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

Thank you very much for participating in our financial results briefing today despite your busy schedules. I will explain the overview of the consolidated results for Q2 of the fiscal year ending March 2027 and the full-year performance forecast. First, let's look at the overview of the consolidated results for Q2 of the fiscal year ending March 2027.

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%.

To begin with, I will share the key points of these results.

The performance in Q2 saw increased revenue and profits compared to the same period last year, primarily due to rising demand for HDDs and semiconductors, the recognition of sales from sheet development costs, and the impact of exchange rates. We also expect full-year performance to surpass the previous year's results, thanks to increased demand for HDDs and semiconductors, as well as cost-cutting measures across various business segments. Based on these financial results, we have revised upward the full-year performance forecast that we announced in May.
Regarding shareholder returns, taking into account the latest performance forecasts and the dividend payout ratio, we have set the interim dividend at JPY40, the year-end dividend forecast at JPY44, and the annual dividend forecast at JPY84. Compared to the initial plan, the interim dividend has been increased by JPY7, and the year-end dividend is expected to be increased by JPY8.

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	–

5

Now, let us look at the Q2 financial results.

For Q2 of fiscal year 2027, net sales reached JPY440.7 billion, operating profit was JPY33.7 billion, ordinary profit was JPY40.4 billion, and net income attributable to shareholders of the parent company was JPY29.7 billion. Both sales and profits exceeded those of the same period last year and the initial forecasts.
Regarding the market environment compared to the same period last year, global automobile production increased in the automotive-related market. Among Japanese manufacturers, production decreased in China but increased in India and other regions.
In the non-automotive-related market, global HDD production rose, and demand for HDD suspensions, our main product, increased, particularly for data centers.
As for exchange rates, they are as shown here.

Results for 1st Half Ended September 30, 2026

Variable Factor Analysis for Operating Profit

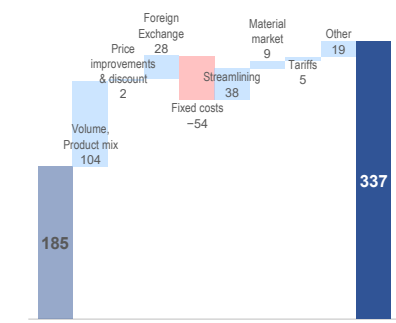
NHK SPRING CO.,LTD.

(100 million yen)

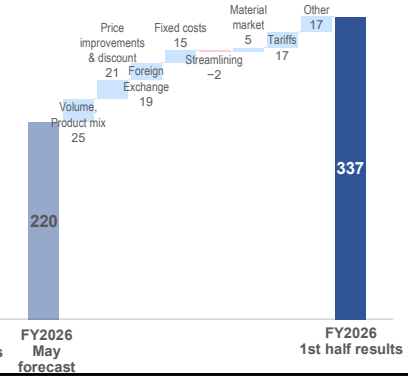
	FY2025	FY2026 1st half		Vs. FY2025	Vs. May
	1st half results	May forecast	Results	Results	forecast
Net Sales	3,939	4,160	**4,407**	468	247
Operating Profit	185	220	**337**	152	117
Ratio	4.7%	5.3%	**7.7%**	3.0%	2.4%

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.

Next, let us analyze the factors affecting operating profit.

Approximately 40% of the sales increase compared to the same period last year was due to the effects of foreign currency translation at overseas subsidiaries.
Demand for HDD-related products and semiconductor process components remained strong. Despite higher fixed costs, cumulative cost-cutting efforts and the impact of a weaker yen contributed to a JPY15.2 billion increase in profit.
Over 30% of the sales increase relative to the initial forecast also stemmed from foreign currency translation effects.
Thanks to higher volumes and improved selling prices across businesses, the recognition of development costs as revenue in the sheet business, the positive impact of a weaker yen, and tariff effects, profit increased by JPY11.7 billion.

Results for 1st Half Ended September 30, 2026

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%

Next, let us examine the sales and operating profit by business segment.

Compared to both the same period last year and the initial forecast, all business segments achieved higher profits. Compared to the same period last year, the DDS business and industrial equipment & other businesses drove growth, primarily due to increased volumes of HDD-related products and semiconductor process components and the impact of a weaker yen. Relative to the initial forecast, the increase was driven by differences in the product mix of HDD-related businesses and the positive impact of exchange rates.
In the automotive suspension business, although onetime expenses were recorded, the recovery of the tariff burden that was initially expected in H2 came earlier than anticipated. Additionally, the recognition of development cost revenue in the seat business and improvements in selling prices contributed to ensuring revenue and profit growth in the automotive-related businesses.
As for the business segments, we will provide a detailed explanation later.

Results for 1st Half Ended September 30, 2026

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%

Next, let's look at the sales and operating profit by region segment.

In Japan, the HDD-related business and semiconductor process components performed steadily, and thanks to the weaker yen, both revenue and profit increased compared to the same period last year and the initial forecast.
In Asia, although the volume of automotive-related business in China declined, the HDD-related business drove growth, resulting in increased revenue and profit compared to the same period last year and the initial forecast.
In the Americas, Europe, and other regions, compared to the same period last year, the business turned profitable due to the elimination of onetime expenses related to the seat business from the previous period, productivity improvements and rationalization in the automotive suspension business, and the early recovery of tariff burdens.
Compared to the initial forecast, although there were delays in rationalization at some sites, the early recovery of the tariff burden that was originally expected in H2 led to a return to profitability.
Now, we will explain the situation for each business segment.

Results for 1st Half Ended September 30, 2026

Automotive Suspension Spring

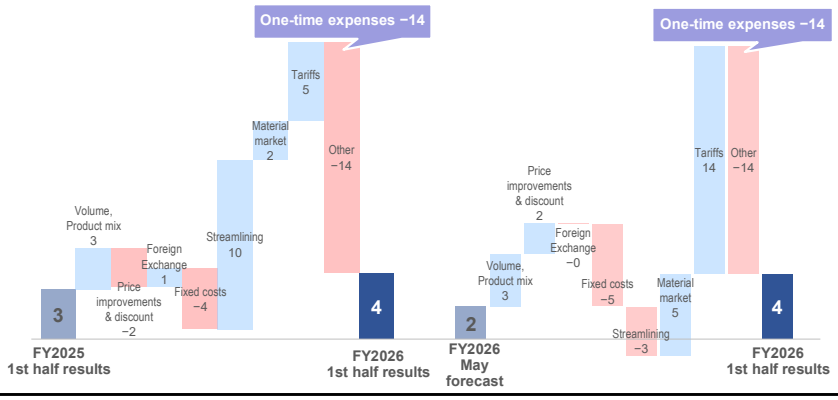
NHK SPRING CO.,LTD.

(100 million yen)

	FY2025 1st half results	FY2026 1st half May forecast	FY2026 1st half Results	Vs. FY2025 Results	Vs. May forecast
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%

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.

9

First up is the automotive suspension segment.

Sales reached JPY87.9 billion, with an operating profit of JPY400 million.
Compared to the same period last year, sales increased by JPY4.9 billion.
However, most of this was due to foreign exchange translation effects.
Operating income increased overall, although the loss in Japan widened due to the recognition of onetime expenses. This was driven by cost-cutting measures in North and Central America and a timing difference in the recovery of tariff costs.
Compared to the initial forecast, although onetime expenses were incurred, the early recovery of the tariff burden that was initially expected in H2 largely offset these expenses.
We apologize, but we kindly request that you treat details regarding these onetime expenses as nonpublic information.
Although there were delays in rationalization in North America, improvements in selling prices and the impact of material market conditions contributed to overall revenue and profit growth.

Results for 1st Half Ended September 30, 2026

Automotive Seating

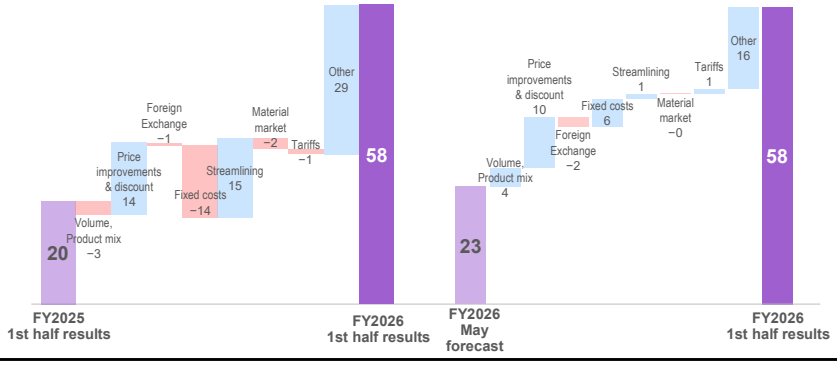
NHK SPRING CO.,LTD.

(100 million yen)

	FY2025 1st half results	FY2026 1st half May forecast	FY2026 1st half Results	Vs. FY2025 Results	Vs. May 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.

Next is the automotive seating segment.

Sales amounted to JPY152.8 billion, with an operating profit of JPY5.8 billion. Compared to the same period last year, this was driven by the lump-sum recognition of development cost revenue due to a change in the collection method at certain customers, along with improvements in selling prices and rationalization. Initially, the revenue from these contracts was collected based on the selling price. However, a contract change led to lump-sum collection. Although there were onetime expenses related to supplier management in North America during the previous period, their elimination contributed to overall revenue and profit growth.
Compared to the initial forecast, we have achieved higher sales and profits primarily due to the recognition of development cost-related sales and improved selling prices.

Results for 1st Half Ended September 30, 2026

Precision Springs & Components

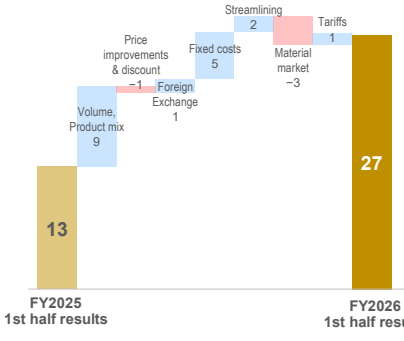
NHK SPRING CO.,LTD.

(100 million yen)

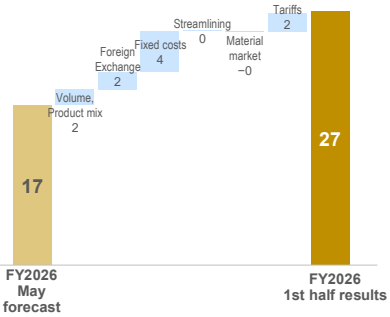
	FY2025 1st half results	FY2026 1st half May forecast	FY2026 1st half Results	Vs. FY2025 Results	Vs. May forecast
Net Sales	508	530	**562**	54	32
Operating Profit	13	17	**27**	14	10
Ratio	2.6%	3.2%	**4.8%**	2.2%	1.6%

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.

Next, let's look at the precision components segment.

Sales amounted to JPY56.2 billion, with operating profit reaching JPY2.7 billion.
The increase in the volume of HDD mechanism parts and cost control contributed to this rise in sales and profits. Compared to the initial forecast, we secured higher sales and profits thanks to cost control as well as the recovery of tariff-related expenses.

Results for 1st Half Ended September 30, 2026

DDS (Disk Drive Suspension)

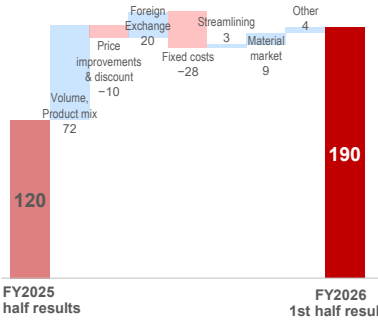
NHK SPRING CO.,LTD.

(100 million yen)

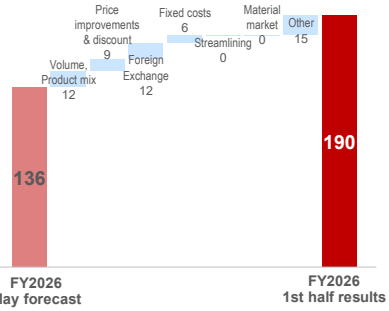
	FY2025 1st half results	FY2026 1st half May forecast	FY2026 1st half Results	Vs. FY2025 Results	Vs. May forecast
Net Sales	600	690	**762**	162	72
Operating Profit	120	136	**190**	70	54
Ratio	20.1%	19.7%	**25.0%**	4.9%	5.3%

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.

12

Next, the DDS segment.

Sales reached JPY76.2 billion, with operating profit at JPY19 billion.
Demand for high-capacity HDDs for data centers remained strong. The volume of HDD suspensions increased compared to the same period last year. Furthermore, the positive impact of exchange rate fluctuations also contributed to higher sales and profits.
Compared to the initial forecast, higher sales and profits were driven by increased volume in Thailand, a shift in product mix due to higher prototype sales, and the effects of exchange rates.

Results for 1st Half Ended September 30, 2026

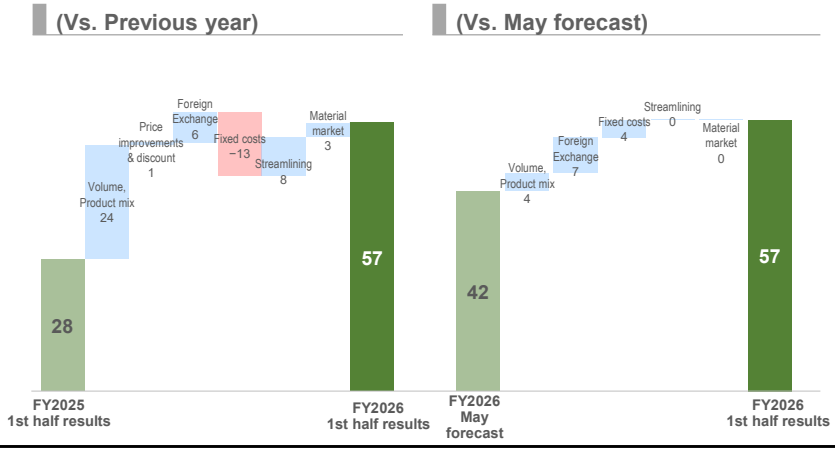
Industrial Machinery and Equipment, and Other Operations

NHK SPRING CO.,LTD.

(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. 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.

Finally, the industrial equipment and other segments.

Sales totaled JPY67.4 billion, with operating profit at JPY5.7 billion.
Compared to the same period last year, higher sales and profits were achieved, thanks to increased volume of semiconductor process components, the impact of exchange rates, and cost reductions through rationalization measures.
Also, compared to the initial forecast, metal substrates performed in line with expectations, while semiconductor process components benefited from the weaker yen, leading to higher sales and profits.

Results for 1st Half Ended September 30, 2026

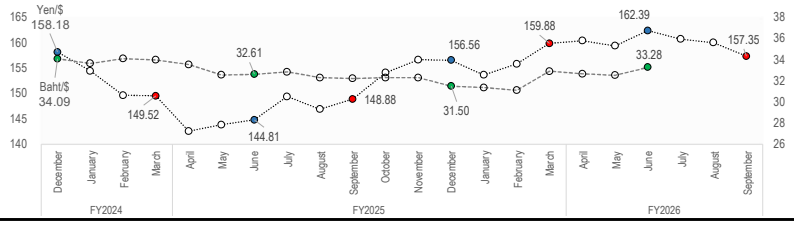
Non-operating Profits/Losses

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

Moving on to the non-operating income and expenses.

In H1 of the current period, the strong US dollar and weaker Thai baht resulted in significant foreign exchange gains in Thailand. This significantly boosted profits at the ordinary profit level and below.
Details regarding regional foreign exchange gains and losses are provided in the lower right corner of the page. Please refer to it.
Next, we will explain the full-year performance forecast for the fiscal year ending March 2027.

NHKニッパツ
NHK SPRING CO.,LTD.

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	–

For the full year of fiscal year 2027, we forecast sales of JPY910 billion, operating profit of JPY72 billion, ordinary profit of JPY75 billion, and net income attributable to parent company shareholders of JPY50 billion.
As for the exchange rates, as you can see, the US dollar is JPY155.40, while the Thai baht stands at JPY4.80 per baht.

Forecast for the Year Ending March 2027

Variable Factor Analysis for Operating Profit

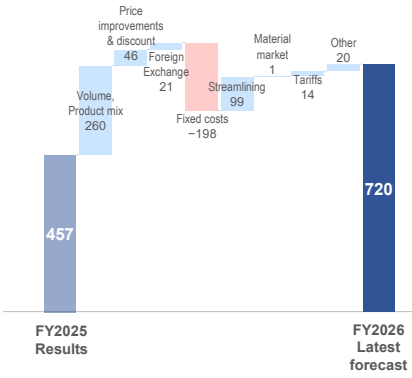
NHK SPRING CO.,LTD.

(100 million yen)

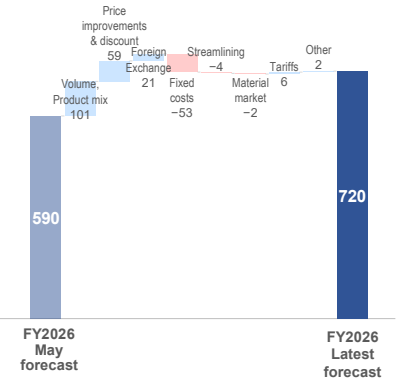
	FY2025 Results	FY2026 May forecast	FY2026 Results	Vs. FY2025 Results	Vs. May forecast
Net Sales	8,168	8,600	**9,100**	931	500
Operating Profit	457	590	**720**	262	130
Ratio	5.6%	6.9%	**7.9%**	2.3%	1.1%

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.

17

Next, let us analyze the factors affecting operating profit.

Overall, we anticipate increased revenue and profits compared to the previous period and the initial forecast.
Compared to the previous period, we expect increased revenue and profits, thanks to strong performance in HDD-related components and semiconductor process parts, along with the boost to profits from a weaker yen and cost-cutting measures.
Similarly, compared to the initial forecast, strong demand for HDD-related components and semiconductor process parts, improved selling prices, and the impact of exchange rates will drive increased revenue and profits.

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%

Next, here is an overview of the performance forecasts by business segment.

Compared to the previous period, all business segments are expected to achieve increased revenue and profits.
In particular, the DDS and industrial equipment businesses, among others, are projected to continue leading the overall performance as they did in H1.
Regarding the initial forecast, while the automotive suspension segment is expected to see reduced profits due to onetime costs incurred in H1, all other segments except for the automotive suspension segment are anticipated to record increased revenue and profits.

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
	Ratio	5.6%	6.9%	**7.9%**	2.3%	1.1%

19

Here are the forecasts for sales and operating profit by region segment.

In Japan, HDD-related components and semiconductor process parts are expected to remain robust, continuing their strong performance from H1. Coupled with the boost to profits from exchange rate effects, both revenue and operating profit are projected to increase compared to the previous period and the initial forecast.
In Asia, although there has been a decline in the volume of automotive-related operations in China, orders for HDD-related components continue to be strong, leading to anticipated increases in revenue and operating profit compared to the previous period and the initial forecast.
In the US, Europe, and other regions, compared to the previous period, we expect a shift to operating profitability, thanks to cost reductions such as improved productivity in the automotive suspension business, as well as the elimination of onetime costs in the seat business from the prior period.
Compared to the initial forecast, although there are delays in cost-cutting measures at some facilities, increased production volumes of seats and other factors are expected to drive increased revenue and profits.
Next, we will explain the performance forecasts by business segment.

Forecast for the Year Ending March 2027: Analysis by Business Segment

Automotive Suspension Spring

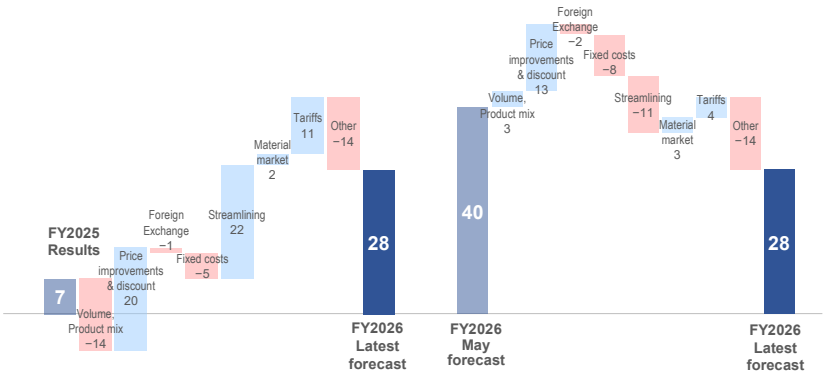
NHK SPRING CO.,LTD.

(100 million yen)

	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
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%

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.

20

First up is the automotive suspension segment.

Sales are forecasted at JPY175 billion, with an operating profit of JPY2.8 billion.
Compared to the previous period, despite a decline in volume in Japan and China and the impact of onetime costs in H1, we expect increased revenue and profits, thanks to the advancement of cost-cutting measures at overseas facilities, particularly in the US and Europe.
Compared to the initial forecast, although improved selling prices and recovery of various expenses are factored in, delays in cost-cutting measures and the impact of onetime costs in the US and Europe mean the actual operating profit is expected to fall short of the initially anticipated level.

Forecast for the Year Ending March 2027: Analysis by Business Segment

Automotive Seating

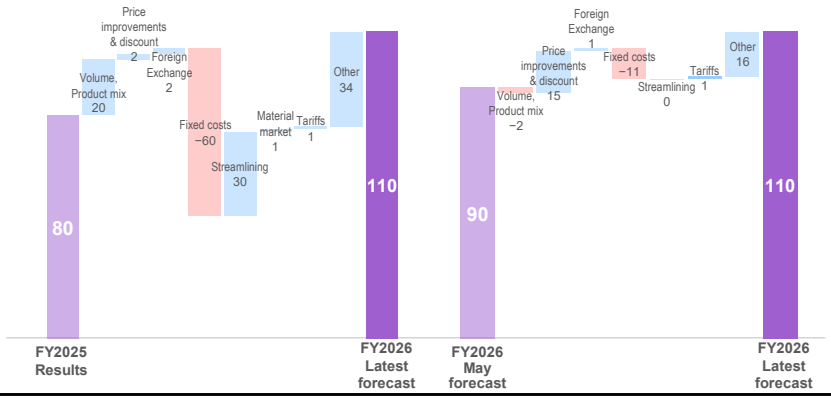
NHK SPRING CO.,LTD.

(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.

21

Next is the automotive seating segment.

Regarding the seat business, we forecast sales of JPY320 billion and operating profit of JPY11 billion.
Compared to the previous period, although there is an increase in fixed costs due to future investments, we expect higher sales and profits, thanks to the cumulative effects of rationalization efforts across regions, the cessation of onetime expenses in the US from the previous period, and the recognition of development cost-related sales during the current period.
Even compared to the initial forecast, we anticipate increased sales and profits due to improved selling prices both domestically and overseas, as well as the recognition of development cost-related sales in H1.

Forecast for the Year Ending March 2027: Analysis by Business Segment

Precision Springs & Components

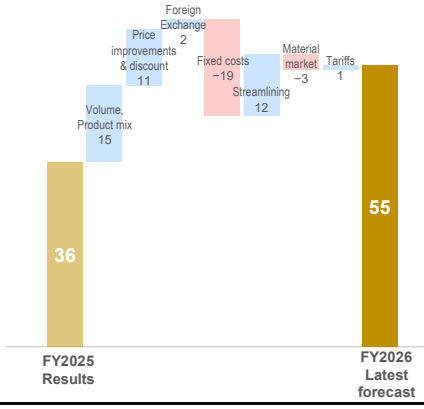
NHK SPRING CO.,LTD.

(100 million yen)

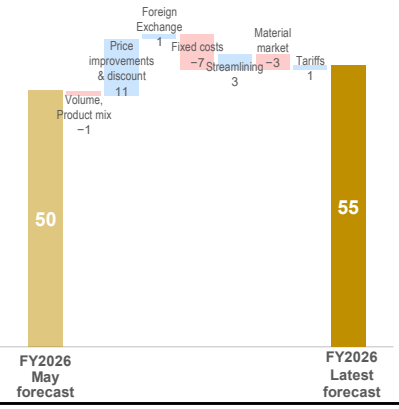
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	1,056	1,080	**1,140**	83	60
Operating Profit	36	50	**55**	18	5
Ratio	3.5%	4.6%	**4.8%**	1.4%	0.2%

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.

22

Next, we turn to the precision components segment.

We project sales of JPY114 billion and operating profit of JPY5.5 billion.
Compared to the previous period, we expect higher sales and profits driven by an increase in the volume of HDD mechanism parts in Thailand and improved profitability in Europe and the US.
Although there will be an impact from a decline in the volume of automotive-related products in Japan and China compared to the initial forecast, we anticipate increased sales and profits through improved selling prices and continued rationalization efforts.

Forecast for the Year Ending March 2027: Analysis by Business Segment

DDS (Disk Drive Suspension)

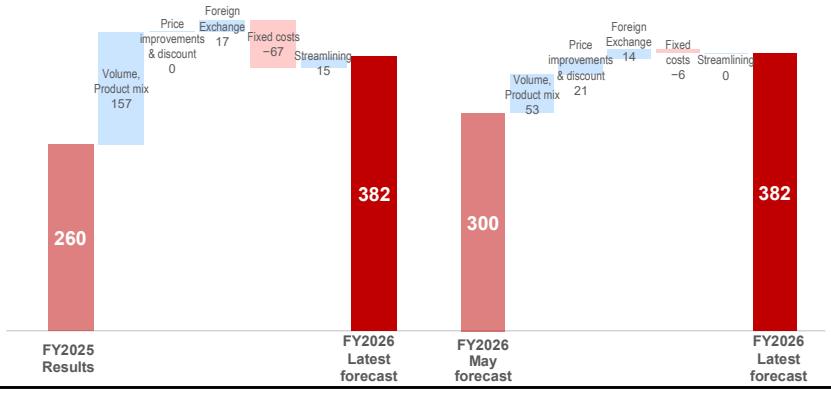
NHK SPRING CO.,LTD.

(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.

23

Now, for the DDS segment.

We forecast sales of JPY160 billion and operating profit of JPY38.2 billion.
Demand for HDD suspensions is expected to remain strong.
Compared to the previous period, we anticipate higher sales and profits, thanks to increased volumes, favorable exchange rate effects, and ongoing rationalization efforts.
Even relative to the initial forecast, we expect increased sales and profits driven by higher volumes in Thailand and China, an increase in prototype sales, and favorable exchange rate effects.

Forecast for the Year Ending March 2027: Analysis by Business Segment

Industrial Machinery and Equipment, and Other Operations

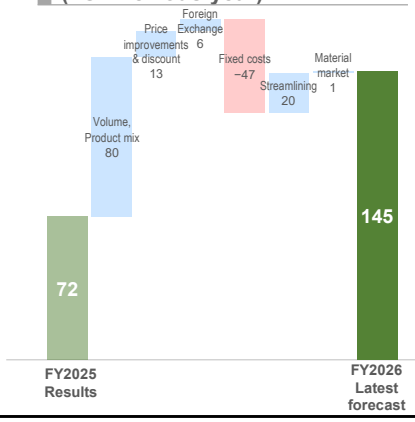
NHK SPRING CO.,LTD.

(100 million yen)

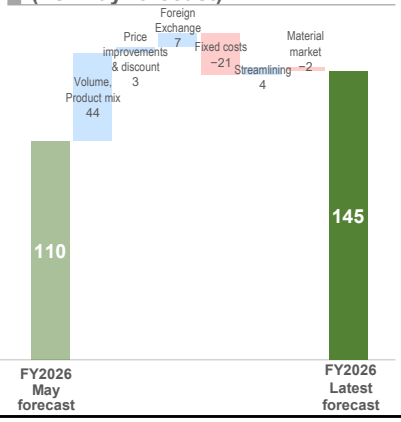
	FY2025 Results	FY2026 May forecast	FY2026 Latest forecast	Vs. FY2025 Results	Vs. May forecast
Net Sales	1,245	1,330	**1,410**	164	80
Operating Profit	72	110	**145**	72	35
Ratio	5.9%	8.3%	**10.3%**	4.4%	2.0%

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.

24

Finally, the industrial equipment and other segments.

We project sales of JPY141 billion and operating profit of JPY14.5 billion.
Compared to the previous period, we expect higher sales and profits as semiconductor process components continue to perform well, along with the benefits of rationalization measures.
Even compared to the initial forecast, we anticipate increased sales and profits primarily due to higher volumes of semiconductor process components and favorable exchange rate effects.
This concludes our explanation of the Q2 results for the fiscal year ending March 2027 and the full-year performance forecast for the same period.
Thank you.

NHKニッパツ
NHK SPRING CO.,LTD.

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

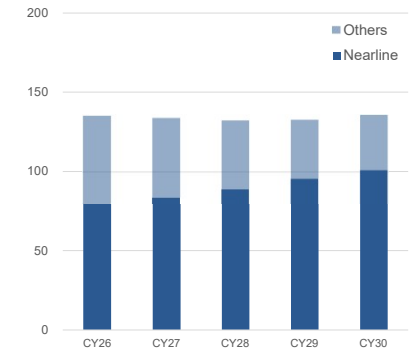
President & COO Representative
Member of the Board
Kazuhisa Uemura

This is Uemura. Thank you sincerely for taking the time to meet with us today despite your busy schedules.
I will now explain, as current business strategy topics, first, DDS's disk drive suspension business; second, the semiconductor-related business.
Additionally, regarding our other activities, I will cover DX initiatives and efforts to improve the working environment for employees.

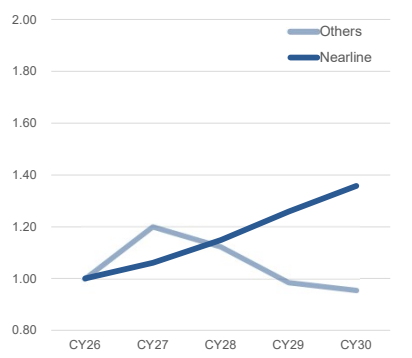
1-1. DDS Market Environment

NHK SPRING CO.,LTD.

Number of HDDs



Total amount of suspensions



Number of suspensions per HDD

Nearline

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

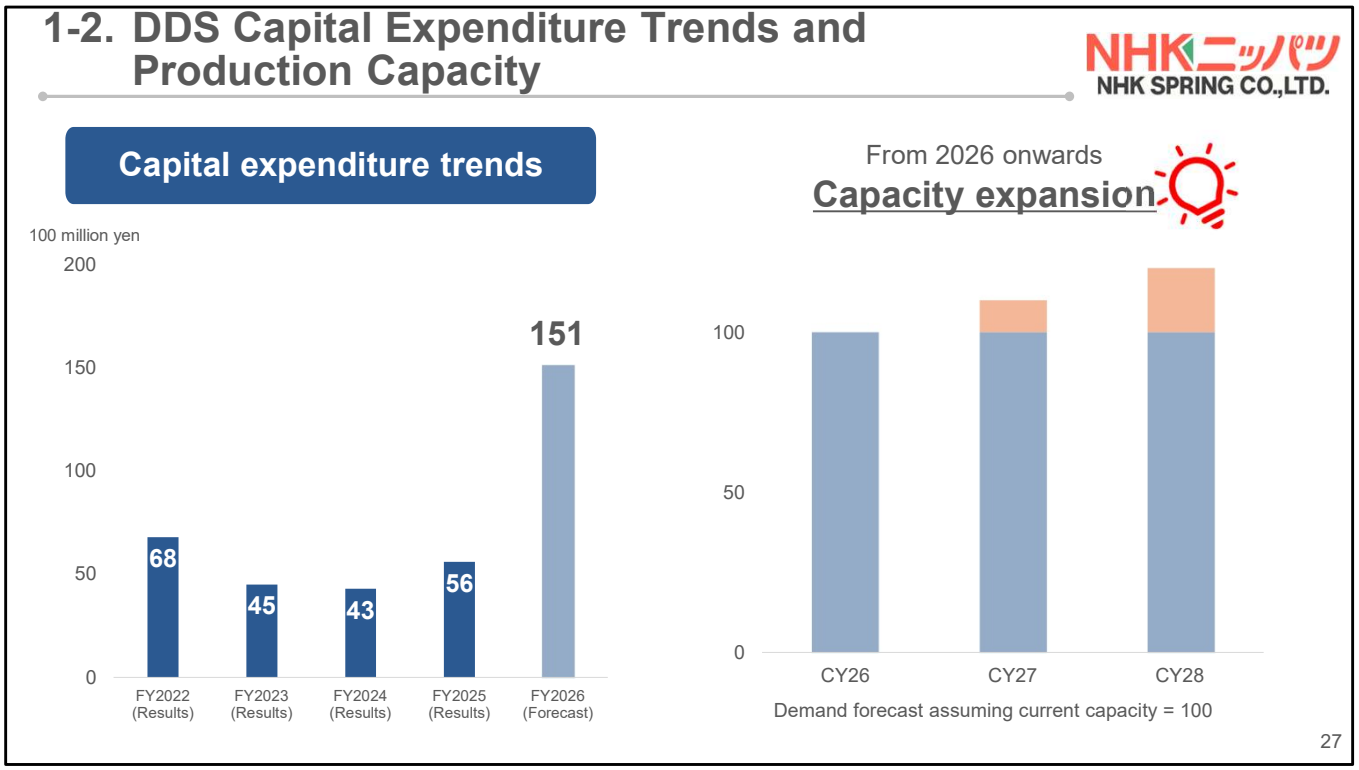
Source: Created by NHK Spring from various materials

Demand for nearline HDD suspensions continues to grow

26

First, regarding the DDS business, we discussed it during last year's earnings briefing.

Demand for the hard disk drive suspensions produced under the DDS business remains strong, so I will once again explain our initiatives and market trends.
First, let me explain the hard disk drive market environment as we perceive it.
The graph on the far left of the presentation material shows the global shipment volume of hard disk drives over time. The dark blue portion of the bar chart, which represents our main battlefield, corresponds to data center applications. The number of nearline hard disk drives for data centers is expected to continue rising steadily.
The middle graph shows the index of the total suspension volume over time. Using the total volume from January to December 2026 as the baseline, the demand volume up to 2030 is expressed as an index. For data center applications, indicated by the dark blue line, demand is expected to remain robust. Currently, the average number of suspensions used per hard disk drive is 20, but we anticipate this figure to increase to 22 on average for nearline models going forward.
Thus, we expect the nearline hard disk drives for data centers, our core product line, to maintain steady demand.



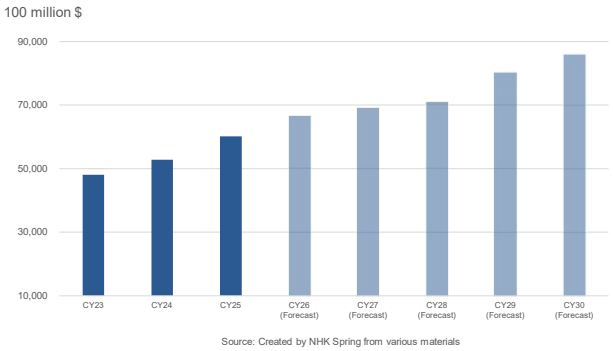
To meet this growing demand, we will continue making capital investments.

This fiscal year, we plan to allocate JPY15.1 billion, a significant increase compared to last year. These investments primarily focus on strengthening our production system. We are expanding production capacity in a timely manner to reliably meet customer demand.
Furthermore, we are promoting smart factory initiatives aimed at enhancing product quality and productivity. At the same time, we are also advancing efforts toward carbon neutrality.
In addition to the investment amount mentioned here for the DDS business, as you know, we issued press releases in July and September announcing plans to invest an additional JPY40 billion in the future.

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

NHK SPRING CO.,LTD.

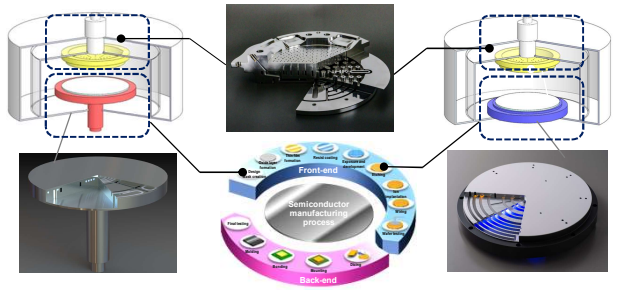
Semiconductor manufacturing equipment market (Deposition and etching equipment)



Source: Created by NHK Spring from various materials

What are semiconductor process components?

[Deposition process]	[Deposition/ etching processes]	[Etching process]
Heaters	Shower heads	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.

28

Next, I will explain the semiconductor-related business, which we regard as the next growth driver after DDS.

The semiconductor manufacturing equipment market is expanding steadily, supported by strong demand for semiconductors themselves. We manufacture and sell three types of components for semiconductor manufacturing equipment: heaters for deposition processes, showerheads for deposition and etching processes, and cooling plates for etching processes. Driven by the expanding demand for semiconductors used in AI data centers and the miniaturization and higher performance of advanced semiconductors, demand continues to grow.

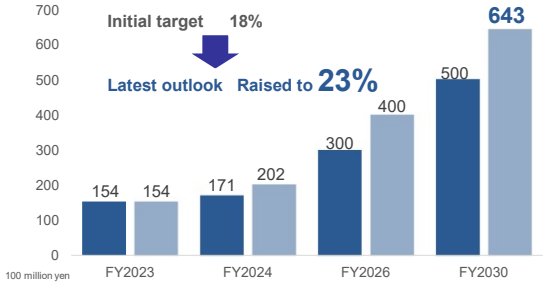
2-2. Growth Strategy for the Semiconductor-Related Business

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

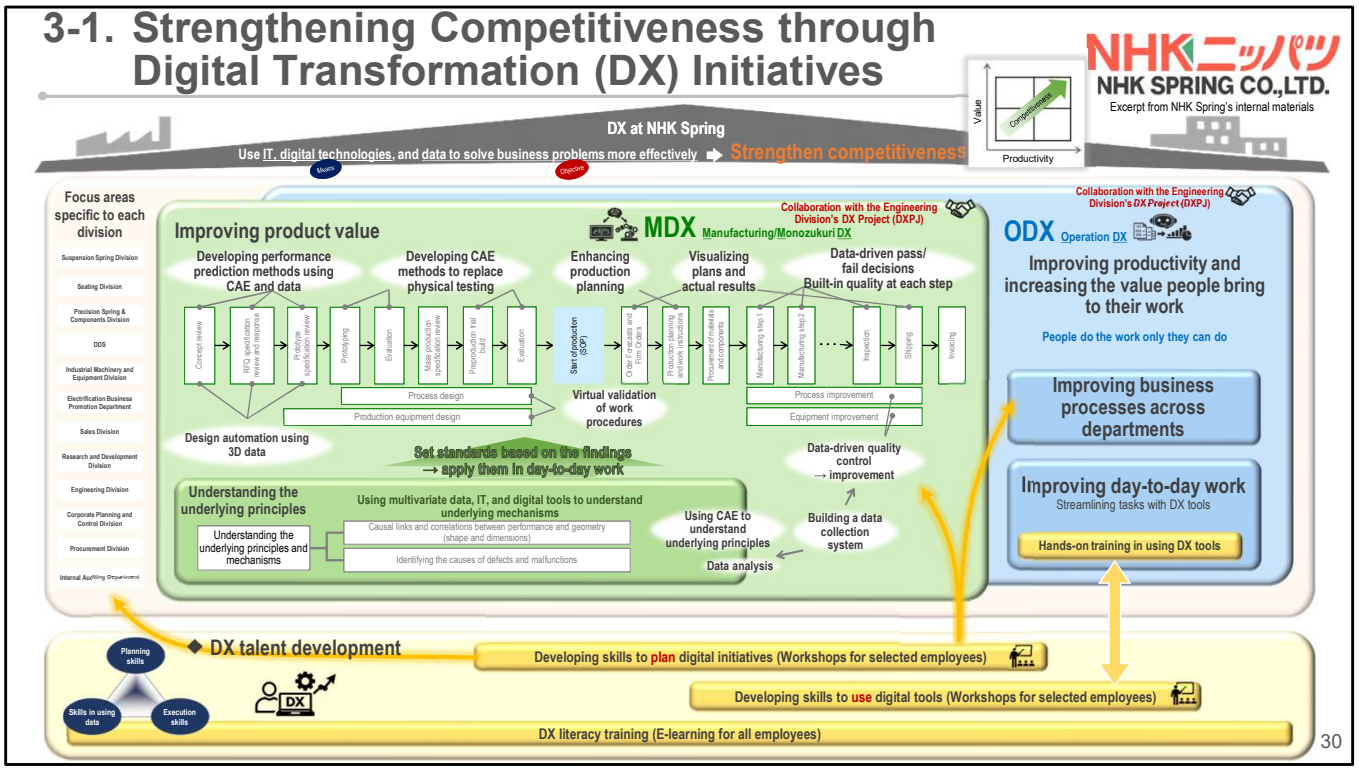
- We plan to invest about 6 billion yen to expand capacity at the Isehara Plant and the Miyada Plant to meet rising demand.
- In anticipation of continued growth in the advanced semiconductor market, we are pursuing a phased expansion of production capacity and considering doubling it from the current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

29

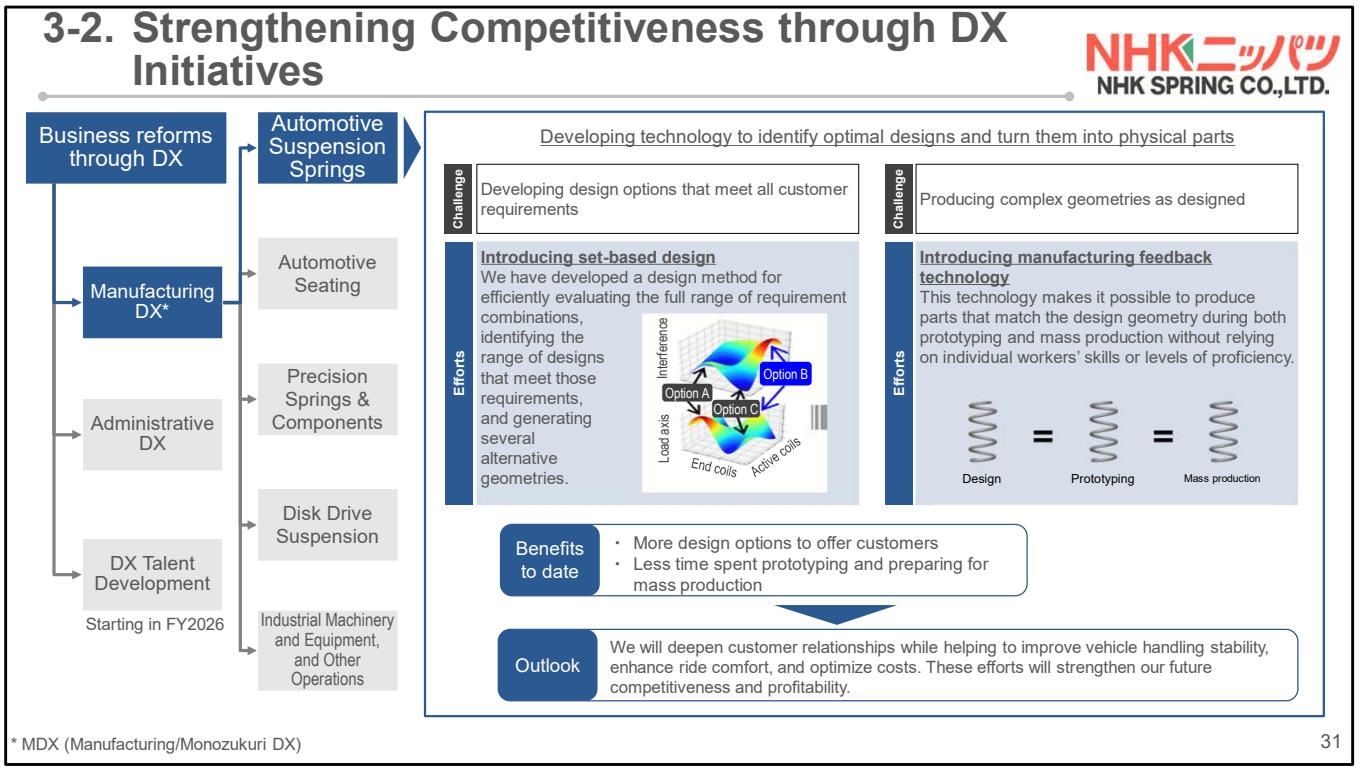
Regarding the three types of semiconductor process components mentioned earlier, our strength lies in our broad range of manufacturing technologies, temperature control analysis technologies, and production capacity. Demand remains robust, and we expect sales to reach JPY40 billion by the end of this fiscal year, March 2027, and approximately JPY65 billion by March 2031, four years from now. Currently, we anticipate even greater growth than our initial targets.

To meet this rising demand, as announced in our press release in August, we are investing JPY6 billion in our existing factories to expand production capacity.
Furthermore, as also stated in that release, to prepare for future demand growth, we are currently considering phased capacity expansion investments, including securing land and constructing new facilities.
Including future additional investments, we plan to double the overall production capacity of semiconductor equipment components.
We intend to develop the semiconductor-related business into a growth pillar on par with DDS as a key product line.
Next, I will explain our efforts to strengthen our competitiveness.



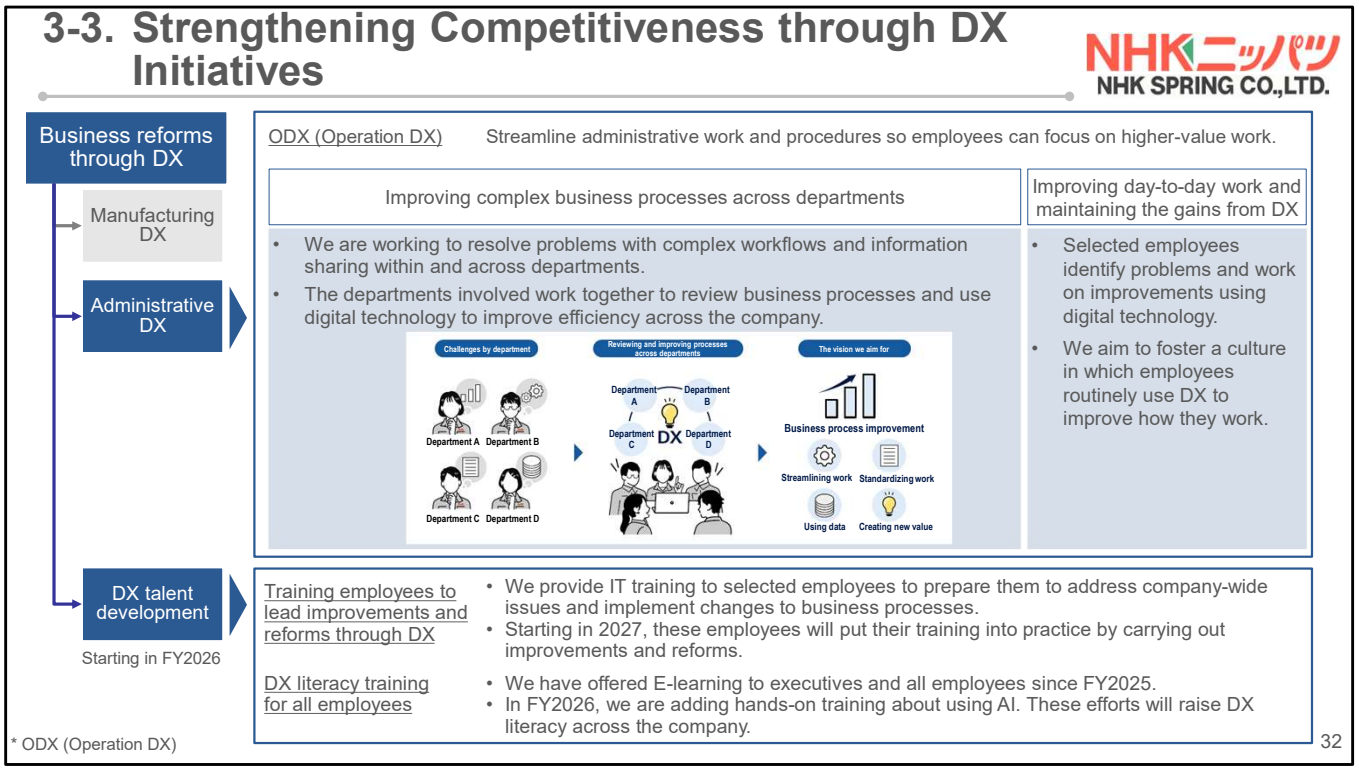
We are working to enhance our competitiveness across all business areas, and one of these initiatives is our DX activities.

Although it's a rather busy-looking chart, this figure is excerpted from our internal materials. It shows that we are advancing two parallel initiatives: manufacturing DX aimed at improving product value and productivity and what we call Operation DX focused on enhancing work productivity [inaudible].
This chart also illustrates that we are simultaneously cultivating DX talent as a foundation for these efforts; I hope this clarifies things for you.



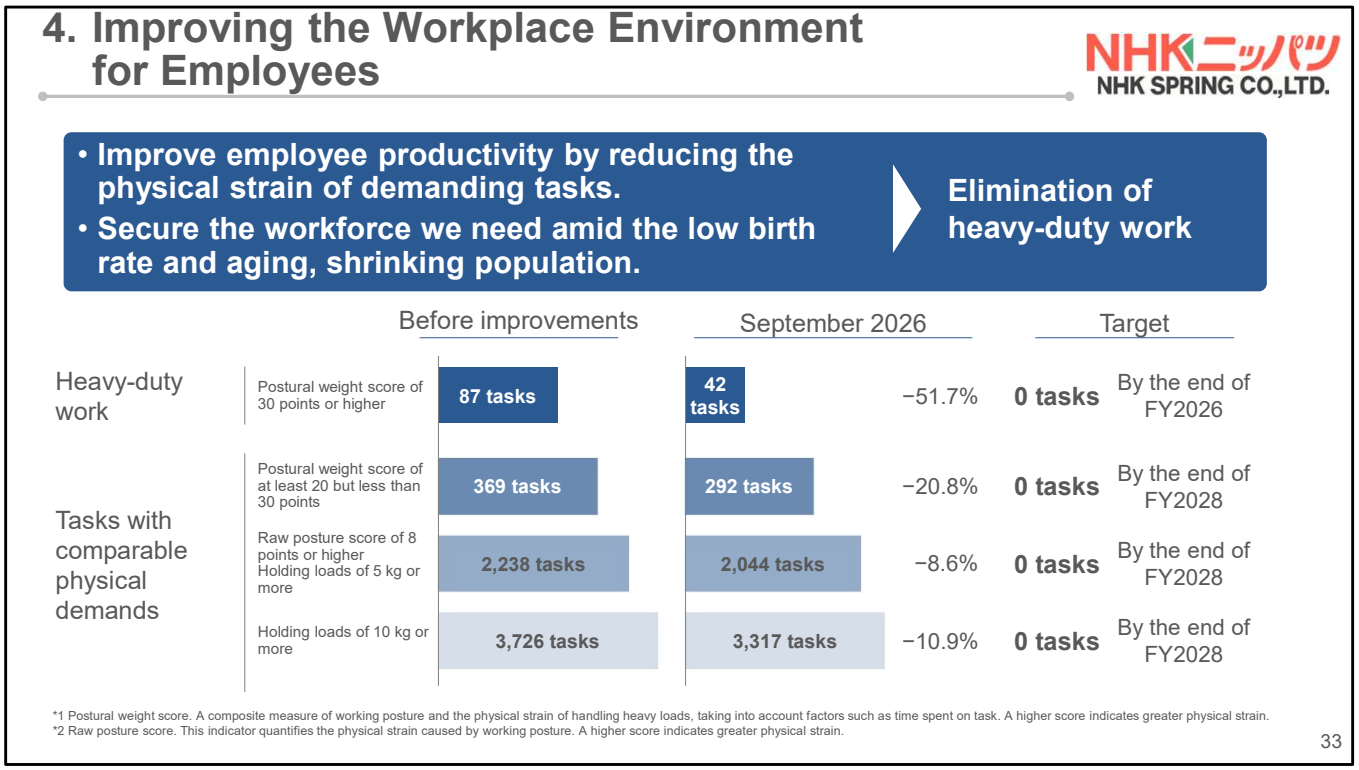
As an example, let me explain one activity within the automotive suspension business under manufacturing DX.

In response to inquiries from customers, we first design what appears to be the optimal solution using this digital data. This enables us to propose multiple different solutions to customers, and based on those proposals, we can link them directly to manufacturing so that production proceeds exactly as designed. In this way, we are able to get involved in development from the early stages of automotive projects, covering everything from design proposals to prototype evaluation.
Such activities contribute to improving automotive performance and optimizing costs, thereby helping us maintain and enhance our competitiveness.



The second topic is the DX of administrative departments, which we refer to as Operation DX. Allow me to explain this as well.

Regarding Operation DX, its start was slightly delayed compared to manufacturing DX. Starting this year, in particular, we have been working across departments to ensure it yields results and enhances our competitiveness.
Additionally, to cultivate the personnel needed for these DX initiatives, we are taking action in two aspects. The first is selecting individuals who can lead reforms, educating them in IT reform skills, and designating them as key personnel. Furthermore, for all employees, this is essentially about raising the overall level. We are providing education aimed at improving DX literacy and elevating collective expertise. Through such initiatives, we are currently working to support DX in the manufacturing sector while also improving the efficiency of office work, thereby strengthening our competitiveness.



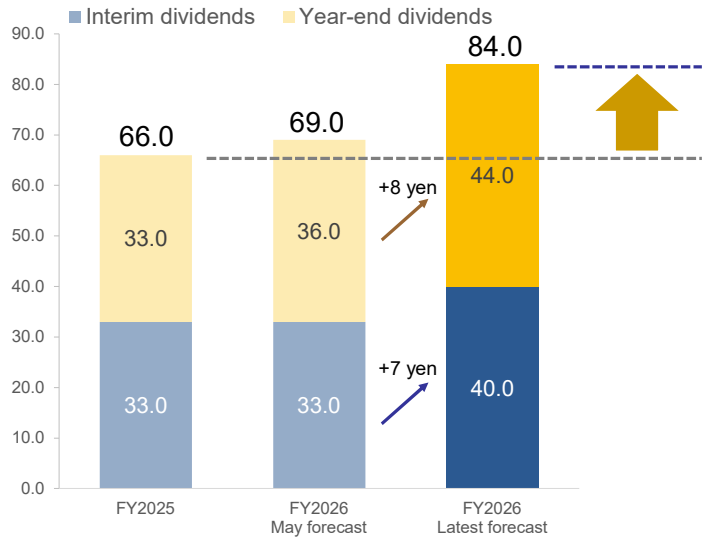
Next, we are also working to improve the workplace environment for everyone employed by the Nippatsu Group.

We uphold the slogan of valuing people, so I will now explain the various efforts we are making to eliminate what we call heavy labor, tasks that place a strain on the body, particularly in factory settings.
The purpose of these activities is to improve employees' [inaudible], reduce burdensome tasks, and enable them to work more comfortably. Additionally, as the number of workers is expected to decline in the future, we aim to secure talent and enhance our competitiveness. From the perspective of ensuring business continuity, we are also actively investing in this area.
As shown in the table you see here, we evaluate tasks based on posture load points. Anything over 30 points represents truly heavy and strenuous work. By September this year, we have reduced such tasks by about half compared to before the improvements. We aim to eliminate all such tasks by the end of this year. In addition, we are currently focusing on eliminating all tasks that are somewhat easier but still strenuous, as shown below, by the end of fiscal year 2028.

5. Shareholder Returns

NHK SPRING CO.,LTD.

Dividend Per Share (DPS) trends



+18 yen (Vs. previous year)

+15 yen (Vs. May forecast)

34

Finally, allow me to explain our current shareholder returns policy.

We remain committed to providing solid shareholder returns, such as dividends, to our shareholders. Based on the interim and full-year consolidated financial results for the fiscal year ending March 2027 that we announced today, we have decided to increase the interim dividend by JPY7 per share to JPY40 and also raise the year-end dividend forecast by JPY8 per share to JPY44.
As a result, the annual dividend forecast per share will be JPY84, an increase of JPY15 compared to our May forecast and JPY18 more than the previous period.
That concludes our explanation of the Company's H1 results. Thank you very much for your attention. We look forward to your continued support. Thank you very much.

NHKニッパツ
NHK SPRING CO.,LTD.

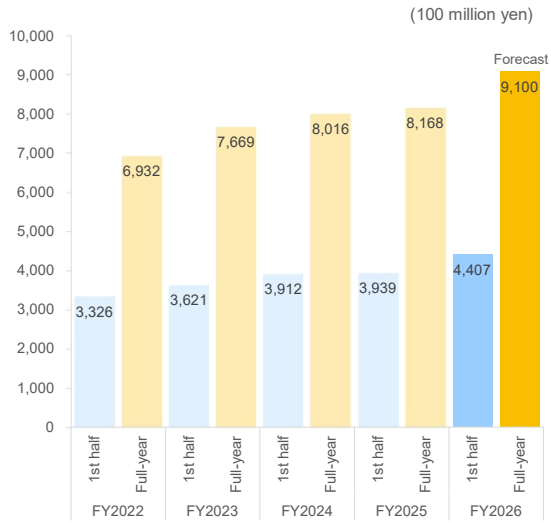
Supplementary Materials

Supplementary Materials

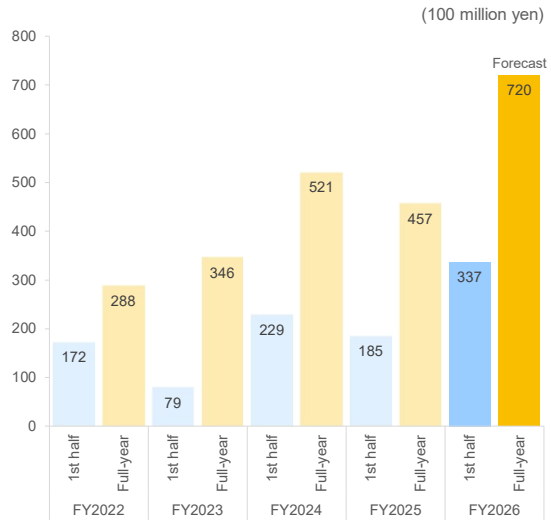
Results Trends

NHK SPRING CO.,LTD.

Net Sales



Operating Profit

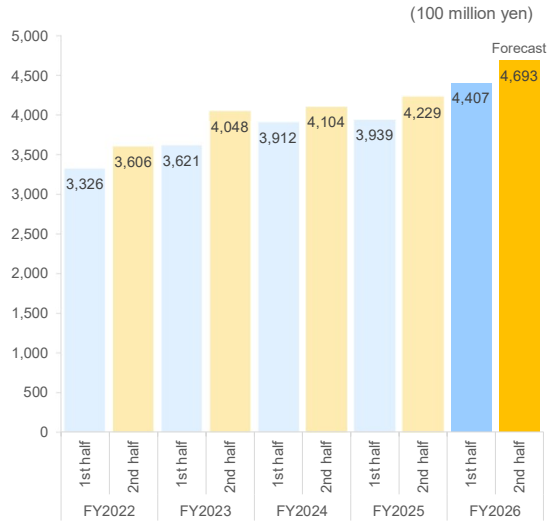


Supplementary Materials

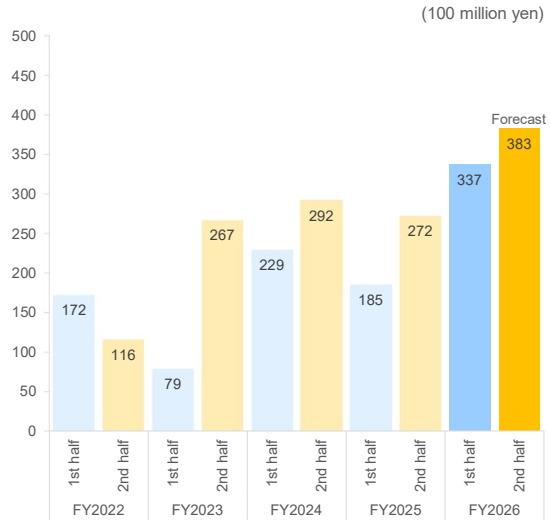
Results Trends (Semi-Annual Basis)

NHK SPRING CO.,LTD.

Net Sales



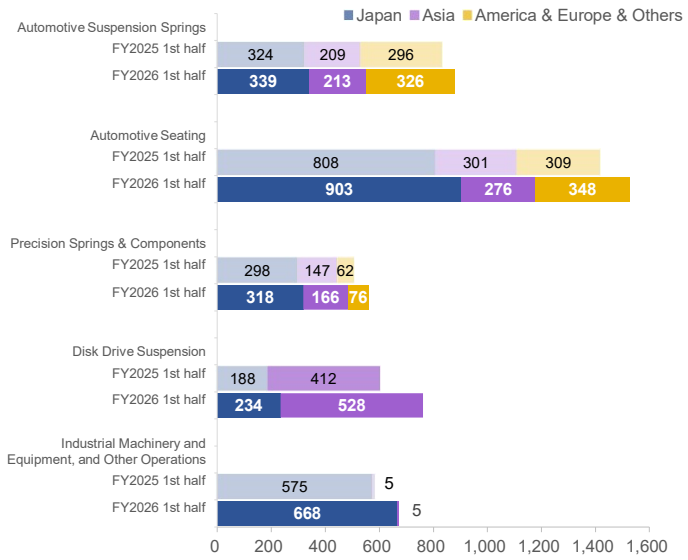
Operating Profit



Supplementary Materials

Details of Net Sales (1st Half)

NHK SPRING CO.,LTD.



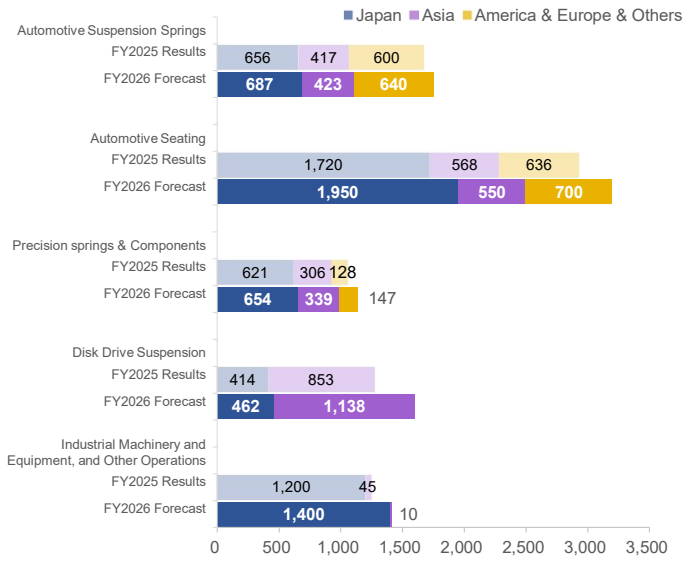
(100 million yen)

		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

Supplementary Materials

Details of Net Sales (full-year)

NHK SPRING CO.,LTD.



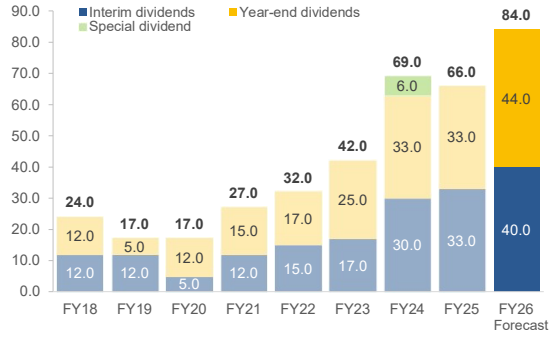
(100 million yen)

		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

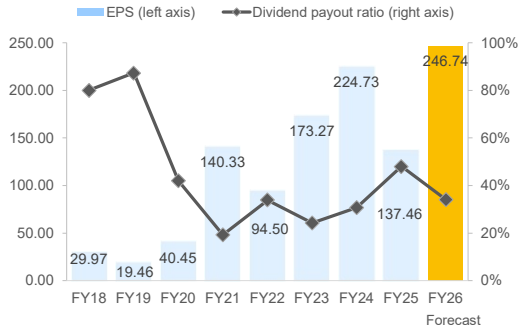
Dividends

NHK SPRING CO.,LTD.

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%

Supplementary Materials

Assets Status

NHK SPRING CO.,LTD.

(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

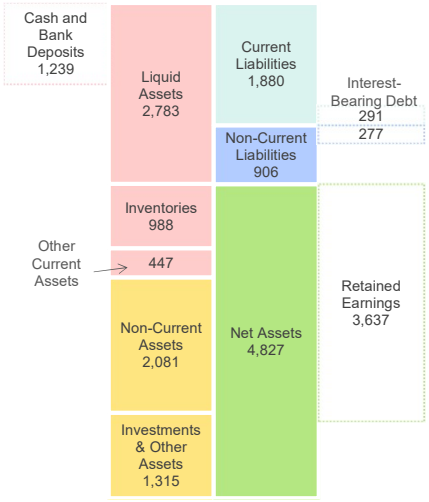
Supplementary Materials

Balance Sheet Status

NHK SPRING CO.,LTD.

FY2026 1st Half Results

(100 million yen)



Balance Sheet Trends

(100 million yen)



Supplementary Materials

Capital Expenditure/Depreciation & Amortization by Business Segment

NHK SPRING CO.,LTD.

(100 million yen)

		FY2024 Results	FY2025 Results	FY2026 May forecast	FY2026 **Latest forecast**	FY2026 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%**	

Supplementary Materials

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

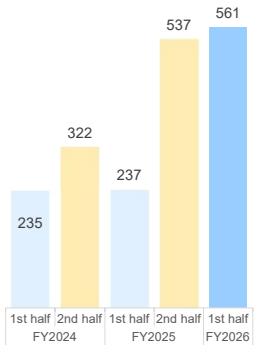
Supplementary Materials

Cash Flow Status (Semi-Annual Basis)

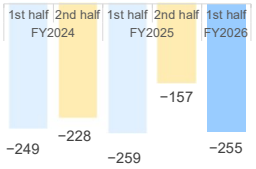
NHK SPRING CO.,LTD.

(100 million yen)

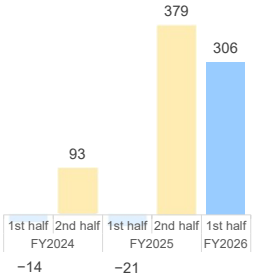
Operating CF



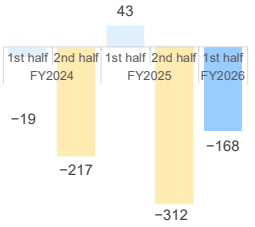
Investment CF



Free CF



Financial CF



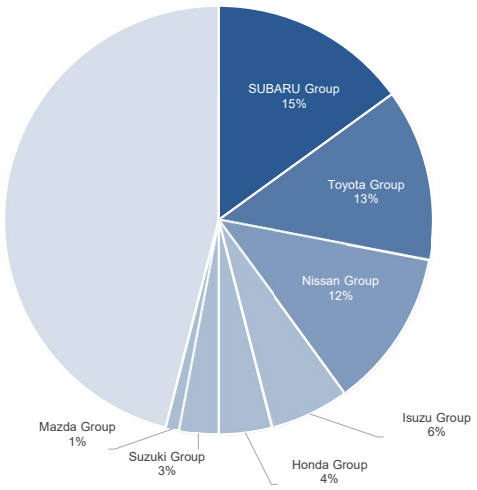
Supplementary Materials

Sales Breakdown to Each of the Major Car Makers

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**

Supplementary Materials

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

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

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

NHK SPRING PHILIPPINES, INC. (NSP)

PT. NHK KBU SEATING (NKS)

PT. NHK SPRING INDONESIA (NSID)

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

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

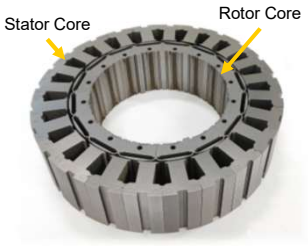
Precision Springs & Components | DDS | Industrial Machinery and Equipment, and Other Operations | All Products

48

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.

Supplementary Materials

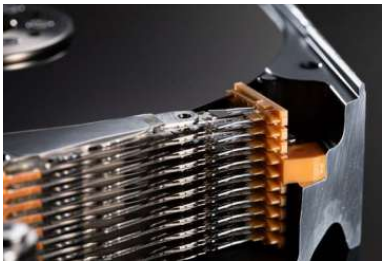
Product Introduction: HDD Suspensions (DDS Segment)

NHK SPRING CO.,LTD.

■ 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.

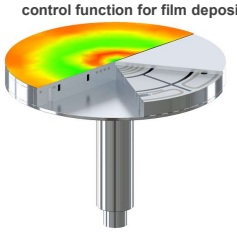
* DSA stands for “Dual Stage Actuator.”
* CLA stands for “Co-Located Actuator.”
* TSA stands for “Triple Stage Actuator.”

Supplementary Materials

Semiconductor-Related Products

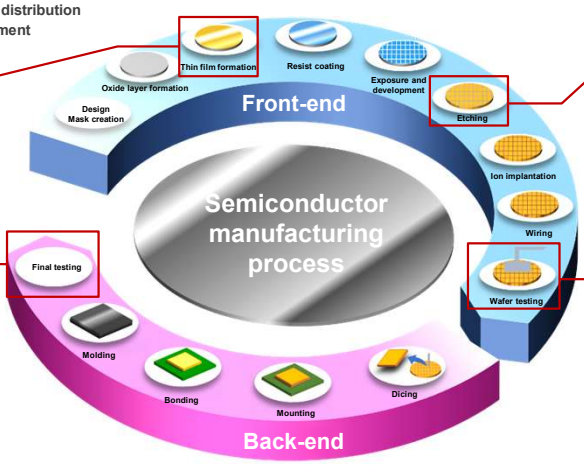
NHK SPRING CO.,LTD.

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

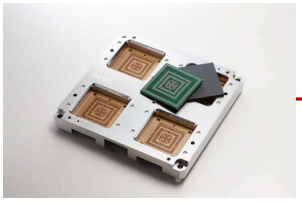


■ Ceramics spray-coated cooling plate for etching equipment





■ Test sockets



■ Contact probes (Microcontactors®)



■ Probe cards



Supplementary Materials

Product Introduction: Semiconductor Testing Tools (DDS Segment)

NHK SPRING CO.,LTD.

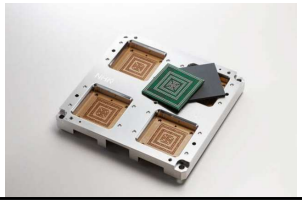
■ **Contact probes (Microcontactors®)**



■ **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.

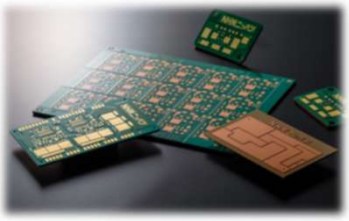
* Packaging process (the process of encapsulating ICs, cut from semiconductor wafers in plastic or ceramic to protect their circuitry and facilitate connection to external peripheral circuits)

Supplementary Materials

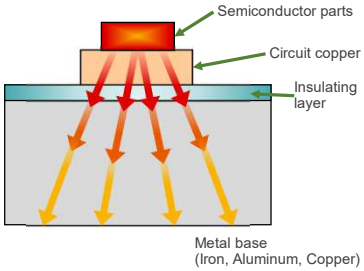
Product Introduction: Integrated Metal Substrates

(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.

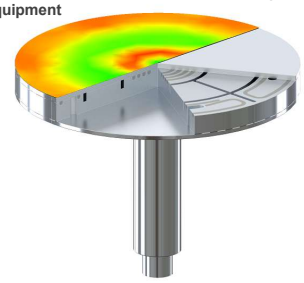
Supplementary Materials

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.

NHKニッパツ

- The predictions and plans by NHK Spring Co., Ltd. listed in this document are forecasts related to future results and performance, and contain risks and uncertainties. Please note that the actual results may differ from the forecasts due to fluctuations in important variables, such as economic conditions, market trends, foreign exchange trends, and so forth.
- The data listed in this document is included for the purpose of providing information and is not designed to encourage investment.
- The copyright for this document belongs to NHK Spring Co., Ltd.
- Any unauthorized reproduction or reprinting of this document is prohibited.
- This document has been translated from the Japanese original document for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Read the report on NHK Spring by Shared Research Inc.
Shared Research