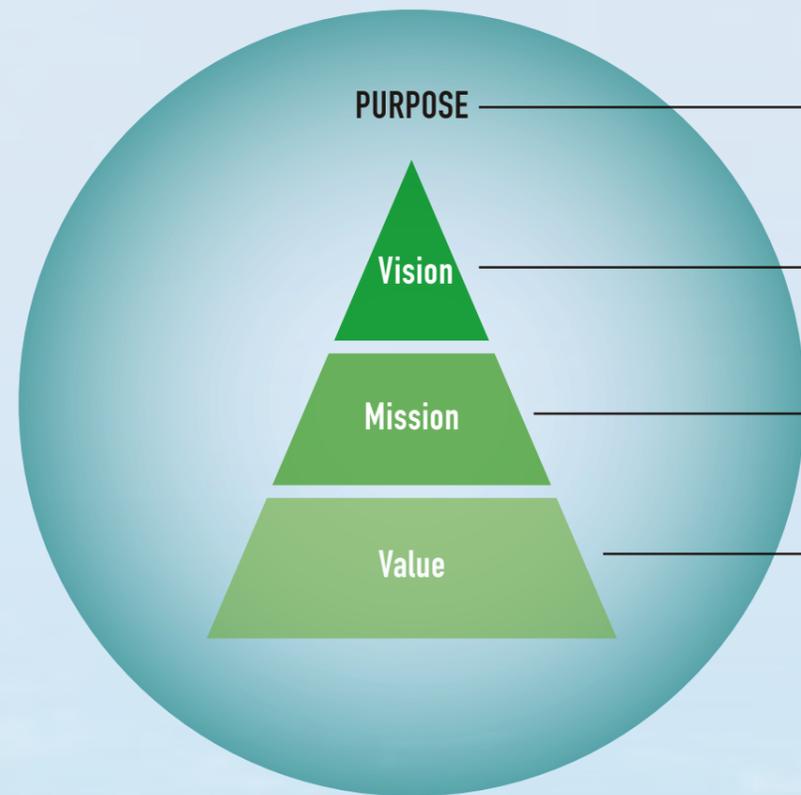


NIPPON SEIKI
Integrated Report
2025



Corporate Philosophy



Purpose We contribute toward a safe and sustainable future

Vision We generate a harmonious interface connecting the world and people

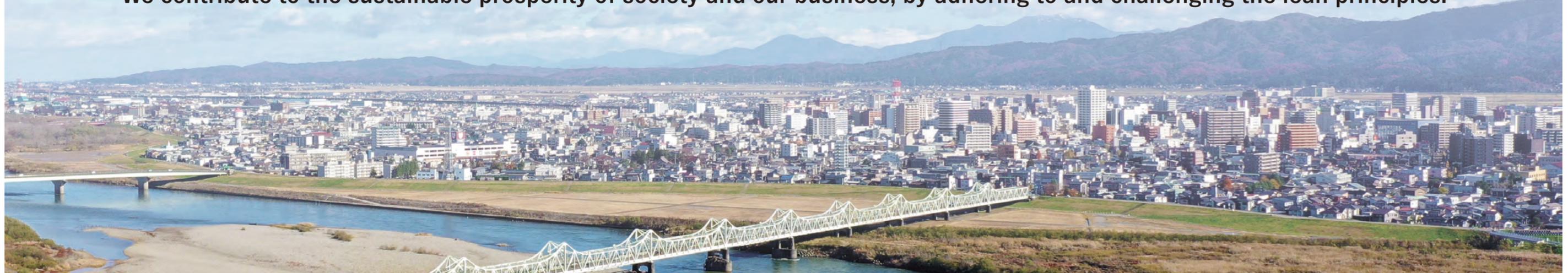
Mission We visualize the invisible
We enhance human experience through sensory technology detecting the invisible

Value

- 01 Challenge technology through innovation**
Creating value for the next generation through innovation
- 02 Commitment to quality**
Produce quality products aligning the expectations of our customers
- 03 People-friendly, earth-friendly**
An interrelated understanding between humanity and our planet
- 04 Uncompromised integrity**
Mutual respect with all stakeholders

Management Philosophy

We contribute to the sustainable prosperity of society and our business, by adhering to and challenging the lean principles.





We contribute toward a safe
and sustainable future.



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Forward-Looking Statements

The data and future forecasts in this report are based on information available at the time of publication, and may be affected by various factors. Actual results may differ materially from forecasts. Therefore, we ask that you refrain from relying entirely on these forward-looking statements. In addition, we are not responsible for updating these future predictions based on the new situation, the incidents in the future, and so on.

Nippon Seiki Group History

Foundation: The Origin of Nippon Seiki

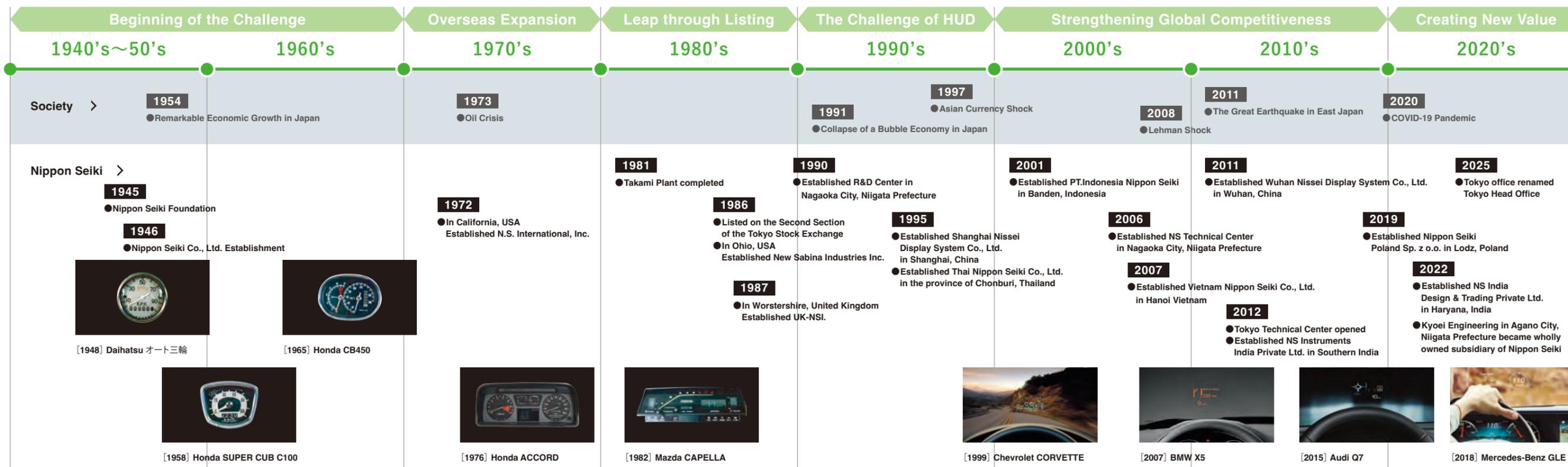
Founded on December 1945 as the precision machinery department of Nihon Kikai Seisakusho Co., Ltd., based on the belief that "if we refine our technology, we will be able to produce good products" despite material shortages.

Nippon Seiki Co., Ltd. established in Nagaoka city, Niigata Prefecture on 1946, with the spirit of "becoming a leading Japanese company that can fly on the world stage".

Celebrating 80th Anniversary

To celebrate our 80th anniversary in 2025, we created and released a commemorative video. This video expresses our history, the values we cherish, and our thoughts for the future. With this milestone as a new start, we will pass on the trust and values we have built to the next generation and contribute to the development of society together with our stakeholders.

80th ANNIVERSARY
SPECIAL SITE

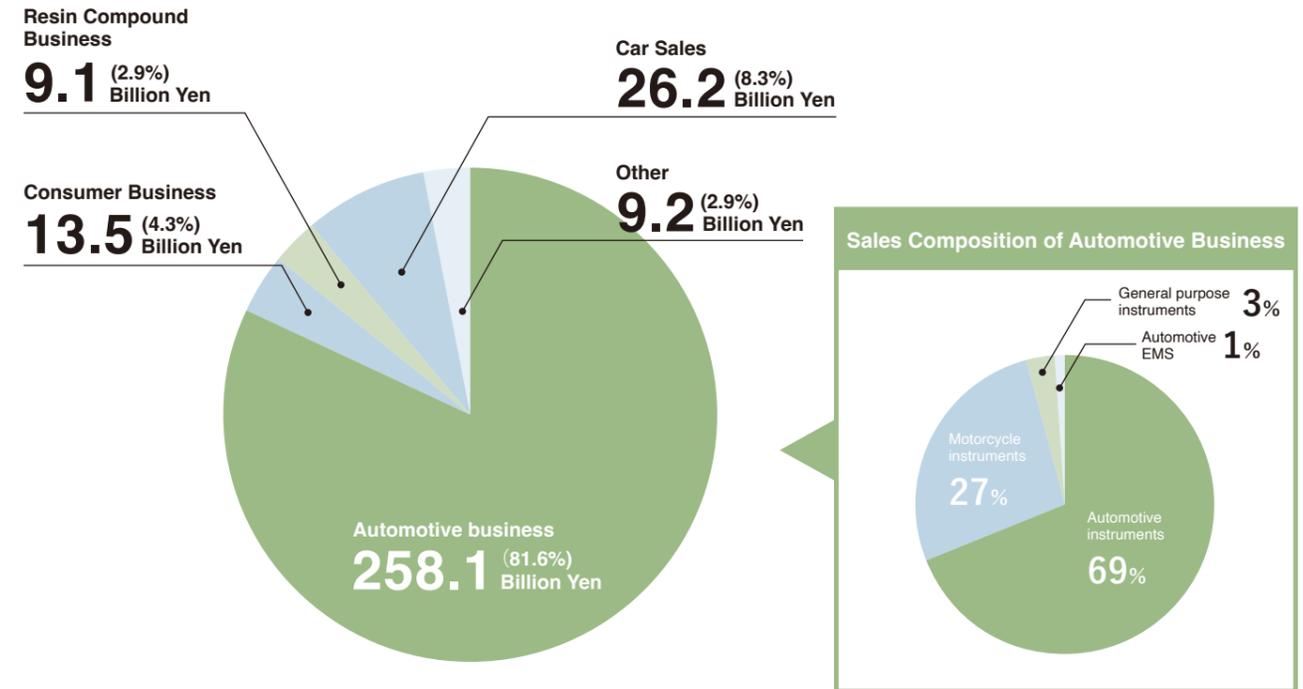


Nippon Seiki Group Overview [FYE March 2025]

Sales & Number of Employees by Region (Sales:truncation)



Sales by Business Segment (Sales:truncation)



Nippon Seiki Group Network



Overview of operating results for FYE 2025

As for the economic environment surrounding our group during the consolidated fiscal year, the U.S. economy remained resilient despite concerns that inflation may remain high, and the Japanese economy entered a moderate recovery trend supported by personal consumption. On the other hand, the pace of growth in Europe has been slowing due to stagnation mainly in the manufacturing industry, and a full-fledged recovery has not been achieved in China despite the implementation of economic stimulus measures aimed at overcoming the real estate slump. In addition, in addition to rising prices and energy costs due to continued global inflation, the outlook remains highly uncertain due to heightened international tensions, including the situation in Ukraine and the Middle East, the risk of an economic slowdown due to tariff increases by the new U.S. administration, and exchange rate fluctuations.

Under these circumstances, our group accumulated and evolved highly specialized technologies, with a focus on designing and manufac-

turing technologies for future automotive instruments, in order to realize our group vision of "Companies that create interface value through connected technologies"

In order to realize sustainable profit generation, we promoted the construction of a more lean and muscular corporate structure by placing greater emphasis on cost reduction activities and optimizing selling prices.

In this consolidated fiscal year, sales revenue was 316.3 billion yen (increase of 1.3% year on year), operating profit was 9.5 billion yen (increase of 13.0% year on year), and profit attributable to owners of the parent was 6.1 billion yen (increase of 15.5% year on year). Despite the impact of sluggish sales of Japanese vehicles in China, sales increased mainly due to increased sales of instruments for motorcycles in ASEAN and India, the launch of new models of head-up displays in Europe, and the impact of the weak yen. Operating profit increased due to negotiations to appropriately reflect rising costs for raw materials and other

items in selling prices, as well as ongoing cost-reduction activities aimed at achieving robust management. Profit attributable to owners of the parent increased due to an increase in operating income.

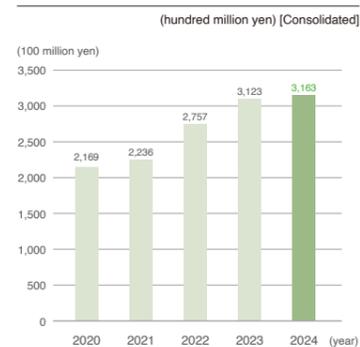
Overview of the Financial Situation

Assets at the end of the current consolidated fiscal year decreased by 6.5 billion yen from the end of the previous consolidated fiscal year to 332.0 billion yen, mainly due to a decrease in other financial assets. Liabilities increased by 2.2 billion yen from the end of the previous consolidated fiscal year to 111.8 billion yen, mainly due to an increase in bonds and borrowings. Equity decreased by 8.8 billion yen from the end of the previous consolidated fiscal year to 220.23 billion yen, mainly due to a decrease in other components of equity.

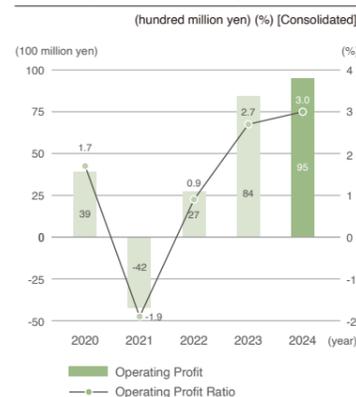
Financial and Non-Financial Highlights for the Year Ended March 31, 2025

Financial

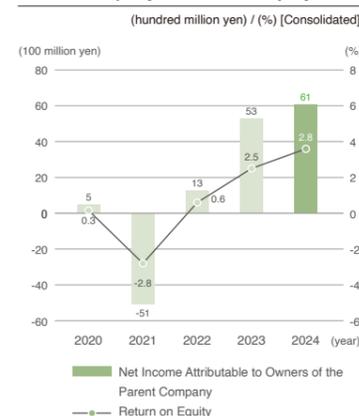
Revenue from sales



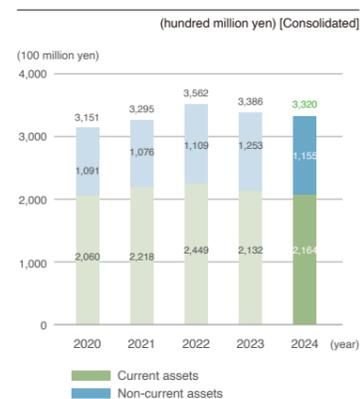
Operating Profit / Operating Profit Ratio



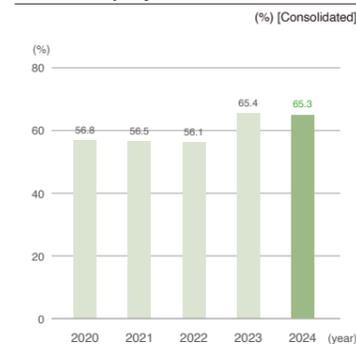
Net Income Attributable to Owners of the Parent Company / Return on Equity



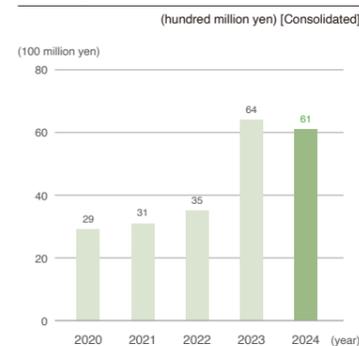
Current assets / Non-current assets



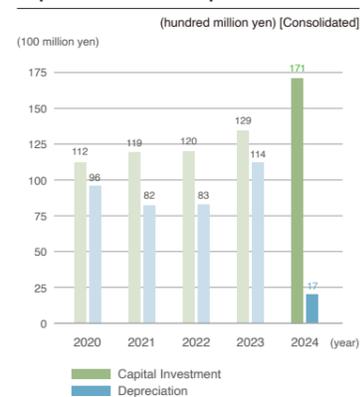
Equity Attributable to Owners of the Parent Company Ratio



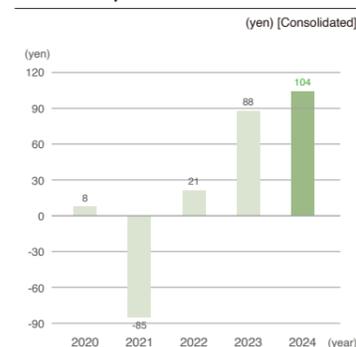
R&D Expenses



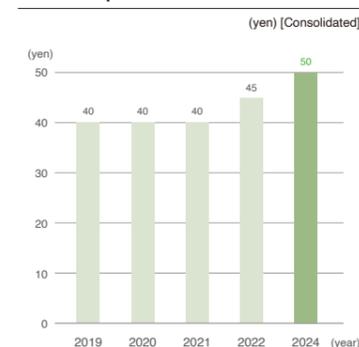
Capital Investment / Depreciation



Net Income per Share

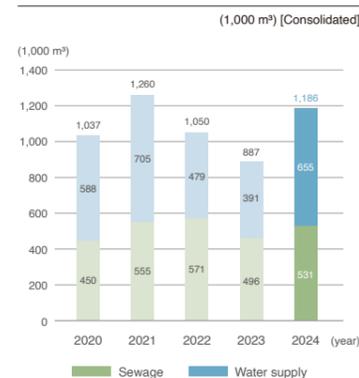


Dividends per Share

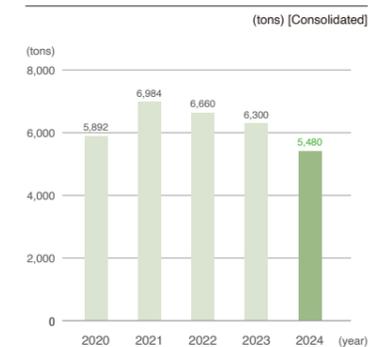


Environment

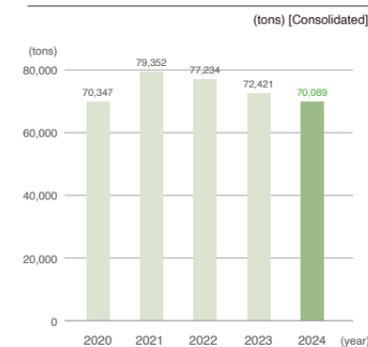
Water Emissions



Waste Emissions



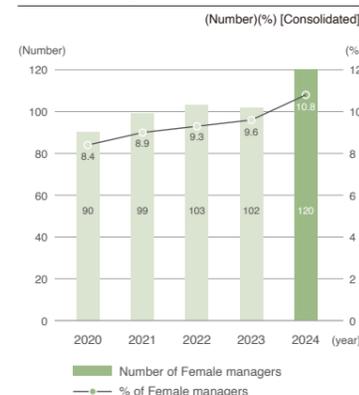
CO₂ Emissions



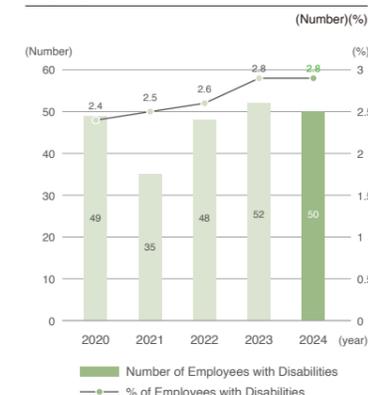
*Consolidated manufacturing bases will be covered until 2021, and manufacturing, development design, sales, and vehicle sales bases will be covered from 2022 onwards.

Social

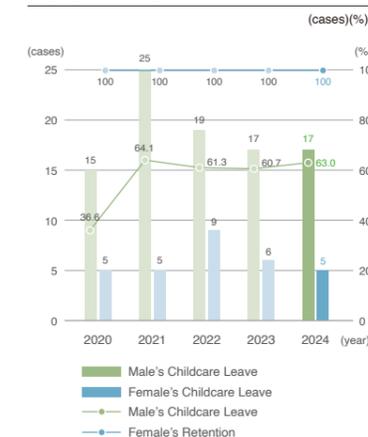
Female Managers



Employees with Disabilities

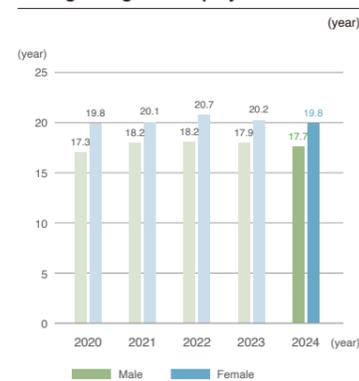


Employees Taking Childcare Leave / Retention

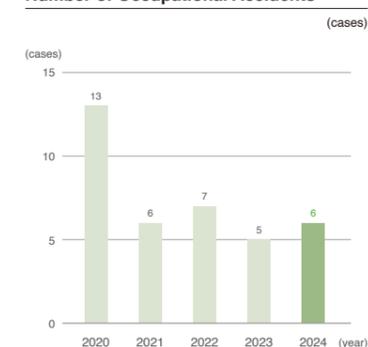


Social

Average Length of Employment



Number of Occupational Accidents



Governance

Number of Patents Obtained

