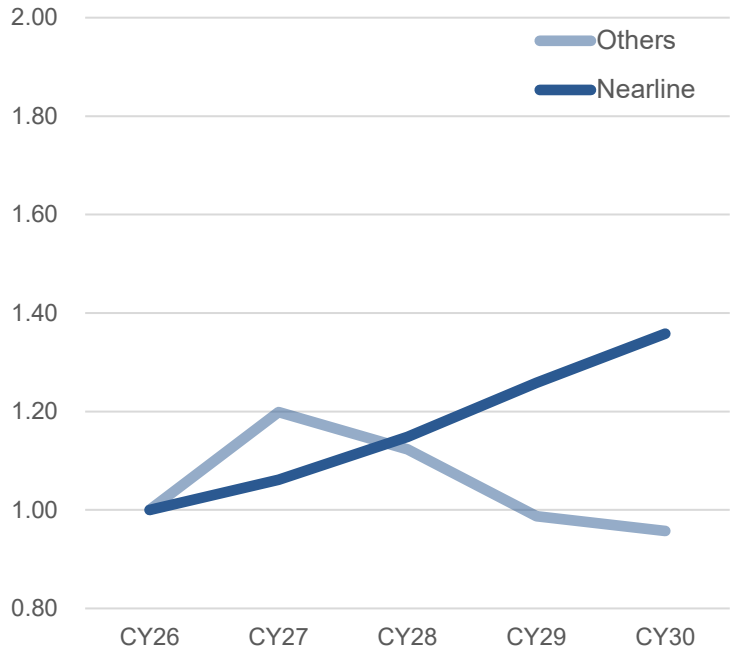
Number of HDDs

Million units



Total amount of suspensions

Suspension volume index (CY26 total = 1)



Number of suspensions per HDD

Nearline

Current (CY26)	• About 20 suspensions per HDD
Outlook	• Expected to increase to about 22 suspensions per HDD

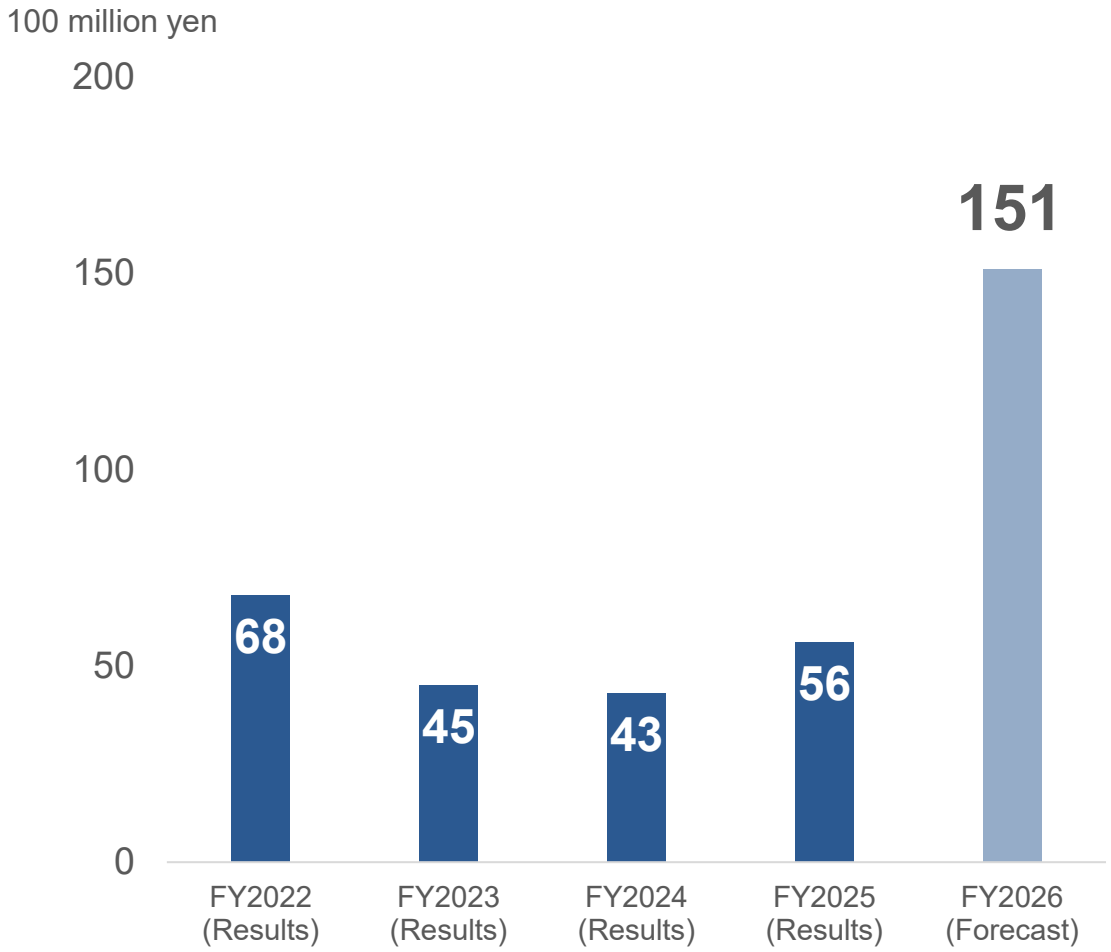
Source: Created by NHK Spring from various materials

Demand for nearline HDD suspensions continues to grow

1-2. DDS Capital Expenditure Trends and Production Capacity

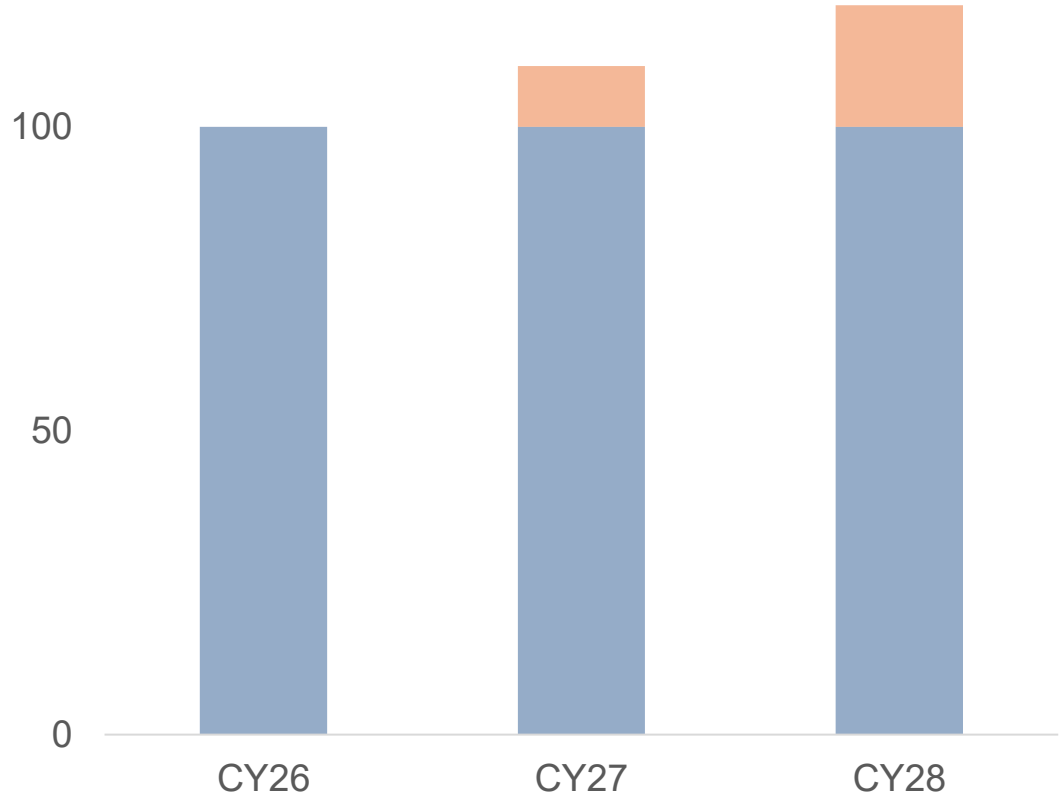
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Capital expenditure trends



From 2026 onwards

Capacity expansion

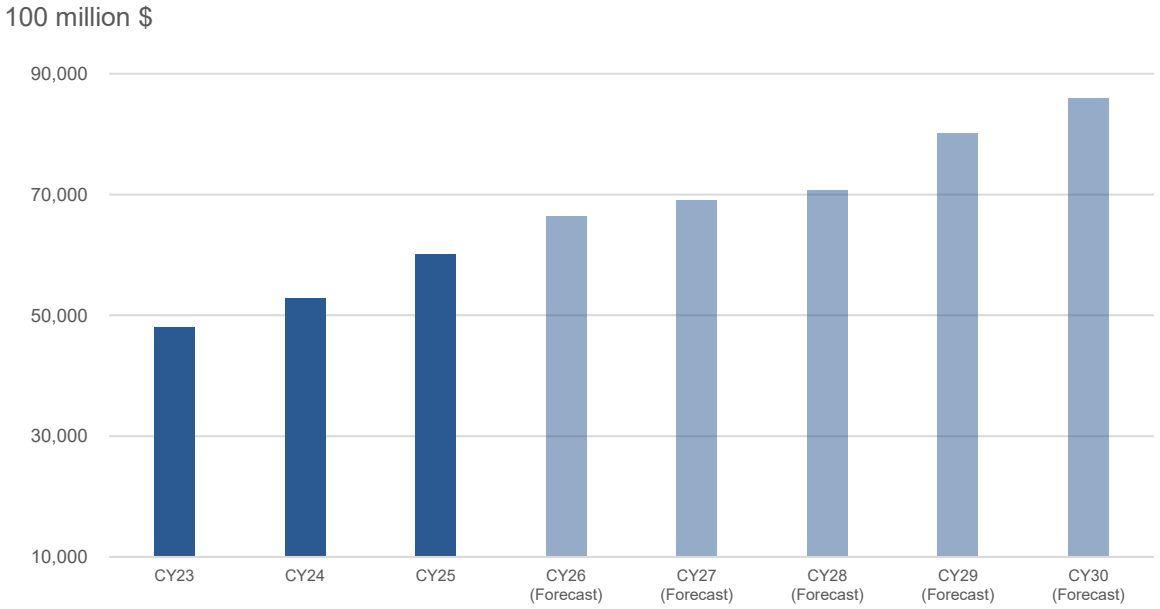


Demand forecast assuming current capacity = 100

2-1. Growth Strategy for the Semiconductor-Related Business

NHK SPRING CO.,LTD.

Semiconductor manufacturing equipment market (Deposition and etching equipment)



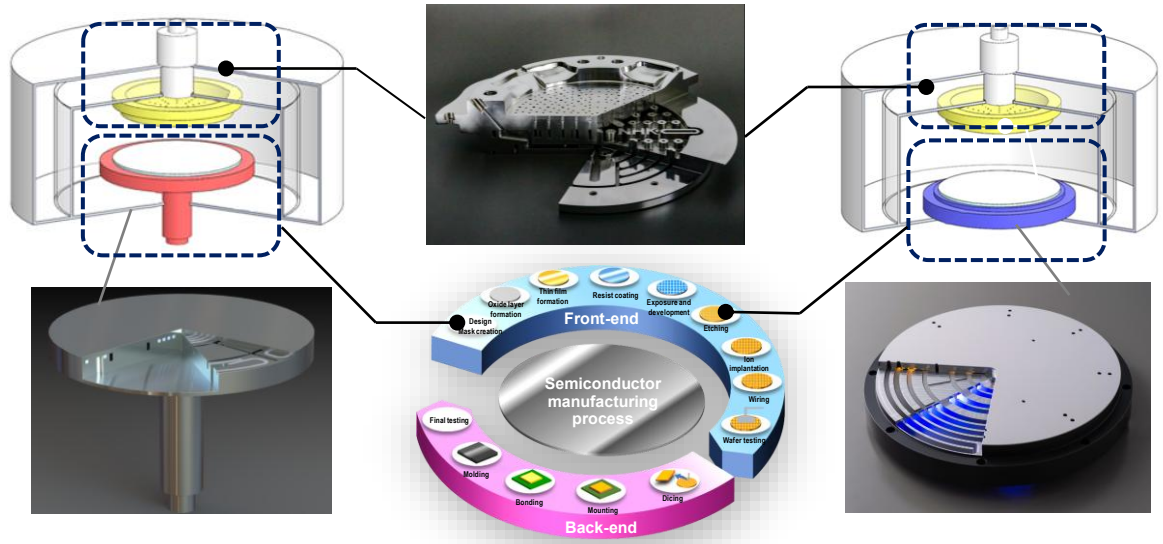
Source: Created by NHK Spring from various materials

What are semiconductor process components?

[Deposition process] **Heaters**

[Deposition/ etching processes] **Shower heads**

[Etching process] **Cooling plates**



- Wider adoption of generative AI is accelerating investment in AI data centers.
- The market for equipment used to manufacture AI chips and other advanced semiconductors continues to grow.
- Smaller feature sizes and higher performance in advanced semiconductors are driving the development of semiconductor process components with greater added value.

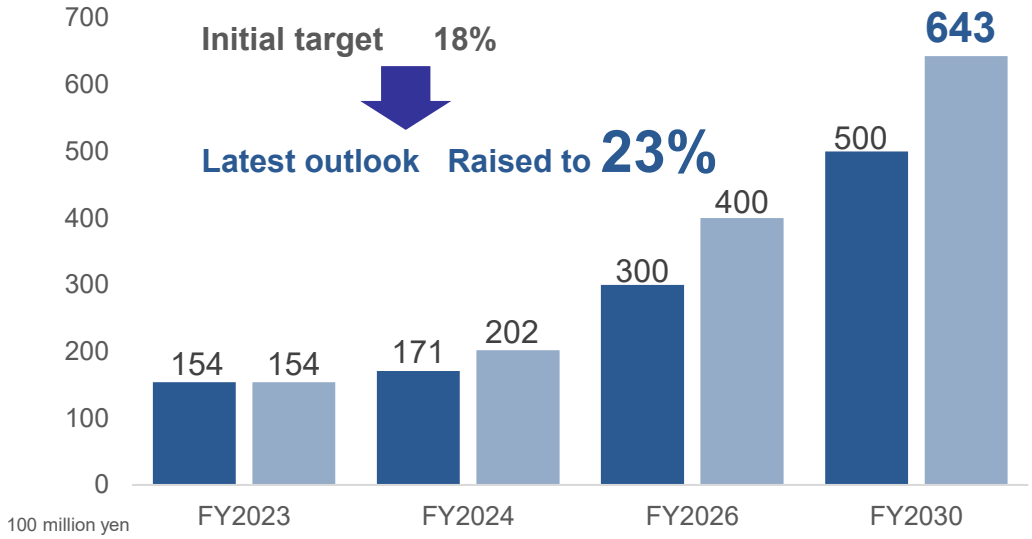
2-2. Growth Strategy for the Semiconductor-Related Business

NHK SPRING CO.,LTD.

NHK spring's strengths

- A broad range of core technologies, including bonding, machining, and thermal spraying
- End-to-end capabilities from development and design through to fabrication and assembly
- Optimal design recommendations based on advanced temperature control analysis
- Production and supply capacity to meet growing demand

Annual average growth rate (CAGR) of sales



Production capacity expansion

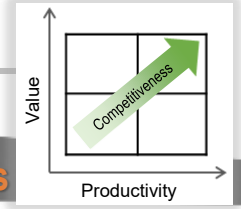

Miyada Plant

- We plan to invest about 6 billion yen to expand capacity at the Isehara Plant and the Miyada Plant to meet rising demand.
- In anticipation of continued growth in the advanced semiconductor market, we are pursuing a phased expansion of production capacity and considering doubling it from the current level.

Winning Strategy: Capture demand for advanced semiconductors and build the semiconductor-related business into our next major source of earnings alongside the Disk Drive Suspension Business.

3-1. Strengthening Competitiveness through Digital Transformation (DX) Initiatives

NHK SPRING CO.,LTD.
Excerpt from NHK Spring's internal materials



DX at NHK Spring

Use IT, digital technologies, and data to solve business problems more effectively (Means) (Objective) ➡ Strengthen competitiveness

Focus areas specific to each division

- Suspension Spring Division
- Seating Division
- Precision Spring & Components Division
- DDS
- Industrial Machinery and Equipment Division
- Electrification Business Promotion Department
- Sales Division
- Research and Development Division
- Engineering Division
- Corporate Planning and Control Division
- Procurement Division
- Internal Auditing Department

Improving product value

MDX Manufacturing/Monozukuri DX

Collaboration with the Engineering Division's DX Project (DXPJ)

- Developing performance prediction methods using CAE and data
- Developing CAE methods to replace physical testing
- Enhancing production planning
- Visualizing plans and actual results
- Data-driven pass/fail decisions Built-in quality at each step

Concept review → RFQ specification review and response → Prototype specification review → Prototyping → Evaluation → Mass production specification review → Preproduction trial build → Evaluation → Start of production (SOP) → Order Forecasts and Firm Orders → Production planning and work instructions → Procurement of materials and components → Manufacturing step 1 → Manufacturing step 2 → ··· → Inspection → Shipping → Invoicing

Process design
Production equipment design
Process improvement
Equipment improvement

Design automation using 3D data

Virtual validation of work procedures

Data-driven quality control → improvement

Set standards based on the findings → apply them in day-to-day work

Understanding the underlying principles

Understanding the underlying principles and mechanisms

Using multivariate data, IT, and digital tools to understand underlying mechanisms

- Causal links and correlations between performance and geometry (shape and dimensions)
- Identifying the causes of defects and malfunctions

Using CAE to understand underlying principles

Data analysis

Building a data collection system

Collaboration with the Engineering Division's DX Project (DXPJ)

ODX Operation DX

Improving productivity and increasing the value people bring to their work

People do the work only they can do

Improving business processes across departments

Improving day-to-day work
Streamlining tasks with DX tools

Hands-on training in using DX tools

◆ DX talent development

Planning skills / Skills in using data / Execution skills

DX

Developing skills to plan digital initiatives (Workshops for selected employees)

Developing skills to use digital tools (Workshops for selected employees)

DX literacy training (E-learning for all employees)

3-2. Strengthening Competitiveness through DX Initiatives

NHK SPRING CO.,LTD.

- Business reforms through DX
  - Manufacturing DX*
  - Administrative DX
  - DX Talent Development

Starting in FY2026

- Automotive Suspension Springs
- Automotive Seating
- Precision Springs & Components
- Disk Drive Suspension
- Industrial Machinery and Equipment, and Other Operations

Developing technology to identify optimal designs and turn them into physical parts

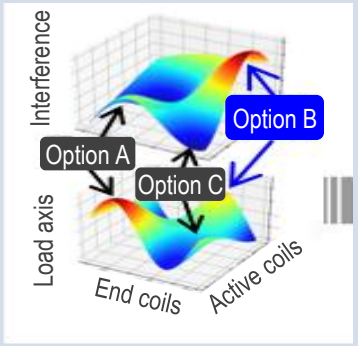
Challenge

Developing design options that meet all customer requirements

Efforts

Introducing set-based design

We have developed a design method for efficiently evaluating the full range of requirement combinations, identifying the range of designs that meet those requirements, and generating several alternative geometries.



Challenge

Producing complex geometries as designed

Efforts

Introducing manufacturing feedback technology

This technology makes it possible to produce parts that match the design geometry during both prototyping and mass production without relying on individual workers' skills or levels of proficiency.



Benefits to date

- More design options to offer customers
- Less time spent prototyping and preparing for mass production

Outlook

We will deepen customer relationships while helping to improve vehicle handling stability, enhance ride comfort, and optimize costs. These efforts will strengthen our future competitiveness and profitability.

* MDX (Manufacturing/Monozukuri DX)

3-3. Strengthening Competitiveness through DX Initiatives

NHK SPRING CO.,LTD.

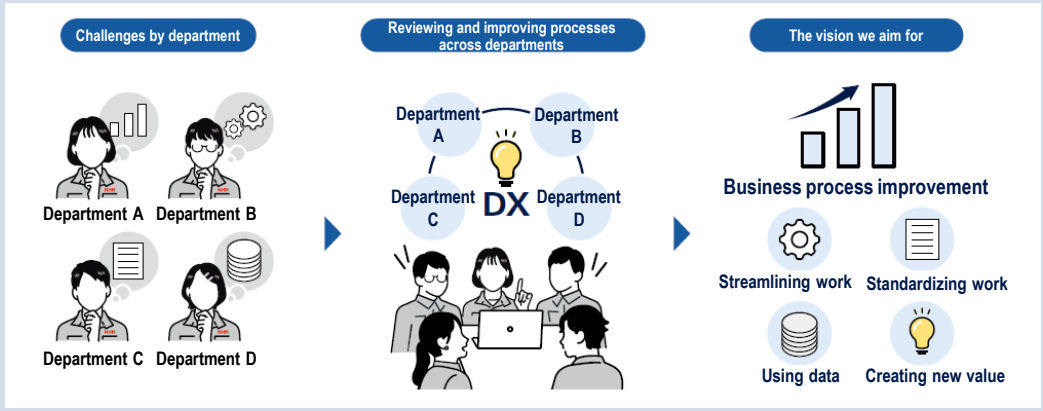
Business reforms through DX

- Manufacturing DX
- **Administrative DX**
- **DX talent development**

Starting in FY2026

ODX (Operation DX)　Streamline administrative work and procedures so employees can focus on higher-value work.

Improving complex business processes across departments	Improving day-to-day work and maintaining the gains from DX
• We are working to resolve problems with complex workflows and information sharing within and across departments. • The departments involved work together to review business processes and use digital technology to improve efficiency across the company.	• Selected employees identify problems and work on improvements using digital technology. • We aim to foster a culture in which employees routinely use DX to improve how they work.



Training employees to lead improvements and reforms through DX

- We provide IT training to selected employees to prepare them to address company-wide issues and implement changes to business processes.
- Starting in 2027, these employees will put their training into practice by carrying out improvements and reforms.

DX literacy training for all employees

- We have offered E-learning to executives and all employees since FY2025.
- In FY2026, we are adding hands-on training about using AI. These efforts will raise DX literacy across the company.

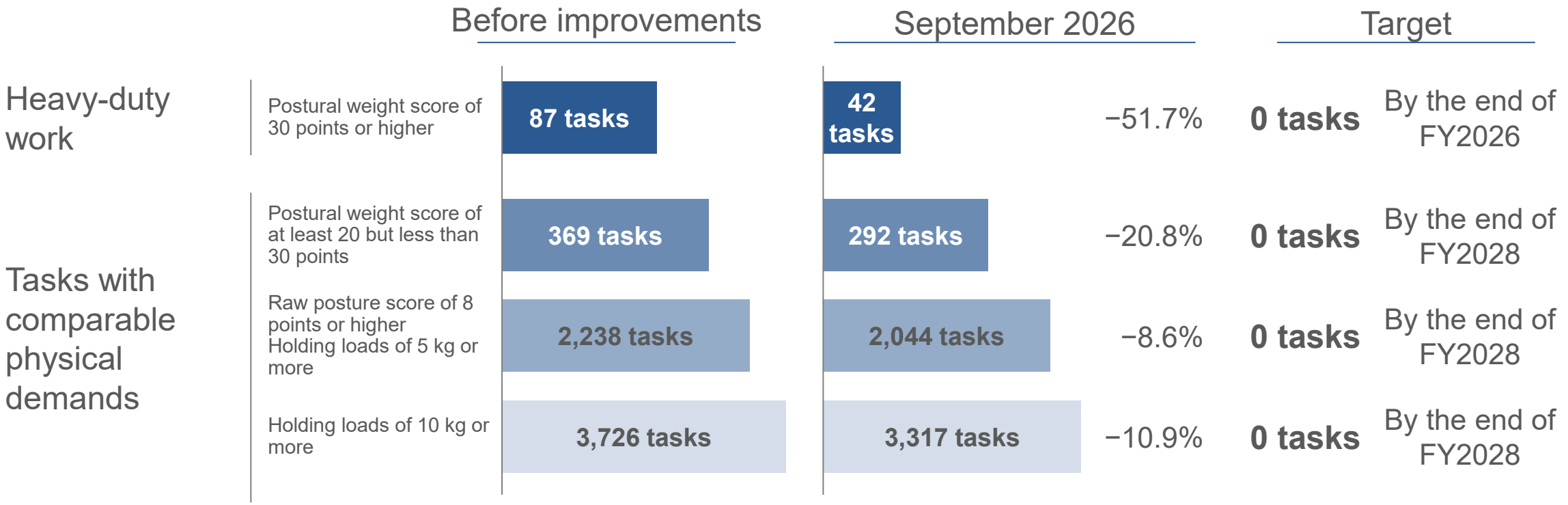
* ODX (Operation DX)

4. Improving the Workplace Environment for Employees

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- **Improve employee productivity by reducing the physical strain of demanding tasks.**
- **Secure the workforce we need amid the low birth rate and aging, shrinking population.**

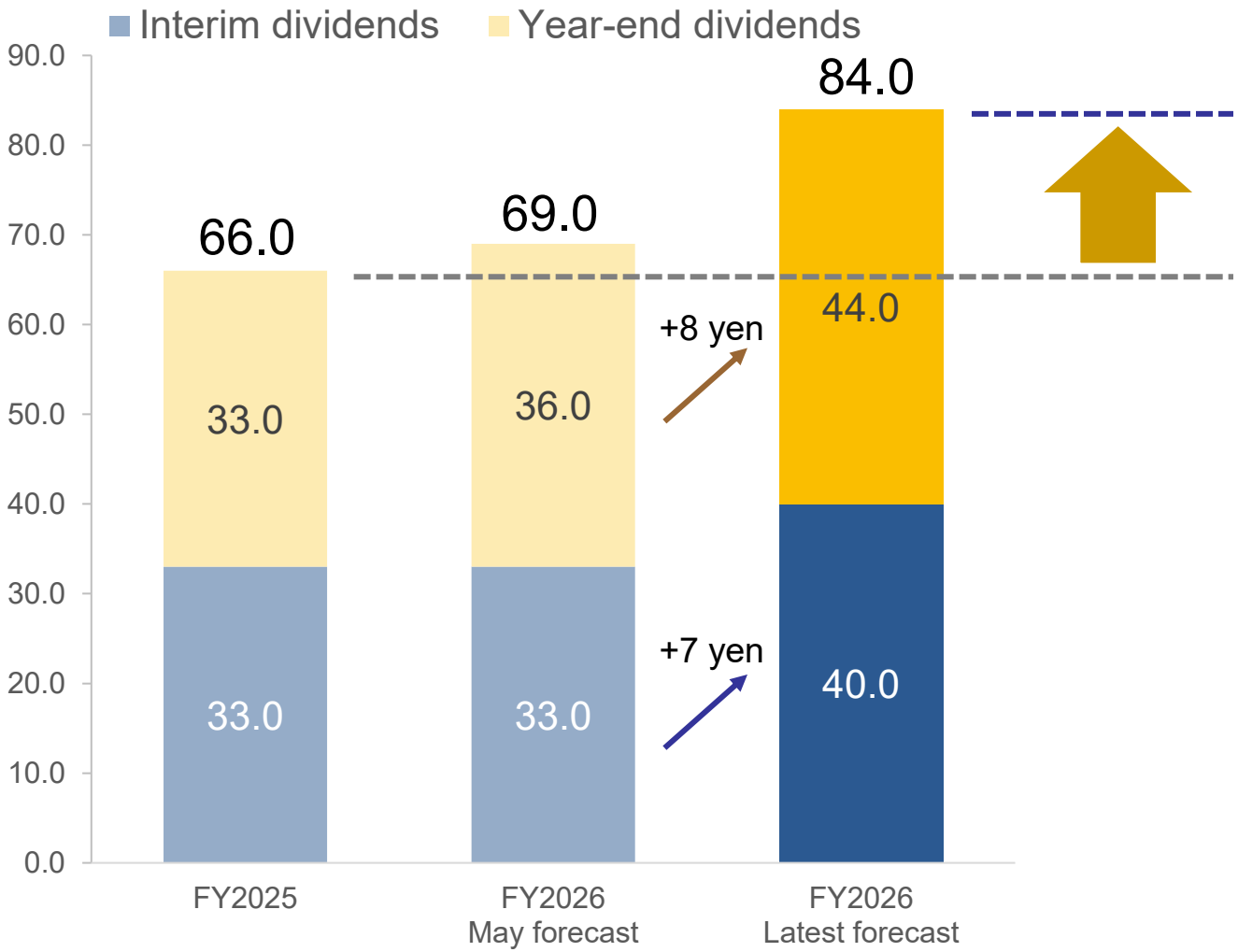
Elimination of heavy-duty work



*1 Postural weight score. A composite measure of working posture and the physical strain of handling heavy loads, taking into account factors such as time spent on task. A higher score indicates greater physical strain.
*2 Raw posture score. This indicator quantifies the physical strain caused by working posture. A higher score indicates greater physical strain.

5. Shareholder Returns

Dividend Per Share (DPS) trends



+18 yen (Vs. previous year)

+15 yen (Vs. May forecast)

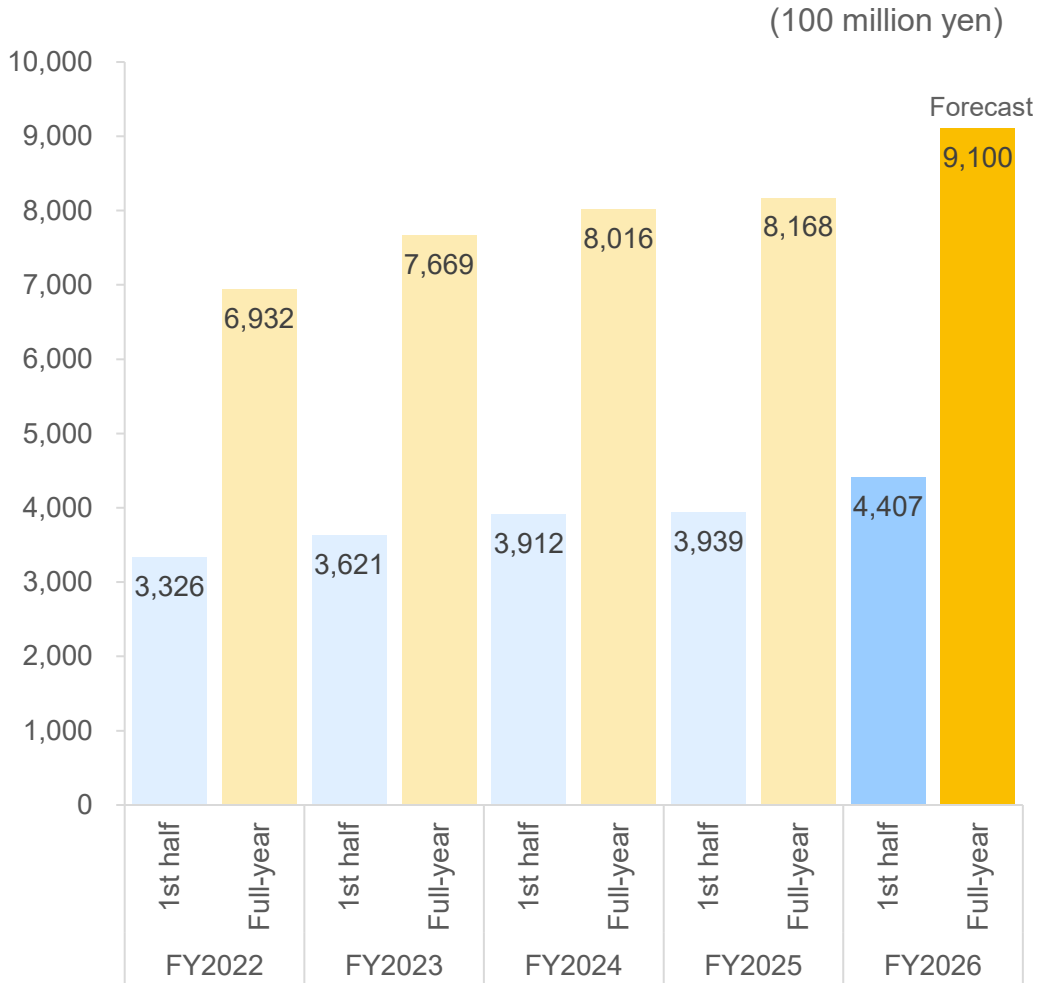
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Supplementary Materials

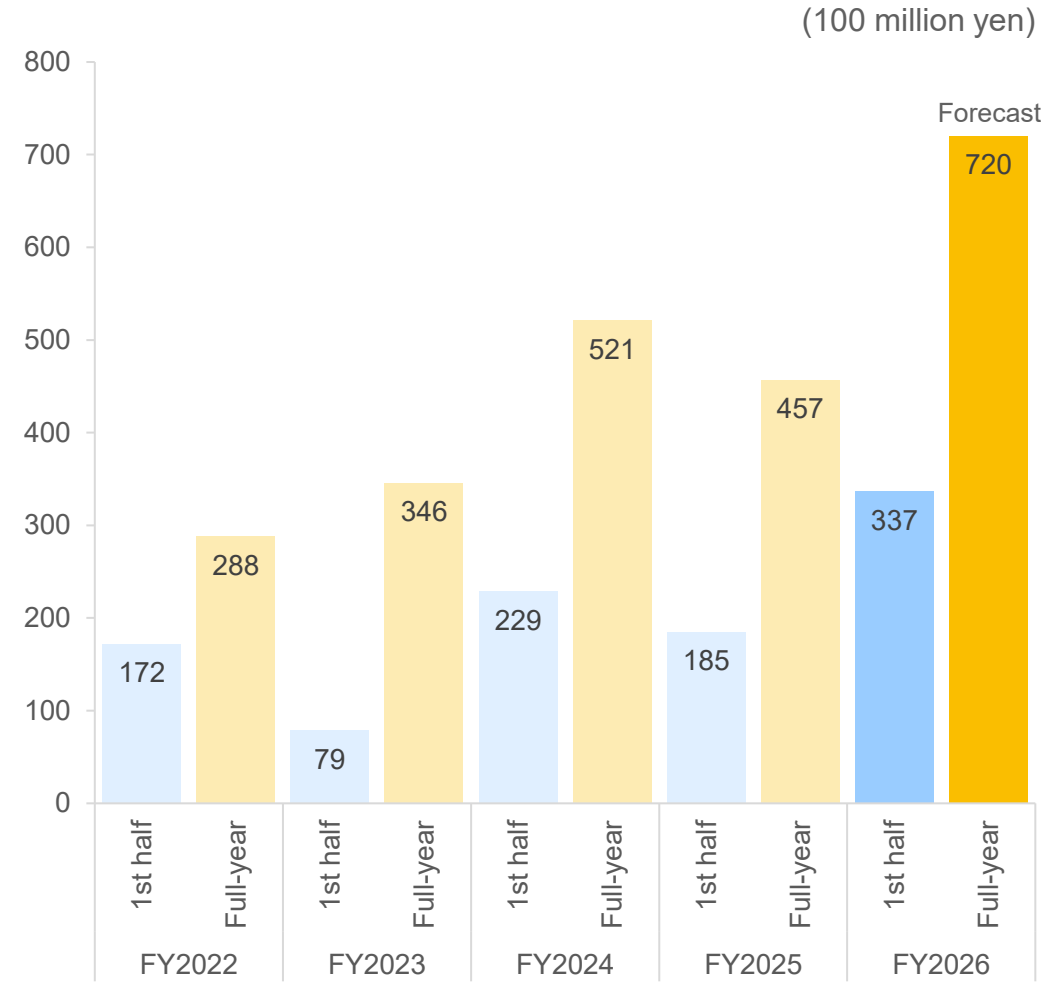
Results Trends

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Net Sales



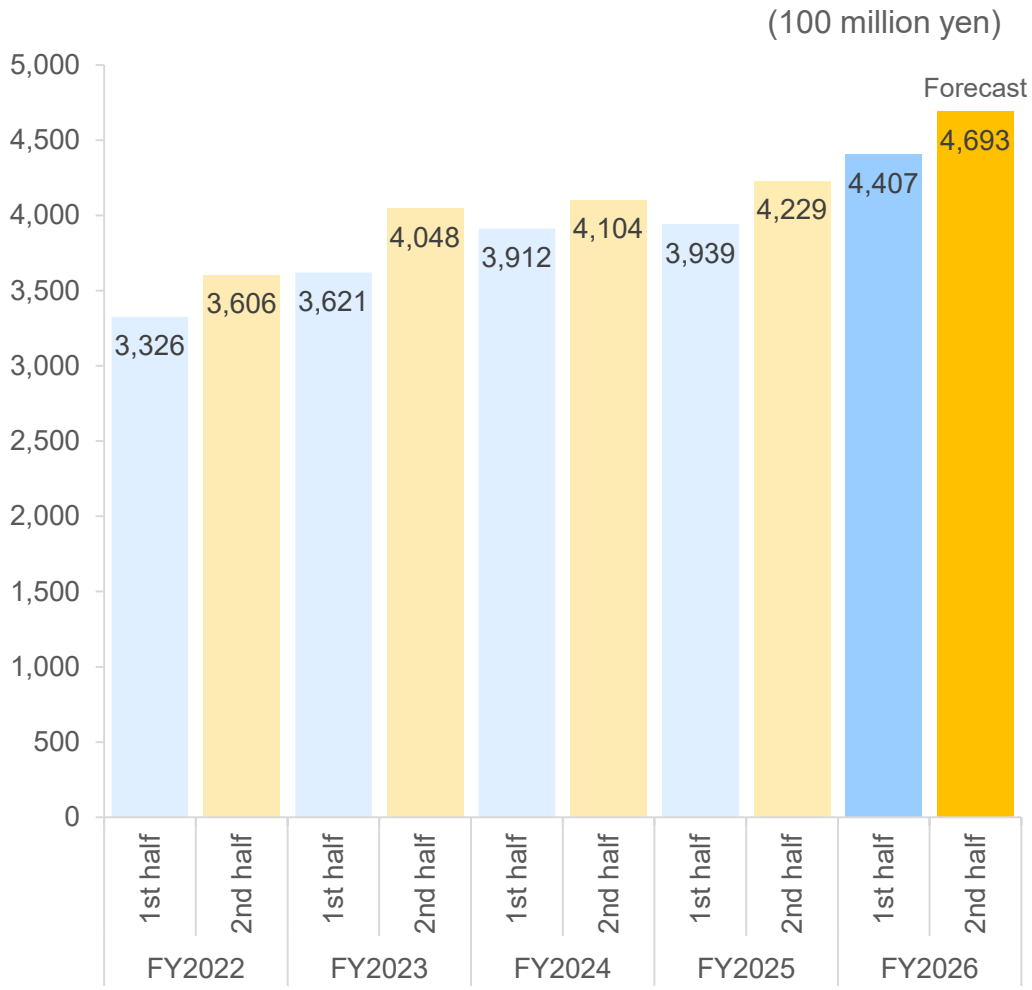
Operating Profit



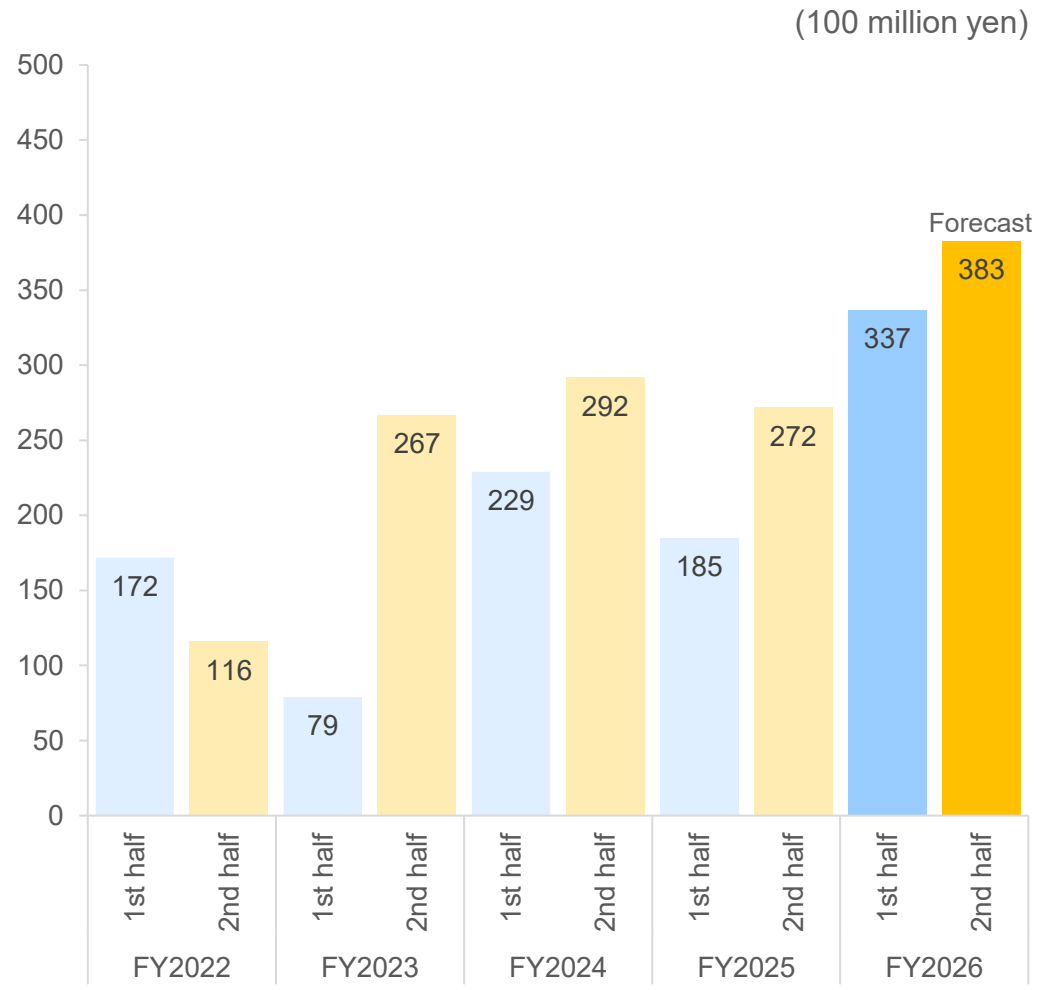
Results Trends (Semi-Annual Basis)

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NHK SPRING CO.,LTD.

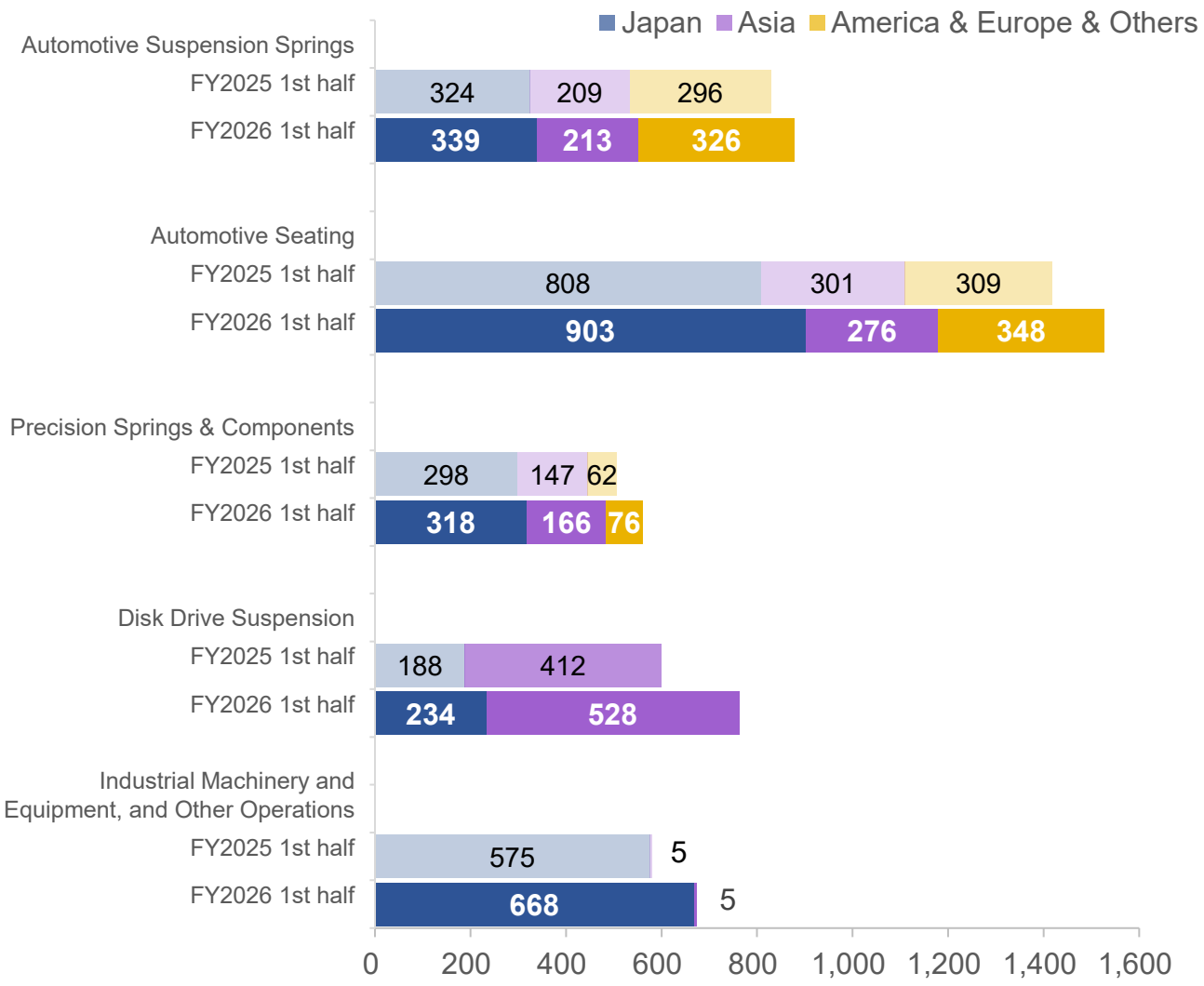
Net Sales



Operating Profit



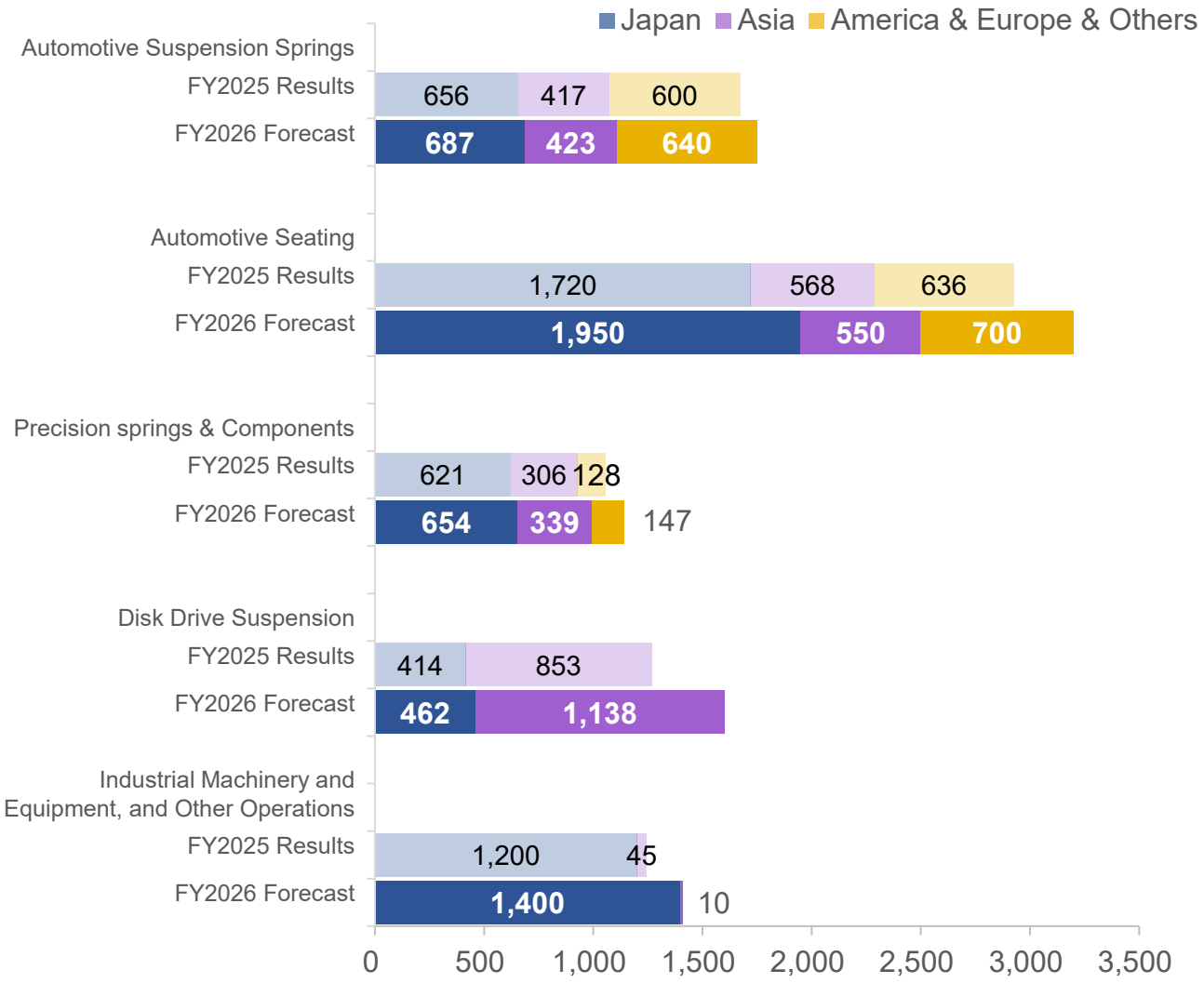
Details of Net Sales (1st Half)



(100 million yen)

		Japan	Asia	America & Europe & Others	Total
Automotive Suspension Springs	FY2025 1st half	324	209	296	830
	FY2026 1st half	339	213	326	879
Automotive Seating	FY2025 1st half	808	301	309	1,420
	FY2026 1st half	903	276	348	1,528
Precision Springs & Components	FY2025 1st half	298	147	62	508
	FY2026 1st half	318	166	76	562
Disk Drive Suspension	FY2025 1st half	188	412	-	600
	FY2026 1st half	234	528	-	762
Industrial Machinery and Equipment, and Other Operations	FY2025 1st half	575	5	-	580
	FY2026 1st half	668	5	-	674
Total	FY2025 1st half	2,194	1,076	668	3,939
	FY2026 1st half	2,464	1,190	751	4,407

Details of Net Sales (full-year)

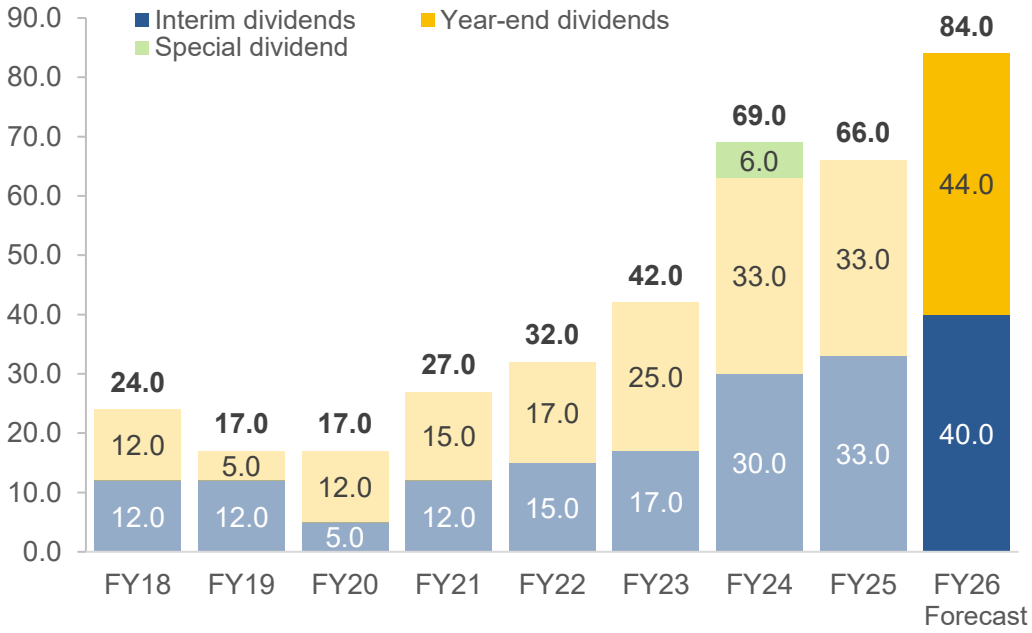


(100 million yen)

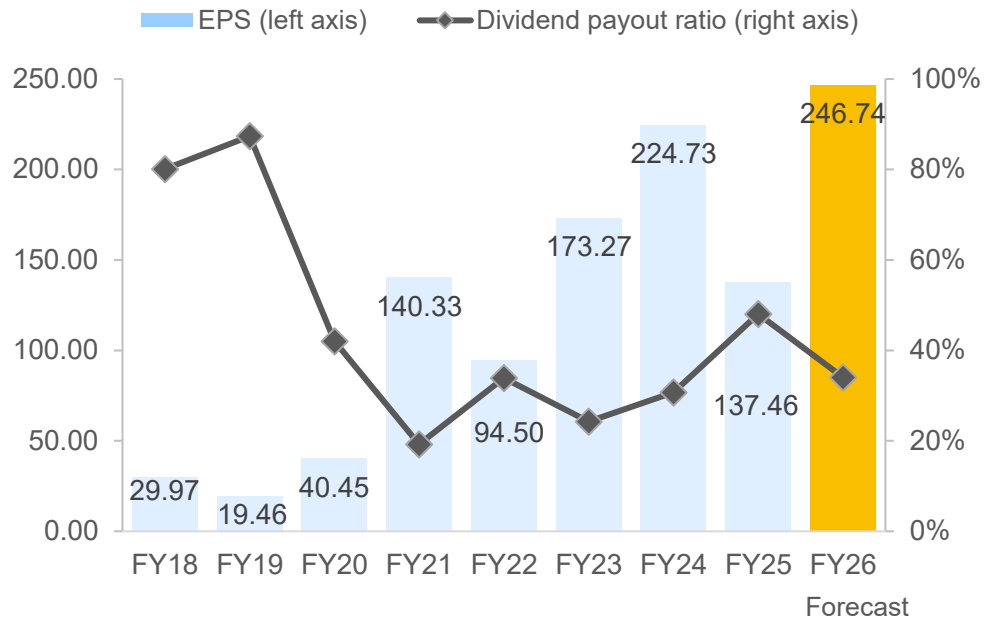
		Japan	Asia	America & Europe & Others	Total
Automotive Suspension Springs	FY2025 Results	656	417	600	1,674
	FY2026 Forecast	687	423	640	1,750
Automotive Seating	FY2025 Results	1,720	568	636	2,925
	FY2026 Forecast	1,950	550	700	3,200
Precision Springs & Components	FY2025 Results	621	306	128	1,056
	FY2026 Forecast	654	339	147	1,140
Disk Drive Suspension	FY2025 Results	414	853	-	1,267
	FY2026 Forecast	462	1,138	-	1,600
Industrial Machinery and Equipment, and Other Operations	FY2025 Results	1,200	45	-	1,245
	FY2026 Forecast	1,400	10	-	1,410
Total	FY2025 Results	4,613	2,189	1,365	8,168
	FY2026 Forecast	5,153	2,460	1,487	9,100

Dividends

Dividend per Share (DPS)



Earnings per Share (EPS)



	End of Q2	Year-end	Total	Dividend payout ratio
Result for the year ended Mar. 2026	33.0 yen	33.0 yen	**66.0 yen**	48.0%
Forecast for the year ending Mar. 2027	40.0 yen	44.0 yen	**84.0 yen**	34.0%

Assets Status

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(100 million yen)

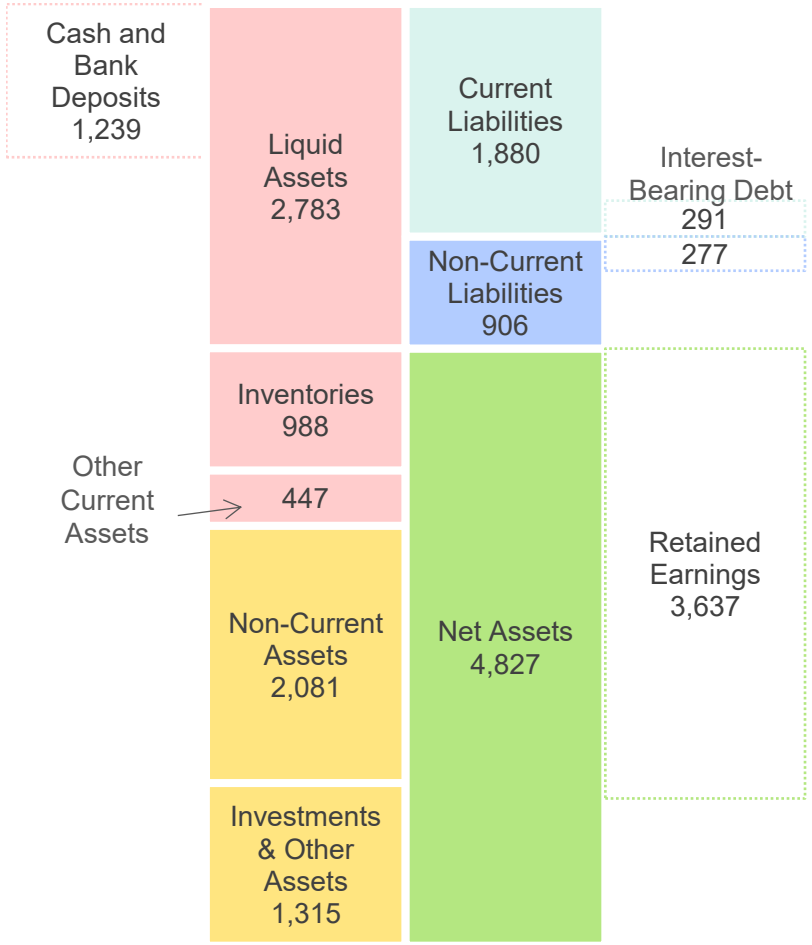
	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	**FY2026 1st half results**	Increase/ Decrease
Total Assets	6,060	6,902	6,963	7,384	**7,614**	230
Stockholder's Equity	3,492	4,050	4,076	4,376	**4,683**	307
Stockholder's Equity to Total Assets Ratio	57.6%	58.7%	58.5%	59.3%	**61.5%**	2.2%
Cash and Bank Deposits	729	1,032	972	1,084	**1,239**	155
Interest-Bearing Debt	505	474	718	642	**569**	−73
Net Cash	224	558	254	441	**669**	228

Balance Sheet Status

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NHK SPRING CO.,LTD.

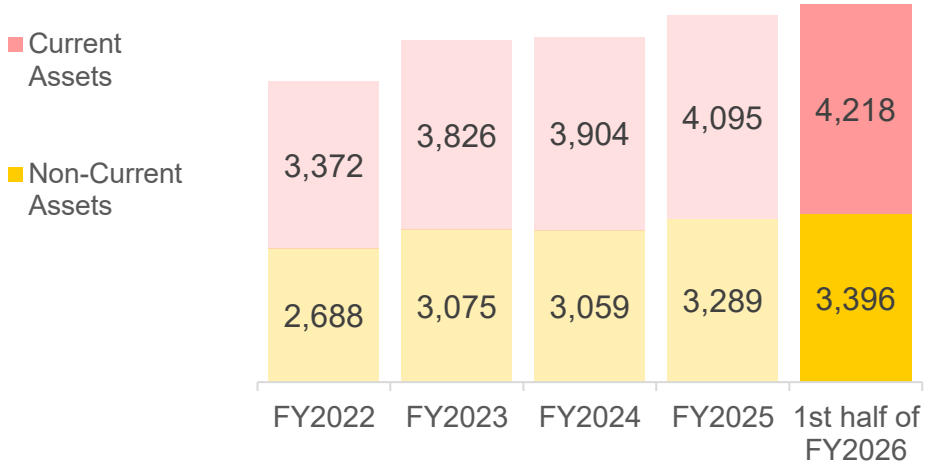
FY2026 1st Half Results

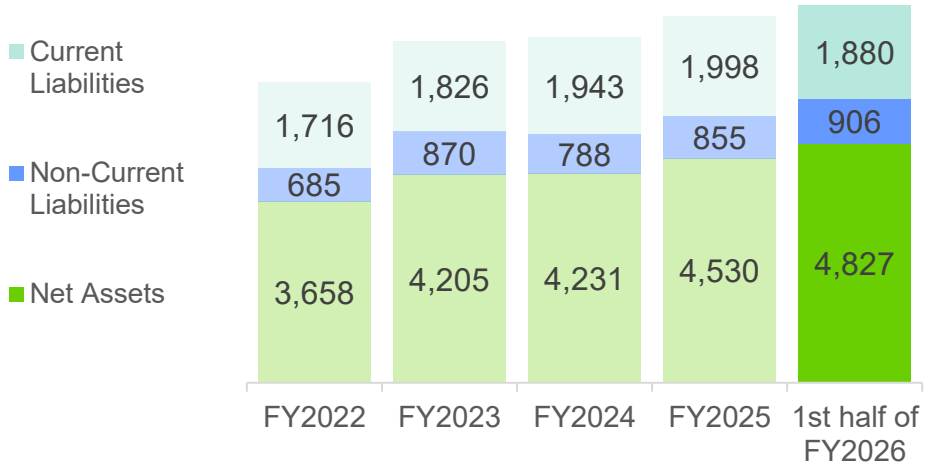
(100 million yen)



Balance Sheet Trends

(100 million yen)





Capital Expenditure/Depreciation & Amortization by Business Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2024 Results	FY2025 Results	FY2026		
				May forecast	**Latest forecast**	Variance
Capital Expenditures	Automotive Suspension Springs	63	88	108	**111**	3
	Automotive Seating	64	57	79	**75**	−4
	Precision Springs & Components	79	106	110	**117**	7
	DDS	43	56	154	**151**	−3
	Industrial Machinery and Equipment, and Other Operations	126	133	83	**100**	17
	Company-wide sharing	25	34	53	**49**	−4
	Total	402	476	587	**603**	16
	Vs. Previous year	8.8%	18.4%	23.2%	**26.5%**	
Depreciation & Amortization	Automotive Suspension Springs	54	59	63	**66**	3
	Automotive Seating	52	49	59	**60**	1
	Precision Springs & Components	52	56	52	**53**	1
	DDS	64	59	80	**69**	−11
	Industrial Machinery and Equipment, and Other Operations	41	53	58	**54**	−4
	Company-wide sharing	28	26	30	**30**	0
	Total	293	304	342	**332**	−10
	Vs. Previous year	2.3%	3.9%	12.5%	**9.0%**	

Capital Expenditure/Depreciation & Amortization by Region Segment

NHK SPRING CO.,LTD.

(100 million yen)

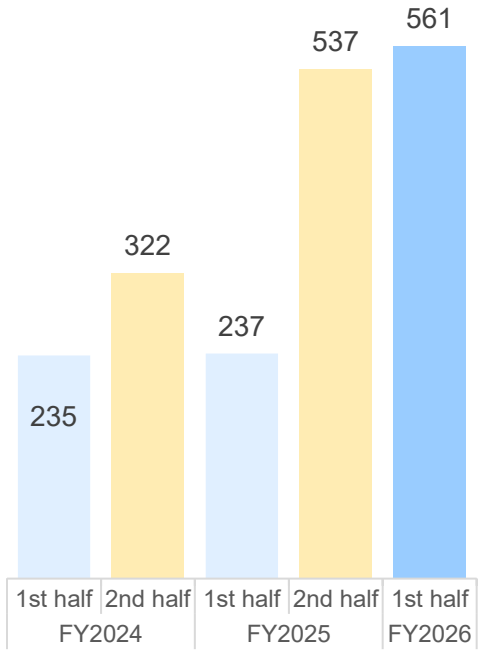
		FY2024 Results	FY2025 Results	FY2026		
				May forecast	**Latest forecast**	Variance
Capital Expenditures	Japan	242	312	340	**357**	17
	Asia	88	104	179	**201**	22
	America & Europe & Others	71	59	68	**45**	−23
	Overseas total	159	164	247	**246**	−1
	Total	402	476	587	**603**	16
Depreciation & Amortization	Japan	165	172	199	**187**	−12
	Asia	86	87	99	**97**	−2
	America & Europe & Others	40	44	44	**48**	4
	Overseas total	127	132	143	**145**	2
	Total	293	304	342	**332**	−10

Cash Flow Status (Semi-Annual Basis)

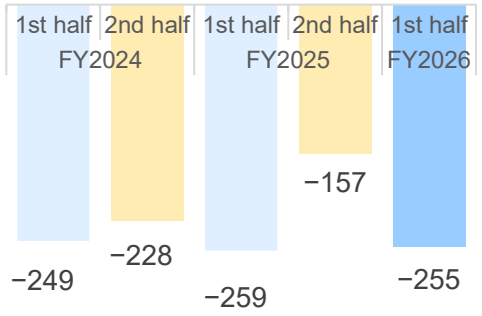
NHK SPRING CO.,LTD.

(100 million yen)

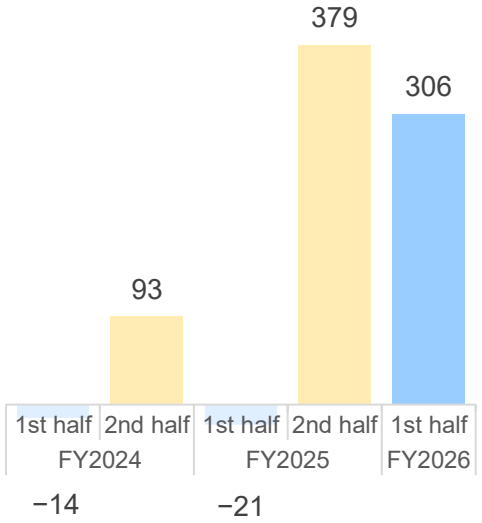
Operating CF



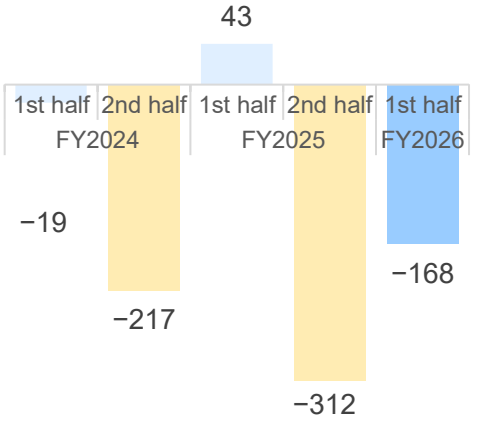
Investment CF



Free CF



Financial CF

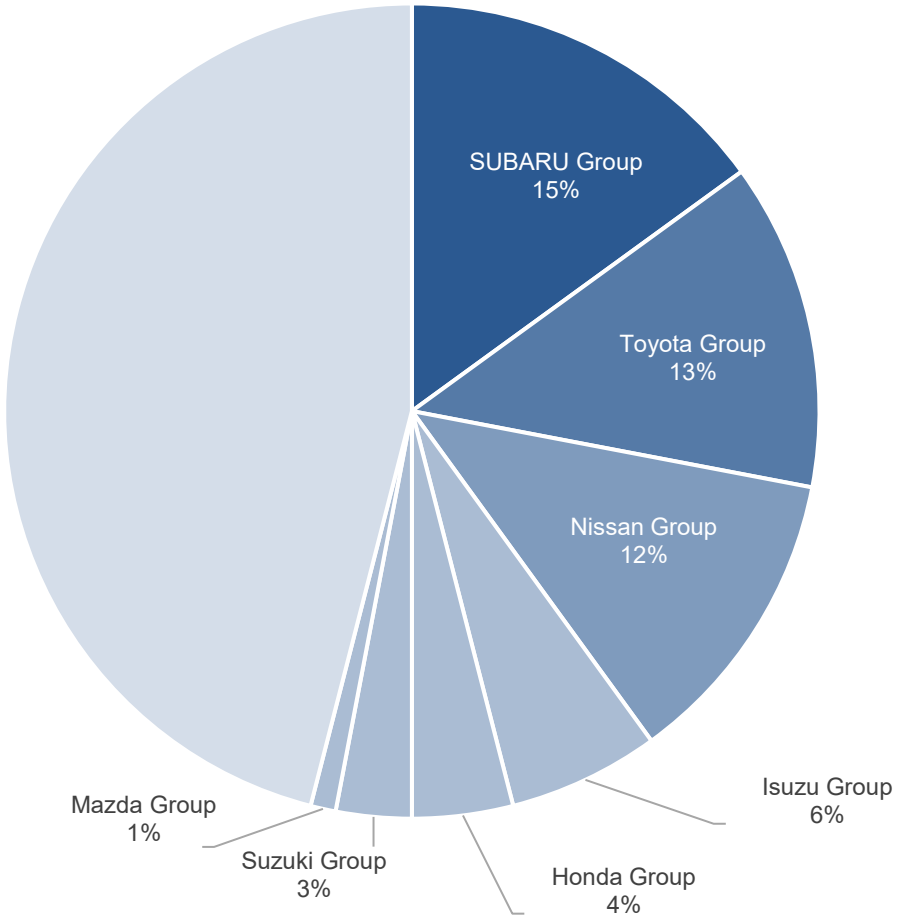


Sales Breakdown to Each of the Major Car Makers

NHKニッパツ NHK SPRING CO.,LTD.

Major car makers	FY2024	FY2025
SUBARU Group	15%	**15%**
Toyota Group	13%	**13%**
Nissan Group	14%	**12%**
Isuzu Group	6%	**6%**
Honda Group	4%	**4%**
Suzuki Group	3%	**3%**
Mazda Group	1%	**1%**
Top 3 Companies	42%	**40%**

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



Supplementary Materials

Quarterly Sales Trends

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

NHK SPRING CO.,LTD.

(100 million yen)

		FY2025							FY2026				
		1Q	2Q	1st half	3Q	4Q	2nd half	Full-year	1Q	2Q	1st half	2nd half	Full-year
Precision Springs & Components	Motor cores	27	30	**58**	34	32	**67**	**125**	19	22	**41**	**53**	**95**
Industrial Machinery and Equipment, and Other Operations	Semiconductor process components	59	60	**119**	66	68	**135**	**254**	79	94	**173**	**227**	**400**
	Integrated metal substrates	18	17	**36**	22	25	**47**	**84**	26	25	**52**	**54**	**106**
	Leisure Sector (Golf Shafts, Marine Products, etc.)	35	34	**70**	36	38	**74**	**145**	34	37	**72**	**85**	**157**

Major Overseas Operations

NHK SPRING CO.,LTD.



IBERICA DE SUSPENSIONES, S.L. (ISSA)

NHK SPRING HUNGARY KFT. (NSHU)

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

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

NHK International Corporation (NHK Inter)

NAT Peripheral (DongGuan) Co., Ltd. (NAT DongGuan)

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

NHK SEATING OF AMERICA INC. (NSA)

NHK Spring Precision of America, Inc. (NSPA)

NHK Spring

NHK Seating (Chongqing) Co., Ltd. (NHK Seating Chongqing)

NHK OF AMERICA SUSPENSION COMPONENTS INC. (NASCO)

NHK Spring (Taiwan) Co., Ltd. (NHK Spring Taiwan)



TOPURA AMERICA FASTENER, INC. (TAF)

NHK SPRING INDIA LTD. (NSI)

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

NEW MATHER METALS, INC. (NMMI)

NHK Automotive Components India Pvt. Ltd. (NACI)

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

NHK SPRING PHILIPPINES, INC. (NSP)

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

Topura Fastener de Mexico, S.A. de C.V. (TFM)

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

PT. NHK KBU SEATING (NKS)

PT. NHK SPRING INDONESIA (NSID)

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

RASSINI-NHK AUTOPEÇAS LTDA. (RNA)



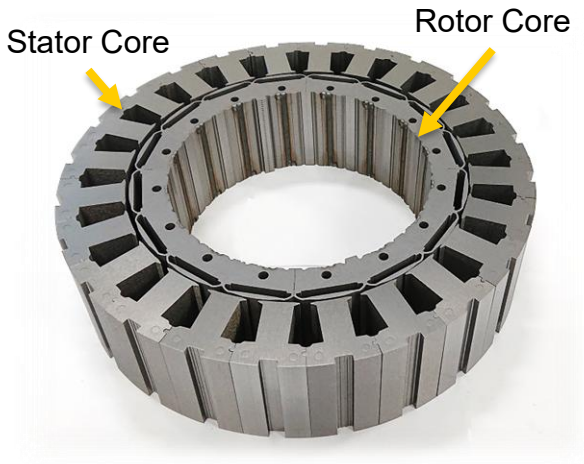
Automotive Suspension Springs | Automotive Seating | Regional management, business support, and sales offices

Precision Springs & Components | DDS | Industrial Machinery and Equipment, and Other Operations | All Products

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 battery is supplied to the motors through inverters, and Rotor Cores—which contains magnets—are pulled and repelled by rotating magnetic field generated in the Stator Cores—which are wound with coils—causing 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.

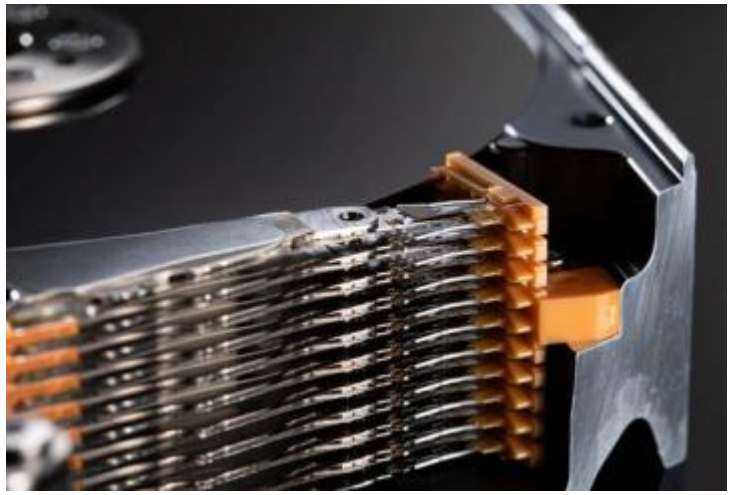
The press dies essential for motor core production are designed, manufactured, and maintained entirely in-house, enabling the production of the same quality motor cores in our global operations in Mexico and China as well as our plant in Japan.

Product Introduction: HDD Suspensions (DDS Segment)

■ HDD suspensions



■ HDD suspension placement



Suspensions for HDDs are unique spring products, holding the read-write head in HDD 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.

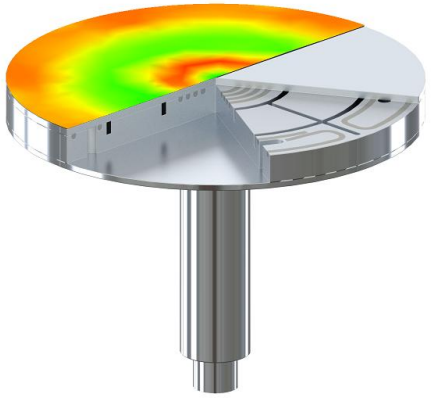
Our company was the first in the world to mass-produce CLA and TSA, allowing us to secure a leading global market share.

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

Semiconductor-Related Products

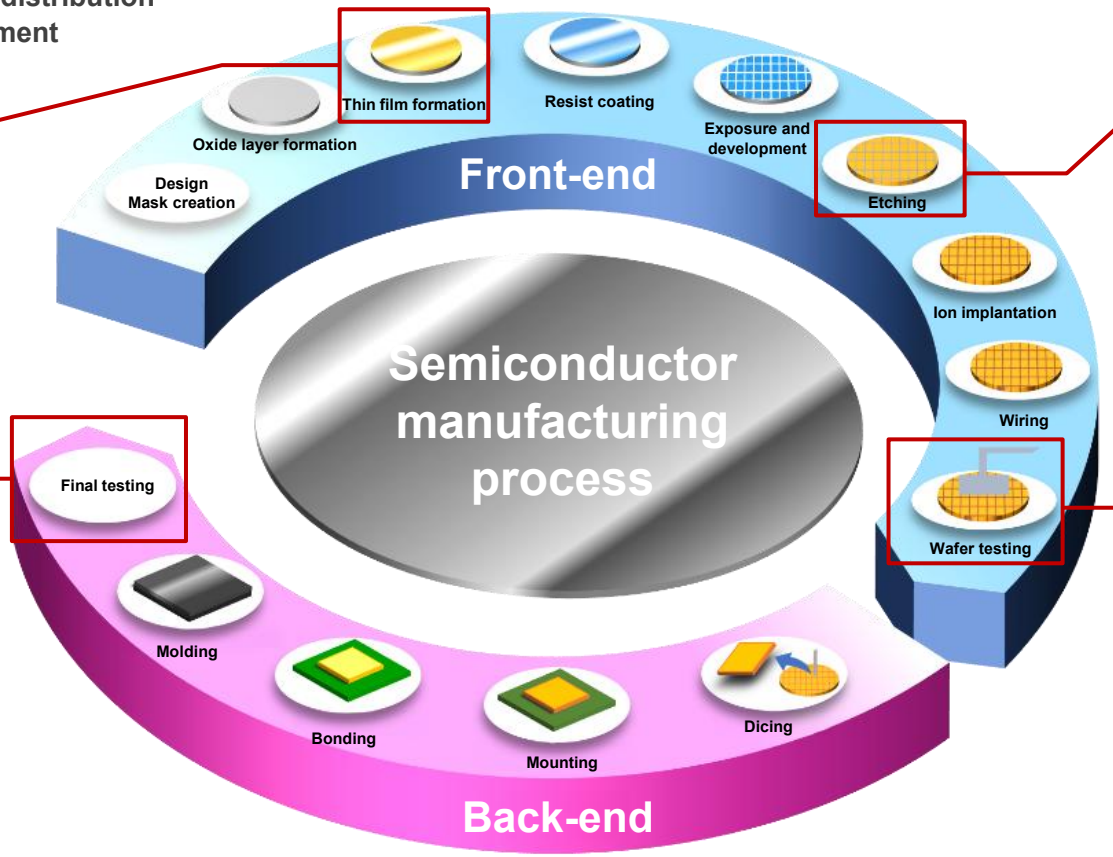
NHK SPRING CO.,LTD.

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

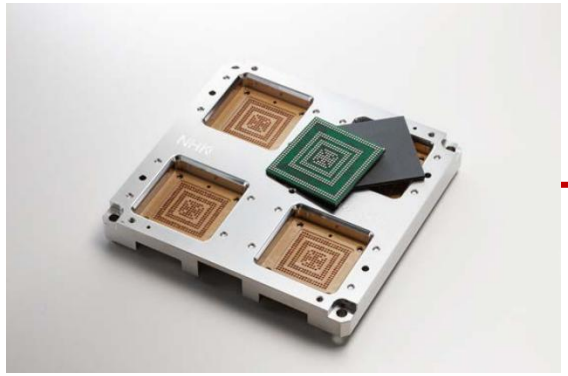


■ Ceramics spray-coated cooling plate for etching equipment





■ Test sockets



■ Contact probes (Microcontactors®)



■ Probe cards



Product Introduction: Semiconductor Testing Tools (DDS Segment)

NHK SPRING CO.,LTD.

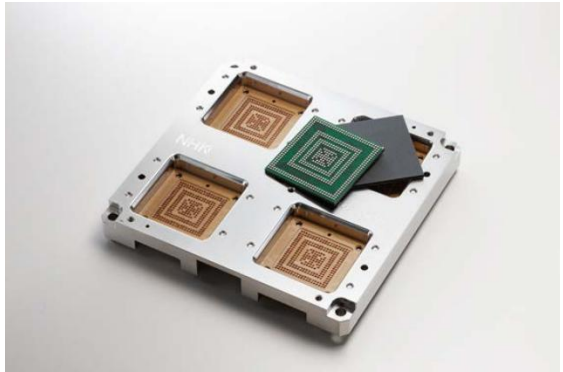
■ **Contact probes (Microcontactors®)**



■ **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.

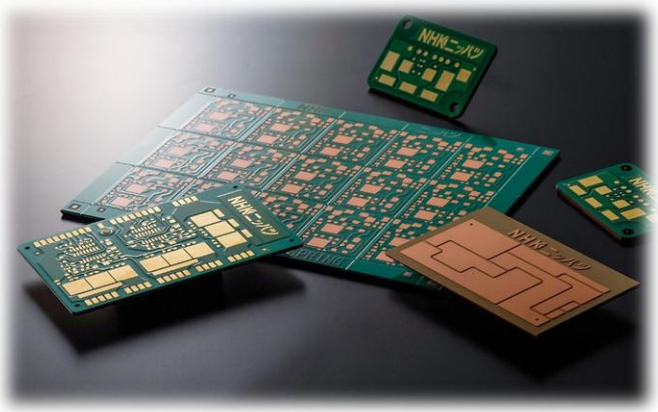
Probe cards
Probe cards are tools used in the front-end process. A disc-shaped plate with fine holes contains anywhere from tens to thousands—or even tens of thousands—of Microcontactors. On the wafer being tested, there are countless small semiconductor terminals, and each one must be precisely contacted 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.

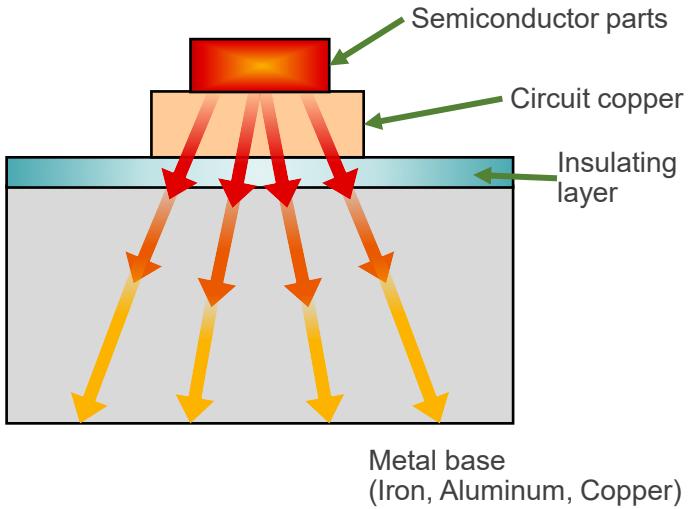
* Packaging process (the process of encapsulating ICs, cut from semiconductor wafers in plastic or ceramic to protect their circuitry and facilitate connection to external peripheral circuits)

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

NHK SPRING CO.,LTD.



■ **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.

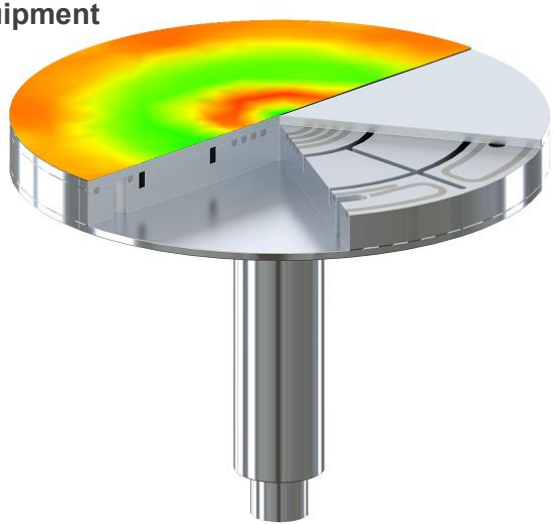
Our IMS is characterized by our strength in integrated production, from the development of high-heat-dissipating and highly reliable insulating layers to IMS manufacturing.

We have been developing IMS since the 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 and Equipment, and Other Operations Segments)

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.

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- 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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Shared Research