



Financial Result Presentation for the First Half of the Year Ending March 2026

Nippon Seiki Co., Ltd. (Ticker : 7287)

Nov. 28, 2025

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1. H1 FYE2026 Financial Results

Highlights for H1 FYE2026

Result

Revenue and operating profit increased mainly due to the increase in sales of instruments for motorcycles in ASEAN and India

1. Sales Revenue +2.5% YoY Operating Profit +52.3% YoY

- Sales of motorcycle instruments in ASEAN and India were strong.
- Sales of automobile instruments decreased due to stagnation in China and decreased Head-up Display (HUD) sales in North America.
- Operating profit increased mainly due to the increase in sales of instruments for motorcycles

2. Interim dividend 40 yen, same as initial forecast

Forecast

No change on FY2026 full-year forecast

1. No change on full-year forecast

Sales: 320,000 million yen Operating Profit 11,300 million yen

Profit attributable to owners of parent 8,000 million yen

2. Year-end dividend is planned 40 yen, same as initial forecast

Financial Results for H1 FYE2026

(million yen)

■ Sales revenue

156,242

YoY Change

+3,795 (+2.5%)

■ Operating profit

5,247

YoY Change

+1,802 (+52.3%)

■ Profit before taxes

6,163

YoY Change

+3,794 (+160.2%)

■ Profit attributable to owners of the parent

3,735

YoY Change

+2,985 (+397.9%)

Change Factors

Sales Revenue

Increased due to strong sales of instruments for motorcycles in ASEAN and India, although sluggish sales of Japanese and European vehicles in the Chinese market and the negative impact of foreign exchange rates.

Operating Profit

Increased due to strong sales of motorcycle instruments, despite the impact of a onetime payment for HUD in Europe and sluggish sales in Europe

Profit Attributable to Owners of the Parent

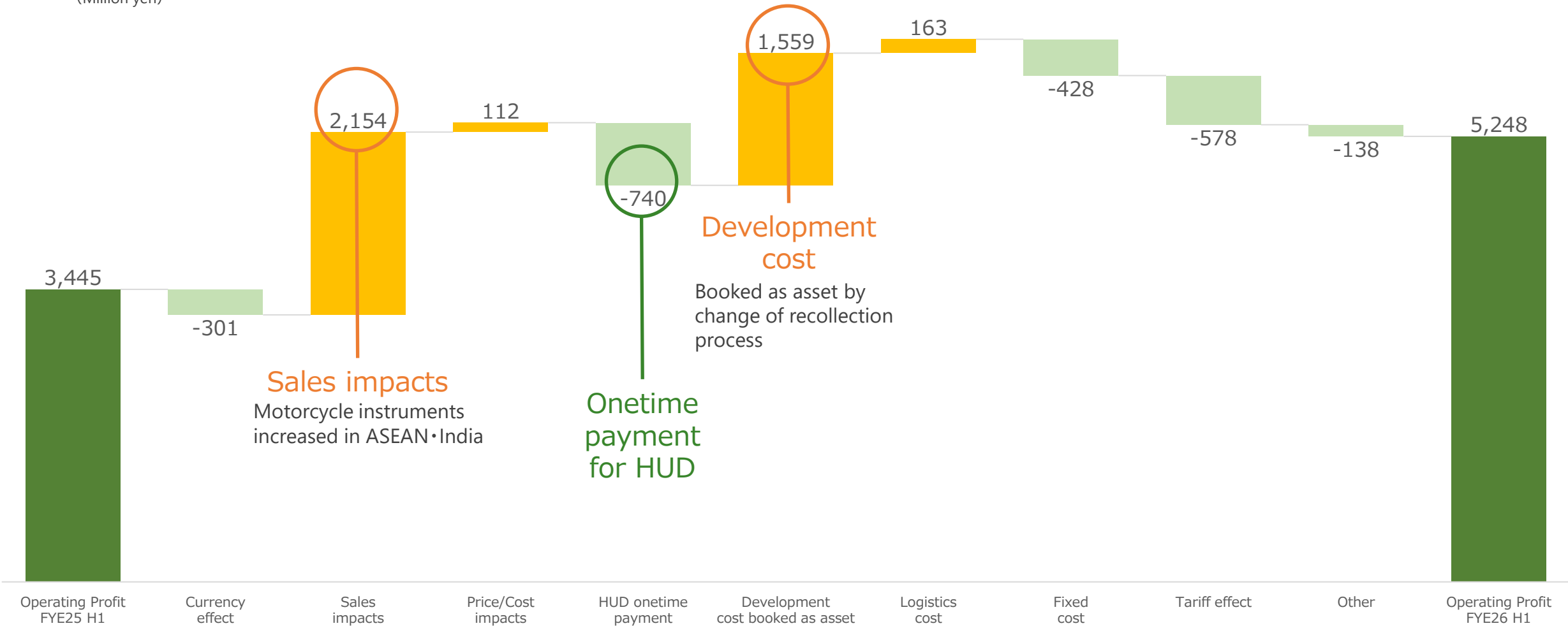
Increased significantly due to the posting of foreign exchange gains (on FYE25 H1 foreign exchange losses)

\$ 1 USD = 146.02 JPY FY2025 H1: 152.78 JPY

Change in Operating Profit

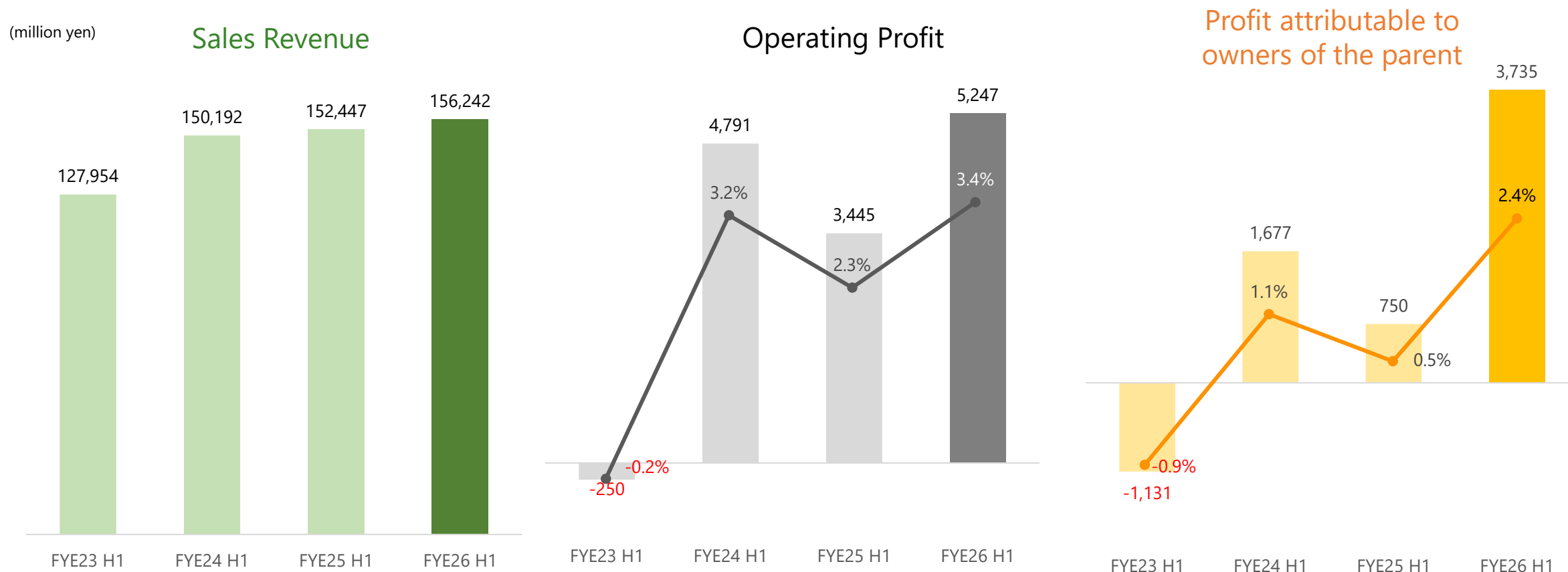
H1 FYE2026 : YoY Change in Operating Profit

(Million yen)



Consolidated Sales Revenue and Profits

- **Sales Revenue** : Although stagnation of Japanese and European OEM in China effected, sales increased due to increased sales of motorcycle instruments in ASEAN and India
- **Operating Profit** : Profit increased due to increased sales of motorcycle instruments, despite the impact of onetime payments in addition to stagnant in Europe.

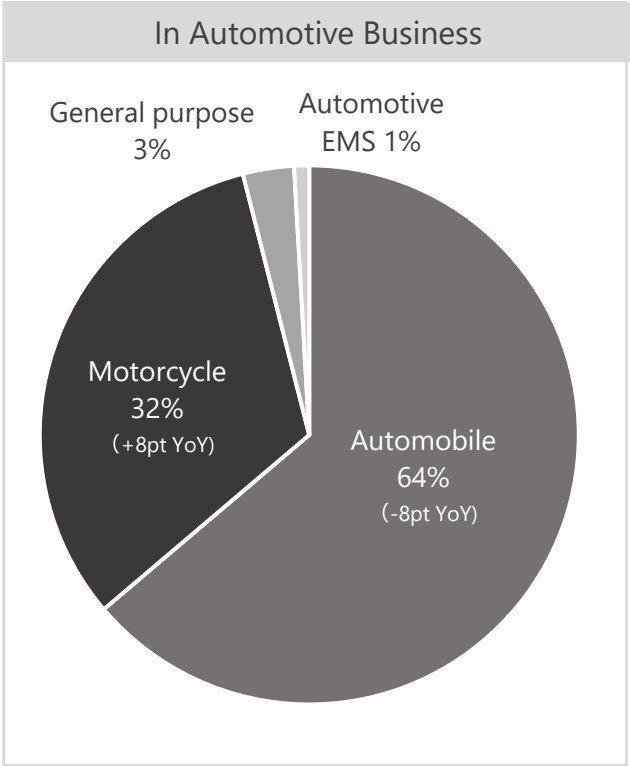
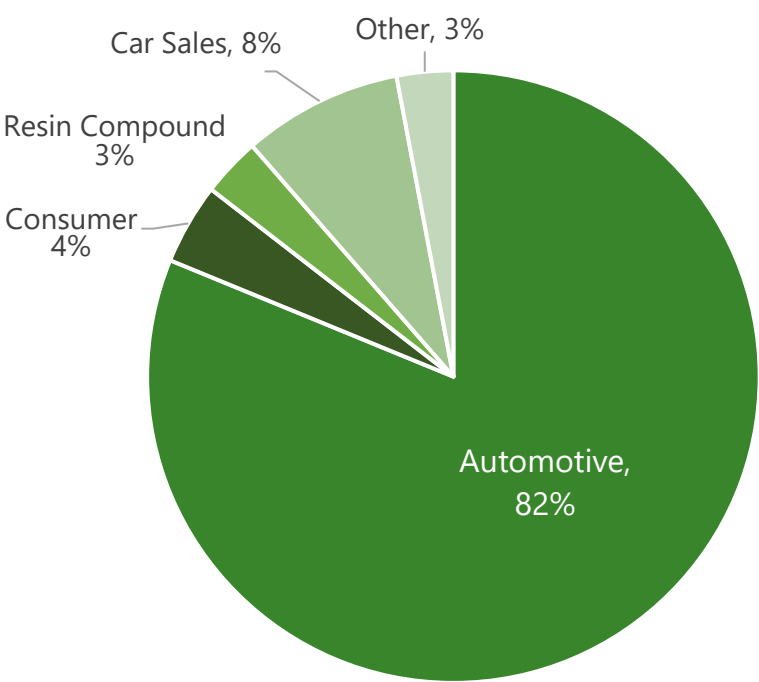


Sales Revenue by Product and Region

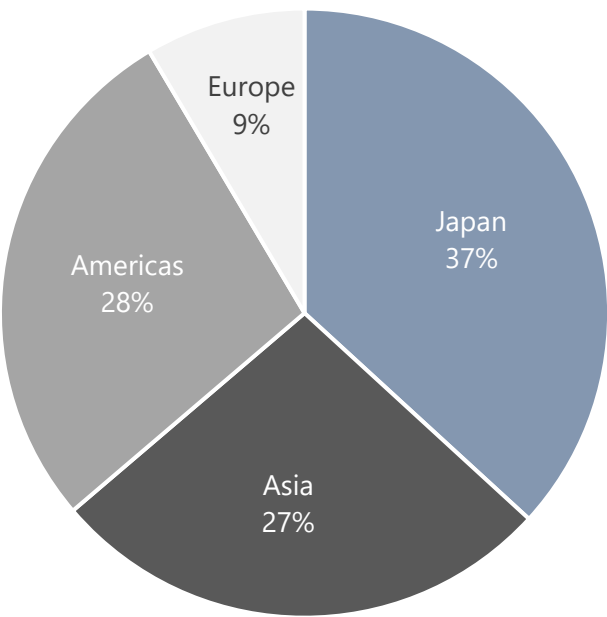
Sales Revenue by Product and Region (based on H1 FYE2026 Results)

- Motorcycle ratio increased +8pt YoY, automobile ratio -8pt YoY

Sales Revenue by Product



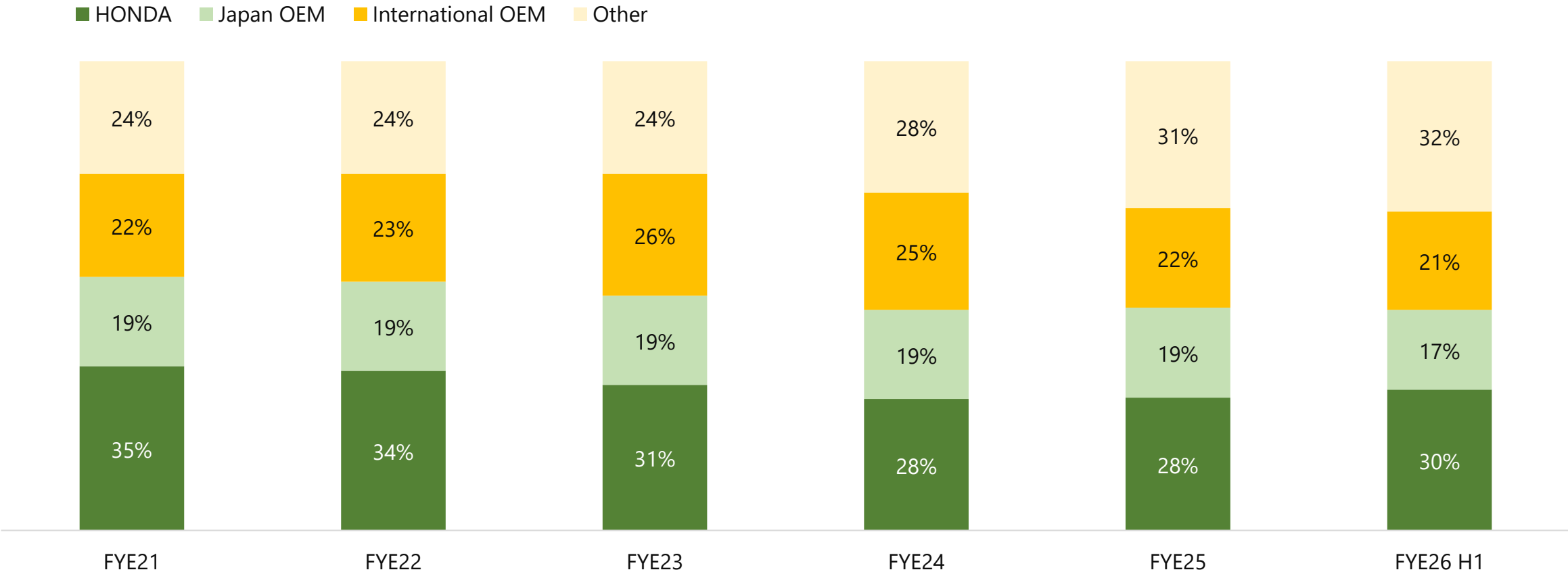
Sales Revenue by Region



Sales Revenue Composition by Major Customers

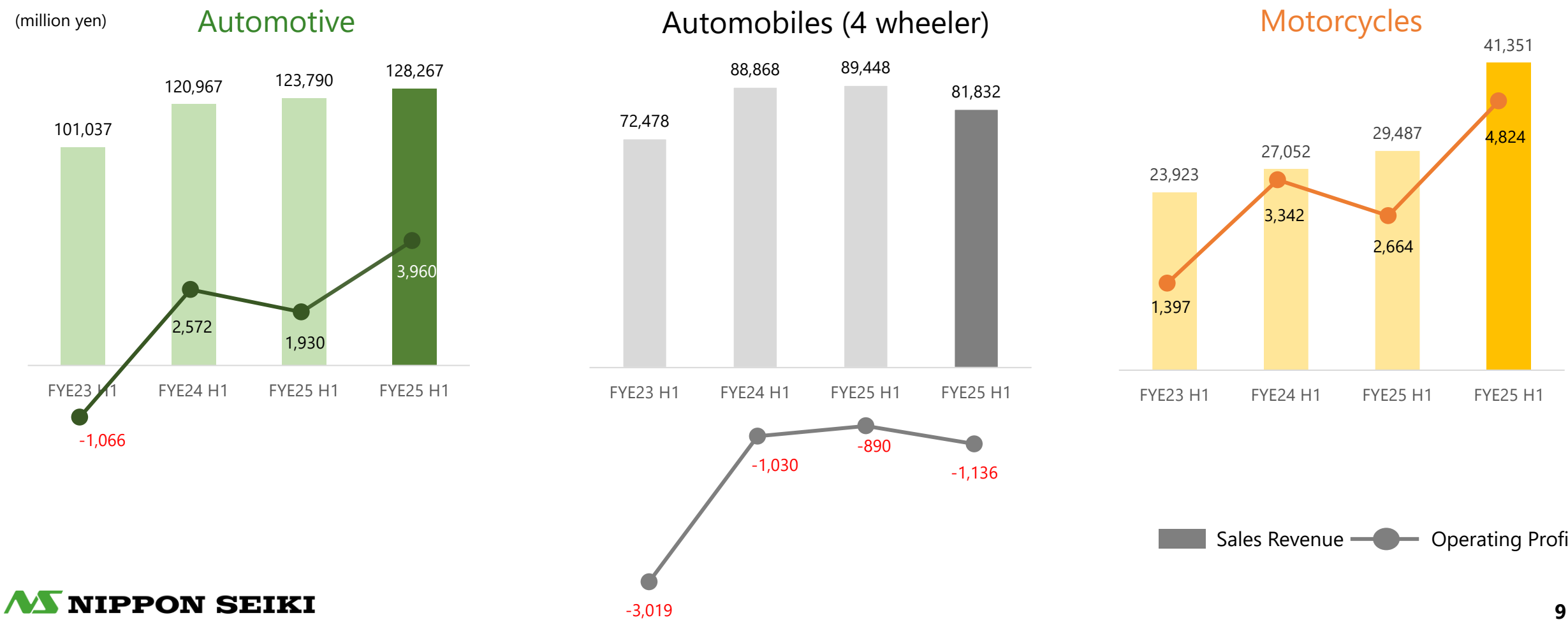
H1 FYE2026 Sales Revenue Composition

- Honda's share of revenue increased due to increased sales of automobile and motorcycle instrument
- On the other hand, international OEM's share decreased by BMW, GM, Stellantis sales decreased



Financial Results by Business Segment (1)

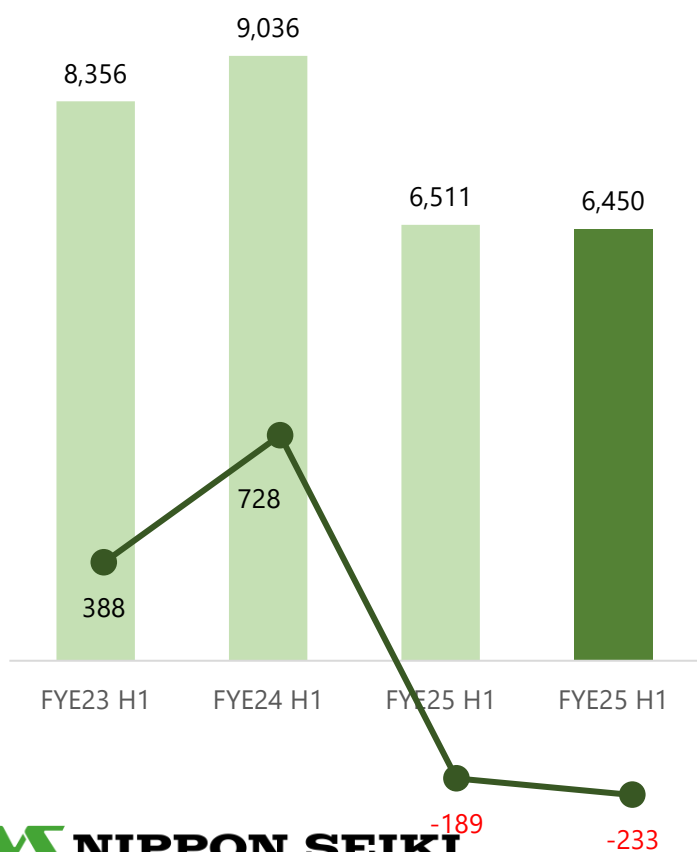
- **Automobiles** : Sales and profit declined due to stagnation in China, decrease in HUD sales in Europe and the US, and onetime payment for HUD in Europe.
- **Motorcycles** : Sales and profit declined due to strong sales of instruments for motorcycles in ASEAN and India



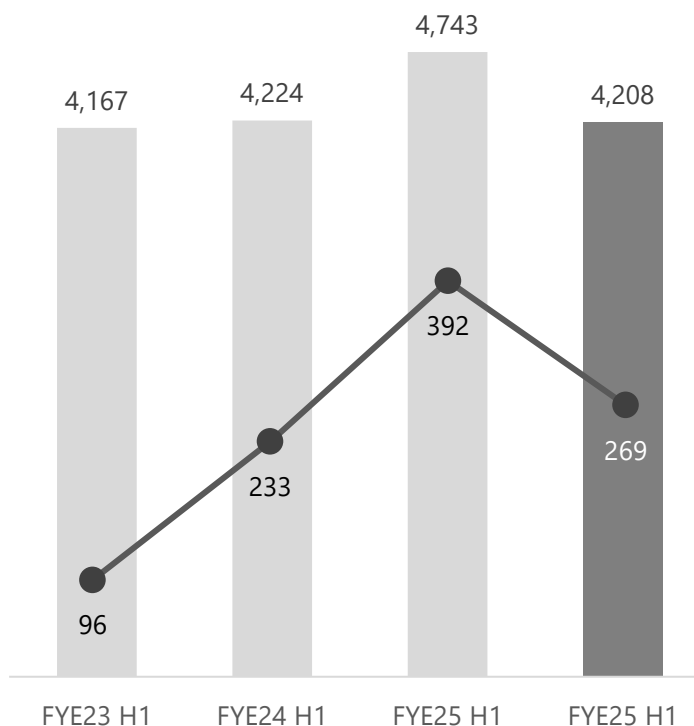
Financial Results by Business Segment (2)

- **Consumer** : Although sales remained flat, profit decreased due to product mix of air conditioners and home equipment controllers.
- **Resin Compound**: Decrease in sales and profit due to a decrease in orders from customers
- **Car Sales** : Sales and profit declined due to sluggish sales of new cars

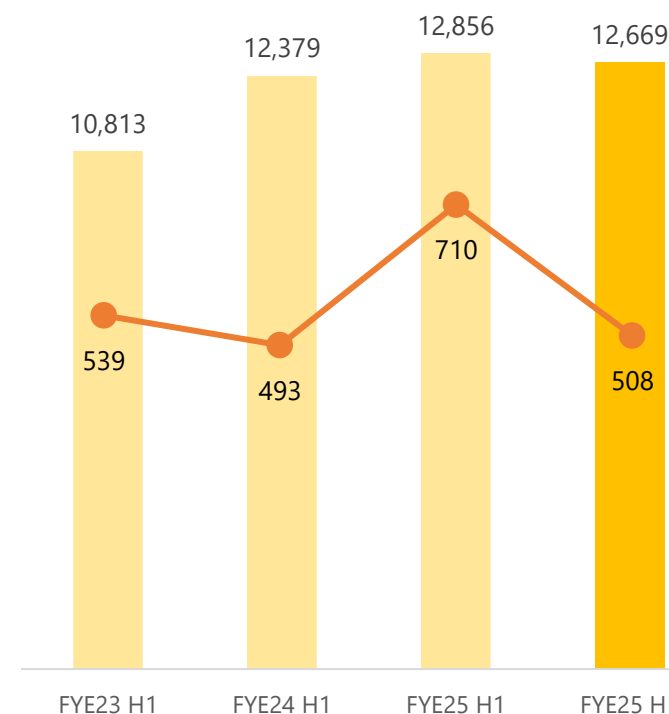
(million yen) **Consumer**



Resin Compound



Car Sales

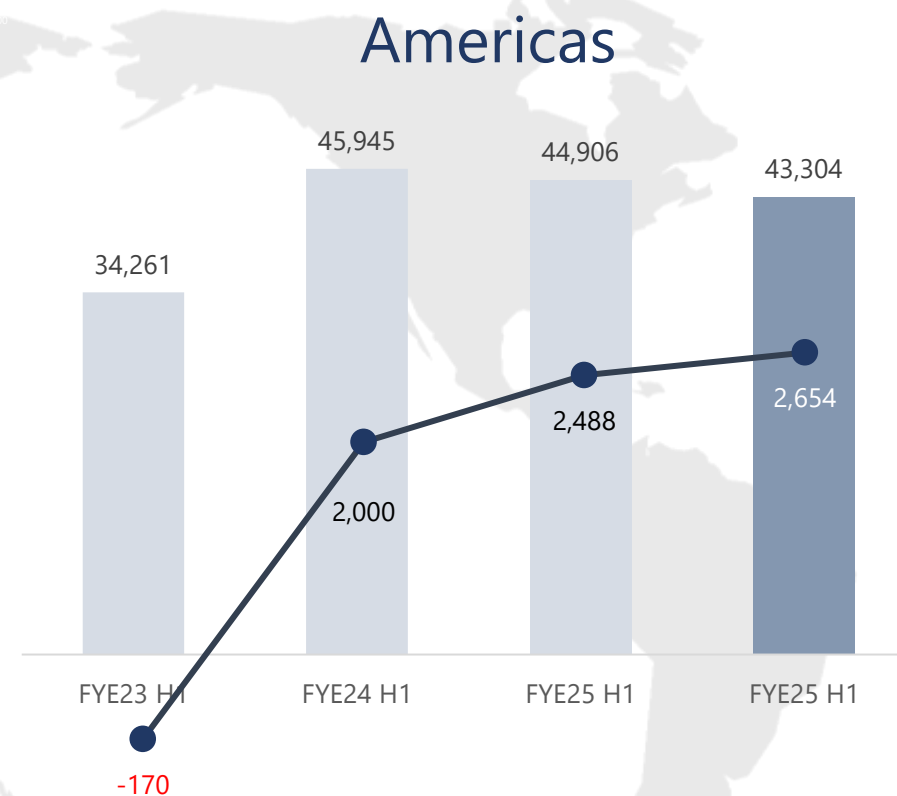
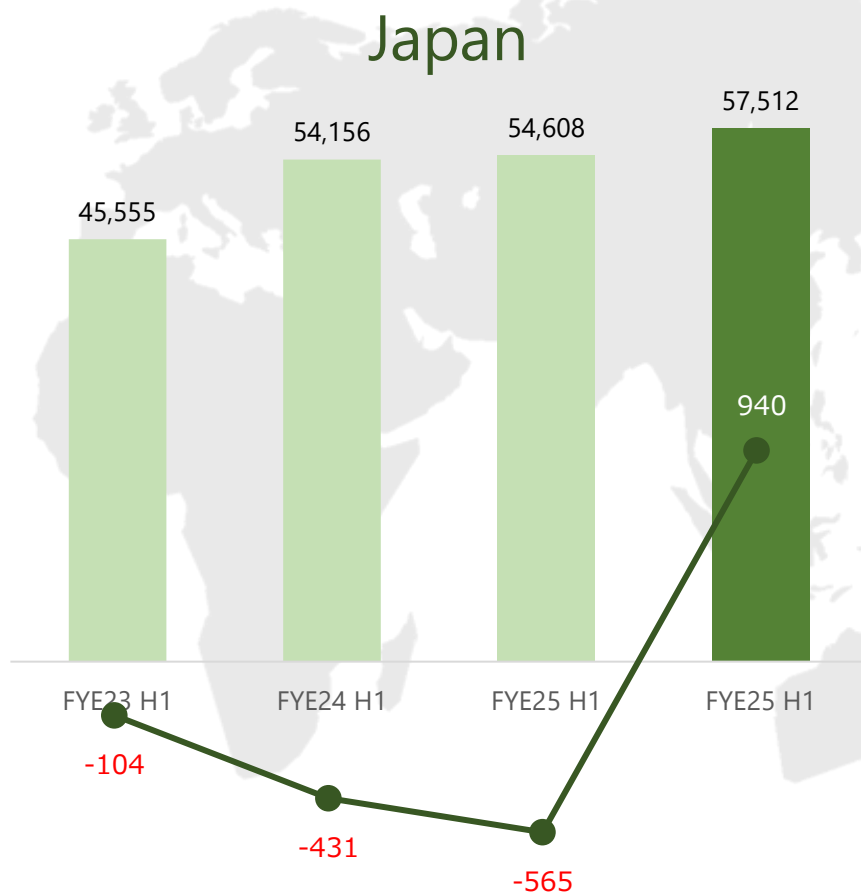


■ Sales Revenue —●— Operating Profit

Financial Results by Region (1)

- **Japan** : Sales increased due to growth in motorcycle instruments. Operating profit turned positive due to increased sales and capitalization of a part of development costs.
- **Americas** : Although sales to European and American OEM were sluggish, sales and profit increased due to an increase in automobiles and motorcycles instruments for Japanese OEM

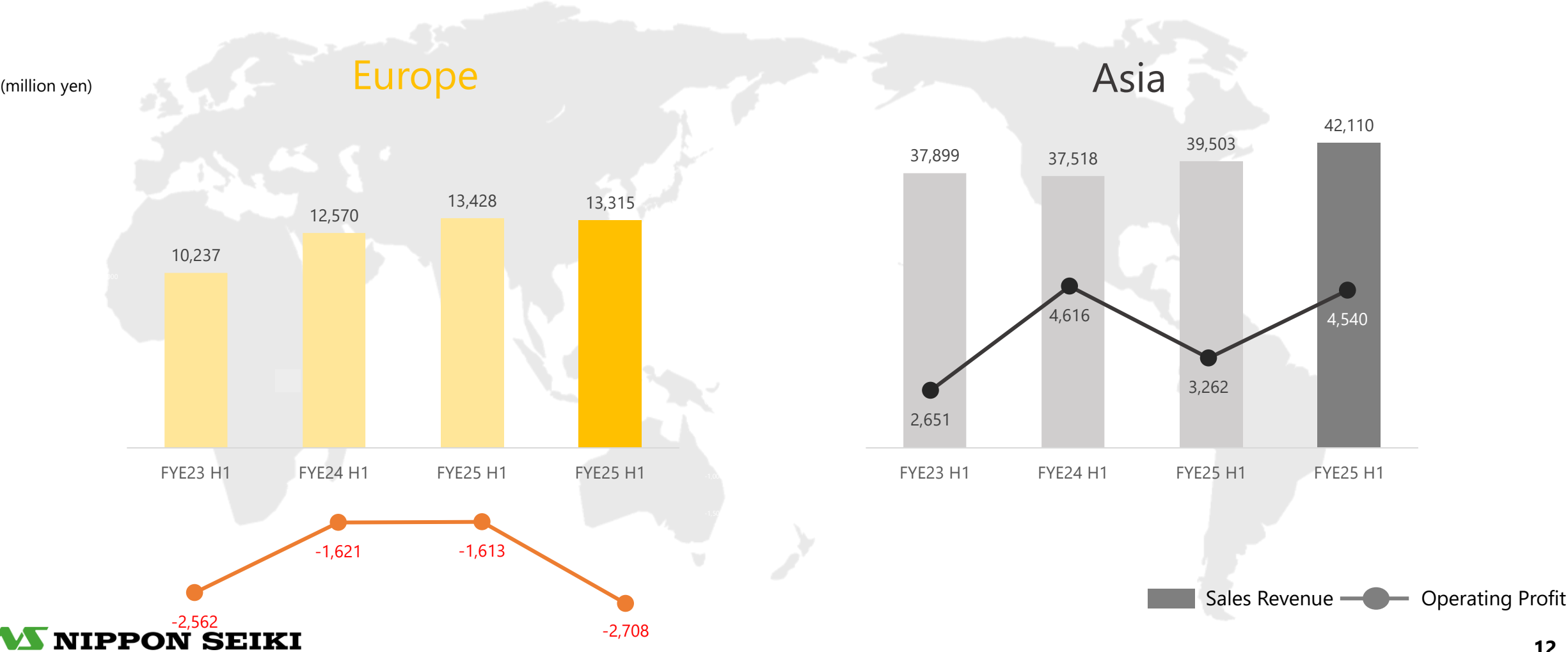
(million yen)



■ Sales Revenue —●— Operating Profit

Financial Results by Region (2)

- **Europe** : Sales and profit decreased due to European OEM's sluggish sales in China and a onetime payment for HUD.
- **Asia** : Increased sales and profit due to increased sales of instruments for motorcycles in ASEAN and India

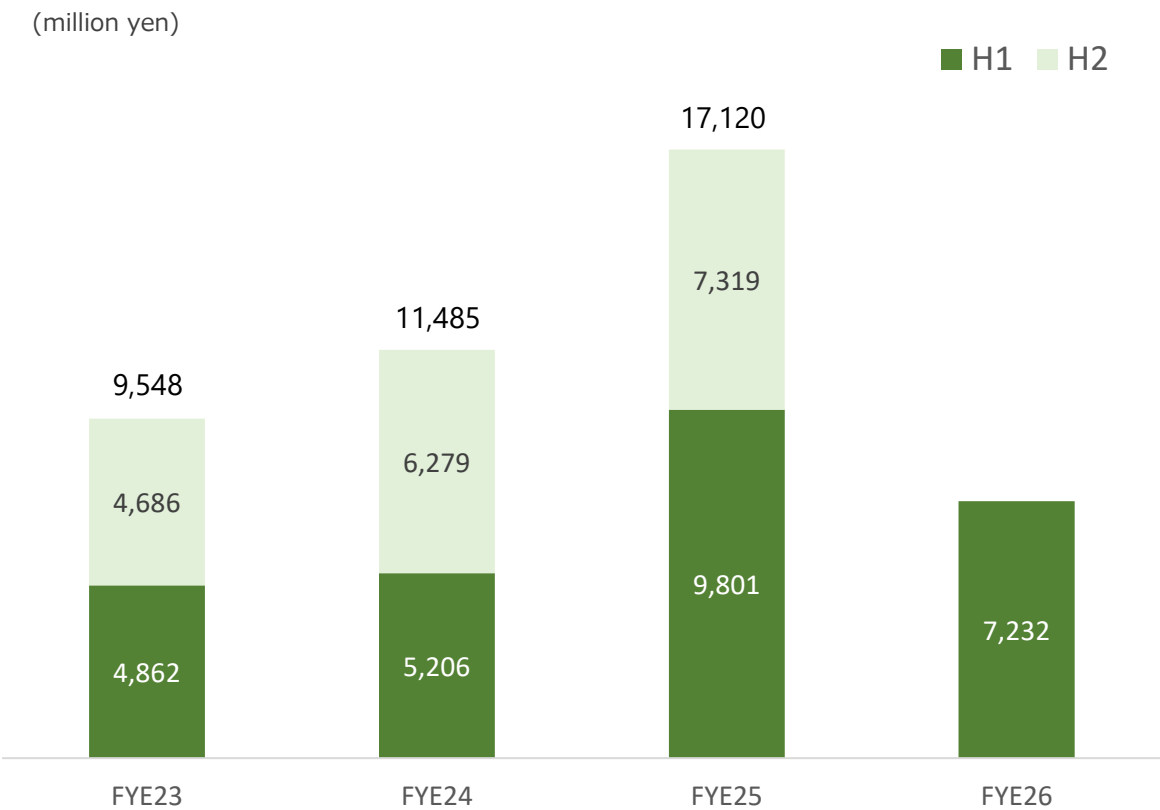


Capital Investment and Depreciation

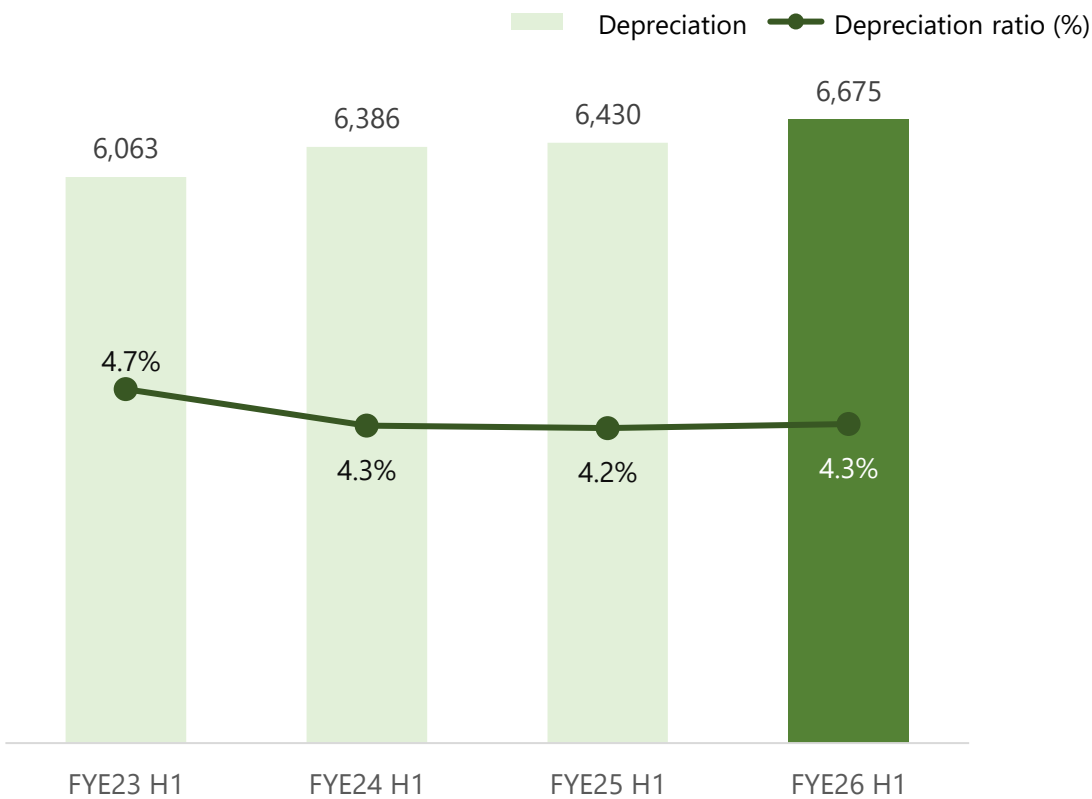
H1 FYE2026 Capital Investment 7,232 million yen

- Capital investment increased in FYE2025 mainly due to investment in warehouses in North America and HUD production facilities in Europe and Japan

Capital Investment (Consolidated)



Depreciation



Consolidated Balance Sheets

- Net cash provided by operating activities increased cash and cash equivalents
- The main reason for the increase in inventories was the capitalization of part of development costs, while inventories of parts and raw materials tended to decline.

(billion yen)

	Mar. 31 2025	Sep. 30 2025
Cash and cash equivalents	35.3	43.7
Trade and other receivables	52.7	47.8
Other financial assets	12.5	9.2
Inventories	99.5	100.7
Other current assets	16.3	11.7
Total current assets	216.4	213.4
Property, plant and equipment	78.3	79.9
Goodwill and Intangible assets	6.7	6.0
Trade and other receivables	0	-
Other financial assets	30.4	33.4
Total non-current assets	115.5	119.4
Total assets	332.0	332.8

	Mar. 31 2025	Sep. 30 2025
Trade and other payables	46.0	44.4
Borrowings	18.4	16.3
Other current liabilities	14.1	15.3
Total current liabilities	78.6	76.2
Borrowings	13.8	11.2
Other non-current liabilities	19.4	19.9
Total non-current liabilities	33.2	31.2
Total liabilities	111.8	107.4
Share capital	14.4	14.4
Capital surplus	5.3	5.3
Retained earnings	154.3	156.6
Treasury shares	-1.4	-1.4
Other components of equity	43.9	46.6
Equity attributable to owners of parent	216.6	221.6
Non-controlling interests	3.5	3.6
Total equity	220.2	225.3
Total liabilities and equity	332.0	332.8

Consolidated Cash Flow

- Operating cash flow increased mainly due to an increase in interim income before taxes.
- Cash flows from financing activities decreased due to repayment of borrowings and year-end dividends.

(billion yen)	H1 FYE2025	H1 FYE2026
Profit before tax	2.4	6.1
Depreciation and amortization	6.4	6.6
Interest and dividend income	-1.0	-0.9
Decrease (increase) in trade and other receivables	7.2	5.5
Decrease (increase) in inventories	-1.1	-0.5
Increase (decrease) in trade and other payables	-7.7	-2.4
Interest and dividend of received	1.0	0.8
Income taxes paid	-5.3	-0.5
Other	2.4	3.8
Net cash provided by (used in) operating activities	4.2	18.6
Purchase of property, plant and equipment and intangible assets	-9.8	-7.2
Proceeds from sales of investment securities	2.8	0
Other	-3.0	3.1
Net cash provided by (used in) investing activities	-9.9	-4.0

	H1 FYE2025	H1 FYE2026
Net increase (decrease) in short-term borrowings	6.9	-1.0
Increase (decrease) in long-term borrowings	0.5	-3.4
Repayments of lease liabilities	-0.8	-0.9
Net decrease (increase) in treasury shares	-1.4	0
Dividends paid	-1.4	-1.4
Other	-0.6	0
Net cash provided by (used in) financial activities	3.1	-6.8
Net increase (decrease) in cash and cash equivalents	-2.7	8.4
Cash and cash equivalents at end of period	30.5	43.7

FYE2026: Consolidated Financial Forecast

No change on FYE2026 full-year forecast

(million yen)

■ Sales Revenue

320,000

YoY Change
+3,603(+1.1%)

■ Operating Profit

11,300

YoY Change
+1,716(+17.9%)

■ Profit attributable to owners of the parent

8,000

YoY Change
+1,878(+30.7%)

Sales Revenue

Sales increased due to an increase in motorcycle instruments in ASEAN and India

Operating Profit

Despite the impact of sluggish sales of Japanese and European vehicles in the Chinese market, profit increased due to increased sales of instruments for motorcycles.

Expected cost increase of 1.5 billion yen due to tariff policy in the United States

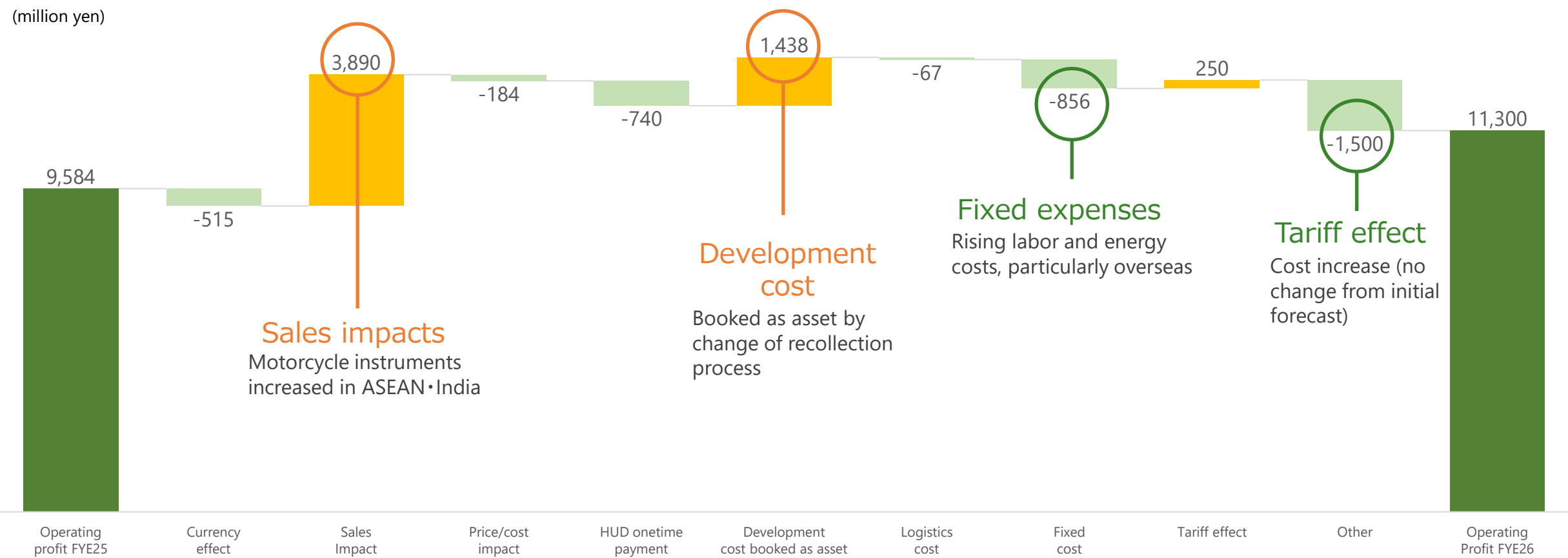
Profit Attributable to Owners of the Parent

Increasing due to higher operating income

\$ 1 USD = 140.00 JPY

Change in Operating Profit

FYE2026 : YoY Change in Operating Profit



Capital Policy

Return to Shareholders

- To improve capital efficiency, **we plan to return to shareholders with a total return ratio of 80%** during the Medium-Term Management Plan 2026 plan period.
- In accordance with the shareholder return policy, interim dividend for FYE2026 is 40 yen (year-end dividend is planned 40 yen)

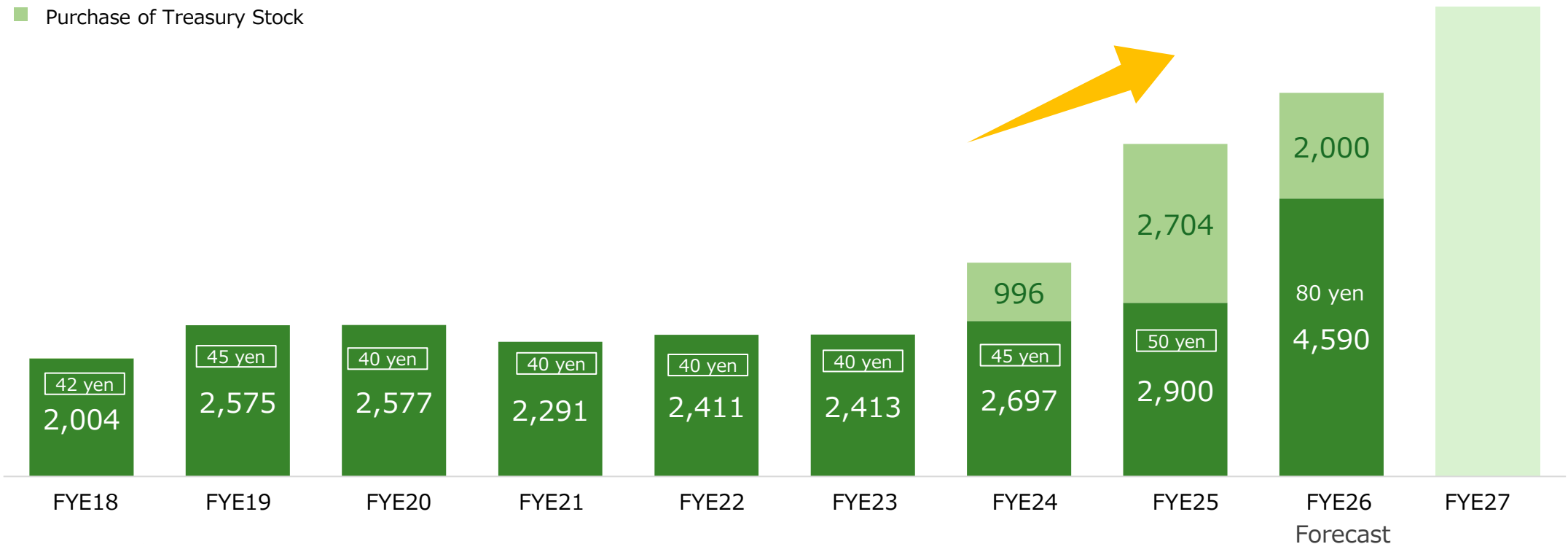
(million yen)

- Dividend per Share (including forecast)
- Purchase of Treasury Stock

Previous Mid-term Management Plan

Current Mid-term Management Plan

Shareholder Return Ratio **80%**



2. Current Business Environment and Our Initiatives

Keiichi Nagano, Representative Director, Biography

- Joined Nippon Seiki on 1989. Immediately after joining the company, he participated in the joint development project of Nippon Seiki's first head-up display (HUD) for OEMs. In 2001, he was in charge of the mass production of full-color HUDs for the North American market, and realized the development and mass production of full-color HUDs using TFT panels for the first time in the industry. In 2014, he was posted to Europe, where he was in charge of management of the European design department and technical negotiations with customers as General Manager of Nippon Seiki Europe.



President, Representative Director Keiichi Nagano

Apr. 1989 Joined Nippon Seiki

Mar. 2014 Nippon Seiki Europe general manager

June 2020 Nippon Seiki Senior operating officer

June 2021 Director, Senior operating officer

June 2022 Director, Managing officer

June 2023 Director, Senior managing officer

June 2024 Representative director, Vice president

June 2025 In charge of automotive system design headquarter,
region in charge: Europe (present)

June 2025 President, Representative Director (present)

Review of H1 FYE2026

- Sales revenue 156,242 million yen (+2.5% YoY), operating profit 5,247 (+52.3% YoY)
- **Consolidated operating results remained at the planned level** as a result of strong sales of motorcycles supporting sluggish sales of automobiles.
- Recognized that the external environment has changed significantly since the formulation of the Mid-term Management Plan, and that **initiatives need to be adjusted to meet the current situation**

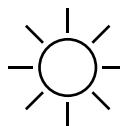
Business Results (million yen)

Automotive Instruments・HUD <small>*HUD : Head Up Display</small>	Sales Revenue	Operating Loss
	81,832 -8.5% YoY	-1,136 -890 on previous year
Motorcycle Instruments	Sales Revenue	Operating Profit
	41,351 +40.2% YoY	4,842 +81.1% YoY
Other <small>*General purpose・EMS・consumer・resin・car sales etc.</small>	Sales Revenue	Operating Profit
	33,059 -1.4% YoY	1,559 -6.7% YoY

Review



- Due to sluggish sales of Japanese and European automakers in China, sales of automobile instruments and HUDs fall below expectations



- Due to strong sales by Japanese customers in ASEAN countries (Indonesia and Thailand), India, and Brazil, we exceeded our target.



- While sales of instruments for construction machinery were firm, sales of EMS, consumer parts, resin compounds, and automobiles were sluggish.

Recognition of the External Environment

- **Dramatic changes in the environment surrounding the automobile industry**, including U.S. trade and environmental policies and the U.S.-China conflict
- **Under tough competition, Chinese automobile manufacturers raise their product capabilities** and expand Their Market Shares in China, ASEAN and Europe
- **Motorcycle market in India, ASEAN and Brazil expands stably** by progress in urbanization and increase in Disposable Income

Formulation of the Mid-term Management Plan (Nov. 2023)

External Environment

- Increased risk of uncertainty (Geopolitical risks, supply chain changes, cost inflation, higher interest rates, etc.)
- Accelerated change in the automotive industry (Response to CASE, increasing safety requirements, expectations for high added value, and diversification of needs)
- Increased awareness of ESG

Opportunity

- Expansion of HUD and digital cockpit market
- Increase in EMS needs due to the electrification of vehicles
- Demand increase for automobiles and motorcycles in emerging countries

Risk

- Restructuring of the automobile industry and acceleration of alliances
- progress of computerization and softwareization of vehicles
- Unit prices of electronic components remain high.

Now

Speed of change greater than expected

Impact of U.S. Trade Policy on the Automotive Industry

Impact of U.S.-China Conflict on Global Supply Chains

Changes in the Global Market

- Rise of Chinese automotive makers and effects to European makers
- Growth of motorcycle markets in India and ASEAN, Brazil

Effect to Nippon Seiki ① Short Term : U.S. Trade Policy, U.S.-China Conflict

Impact of U.S. Trade Policy on the Automotive Industry

Effect to Nippon Seiki

Profits drop by tighter tariffs

- In the plan for FYE2026, approximately 1.5 billion yen has been expected as the impact of tariff policies.
- The impact in H1 FYE2026 was approximately 0.6 billion (excluding the impact of reduced sales volume due to tariff policies).
- While the impact for the next fiscal year and beyond has not yet been determined, we recognize that trade policy trends will remain uncertain.
- Continue negotiations to appropriately reflect the burden of tariffs on product sales prices

Impact of U.S.-China Conflict on Global Supply Chains

Effect to Nippon Seiki

Procurement risk of parts (semiconductors and rare earths)

- Nexperia's semiconductor supply delay is expected to have a temporary impact on its business activities in the current fiscal year (impact amount to be determined).
※Indirect impact of customer's production decline and impact on our products that use the Nexperia semiconductors
- Rare earth supply shortages may also affect customer's production trends

Effect to Nippon Seiki ② Long or Medium-term : Changes in the Global Market

Changes in the Global Market (Rise of Chinese Automobile Manufacturers and Declining Share of European Automobile Manufacturers)

Effect to Nippon Seiki

Delay in our plans to expansion our HUD business and improve profits in Europe

- Changes in the Chinese market have had a negative impact on achieving strategic priorities such as strengthening the head-up display (HUD) business, which is the core of mid-term management plan, and improving the profitability of the European business
- Although the adoption of new HUD manufacturers has progressed, sales have fallen below plan due to a decline in the share of European manufacturers in the Chinese market
- Maintain the impact by continuing to expand sales, improve costs, negotiate higher selling prices, and reduce shipping costs

Changes in Global Markets (Growth of India, ASEAN and Brazil Markets)

Effect to Nippon Seiki

Gain of new growth opportunities

- Aim to gain growing demand for motorcycles in emerging markets by combining our company's unique technological advantage, high durability and dust resistance, and our global production network
- Continue to focus on developing and expanding sales of new products

Future Initiatives

Mid-term Management Plan Policy

- ① Strengthening HUD Business
- ② European Business Profitability Improvement
- ③ New customers/
New product development



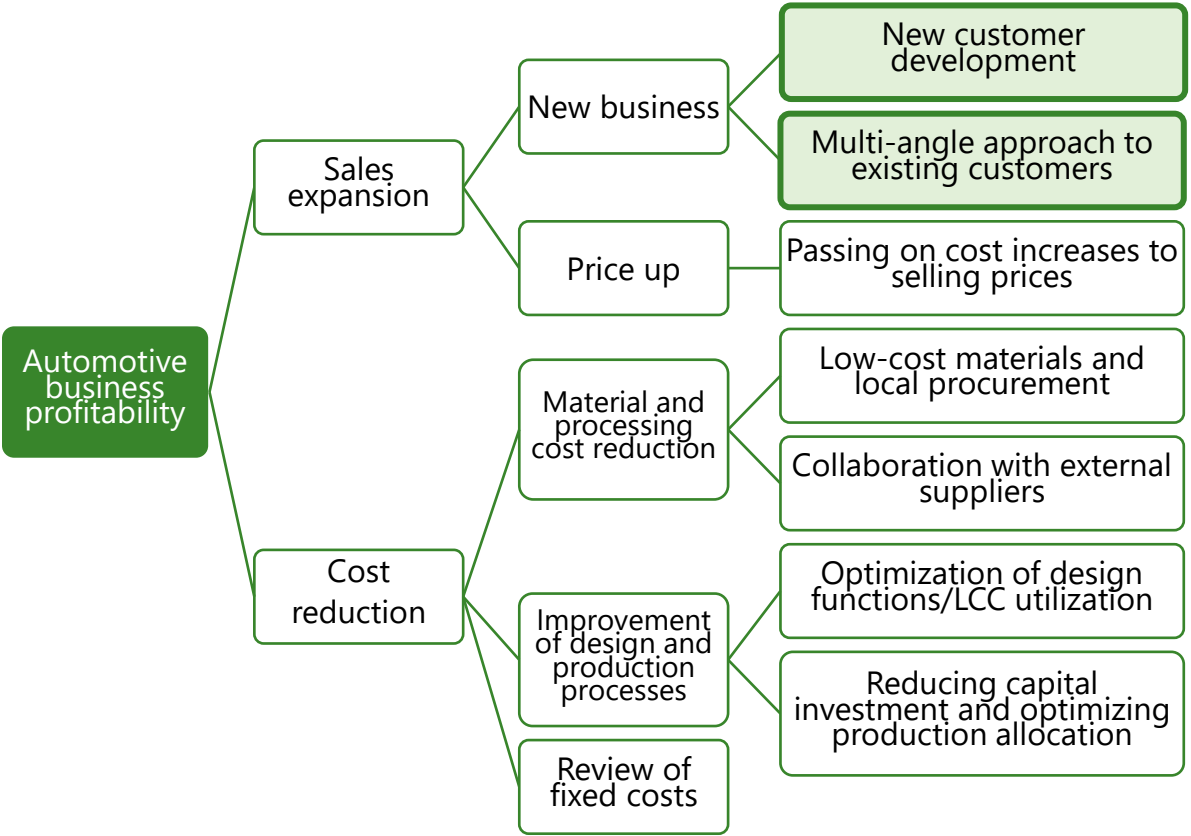
Aligned Initiatives with Current External Environment

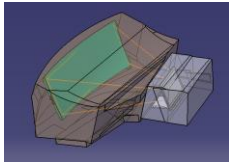




1. Automobile and HUD: Implementing business strategies to enhance growth and profitability
2. Motorcycles: Accelerating sales of motorcycle instruments in emerging markets
3. Creation of innovative products, services and businesses
4. New Medium-Term Management Plan (FY2028 to FY2030)

1. Automobile and HUD: Implementing Business Strategies to Enhance Growth and Profitability

- Although there is a force majeure in China where foreign automakers are struggling, we are striving to expand sales and raise prices through the development of new functions, while reviewing design and production processes and reducing costs such as materials, manufacturing, distribution, and fixed costs

Efforts to Expand Sales and Improve Profits

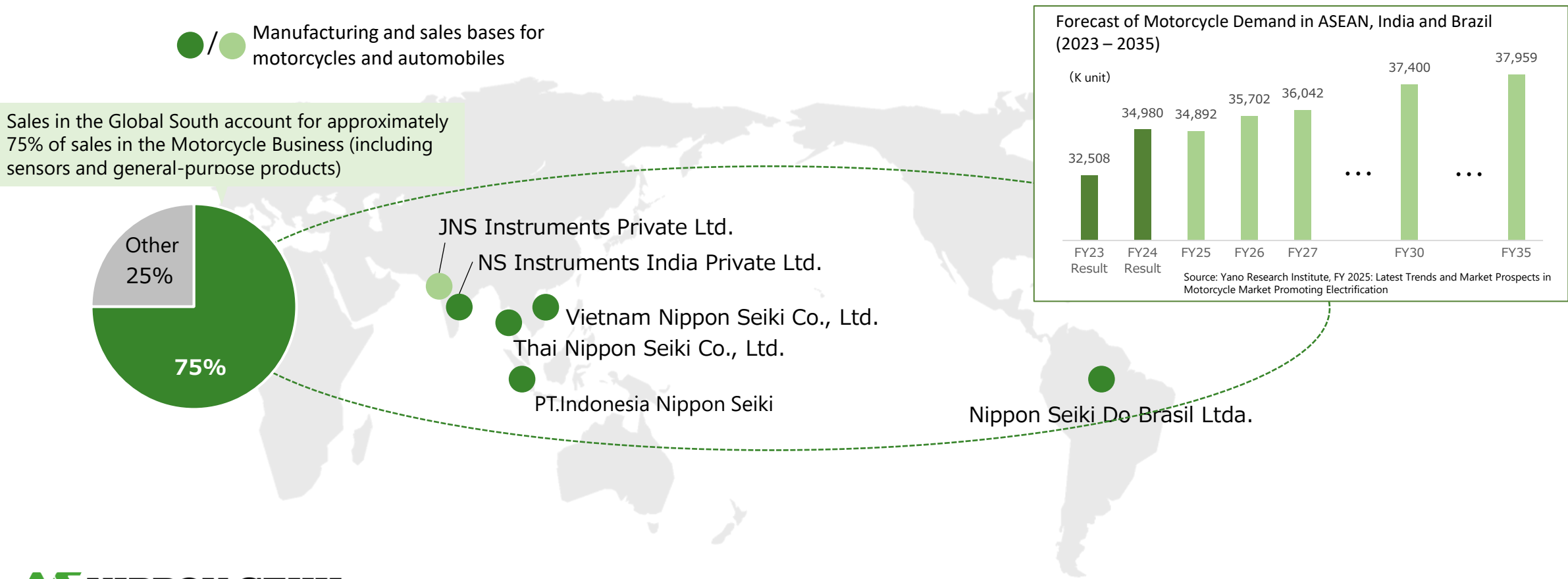


	Next Generation		Target Expansion	
	Thin Slope HUD	Thin AR-HUD	Wedge-less HUD	Aftermarket HUD 2 nd
Segment	Middle ~ Large		Small・Kei	
	 No flat mirror (Heat protection)	 Larger and thinner than existing AR models	 	 LumieHUD
competitive area	• Small and thin design • Heat protection	• Larger and thinner AR	• Omitting insert film in windshield • Small and thin design	• Adding navigation and alert

2. Motorcycles: Accelerating Sales of Motorcycle Instruments in Emerging Markets

- We will further strengthen our competitiveness in India, ASEAN and Brazil by developing attractive products that meet diverse needs and optimizing our global supply system.

Manufacturing and sales bases of the Nippon Seiki Group in the Global South

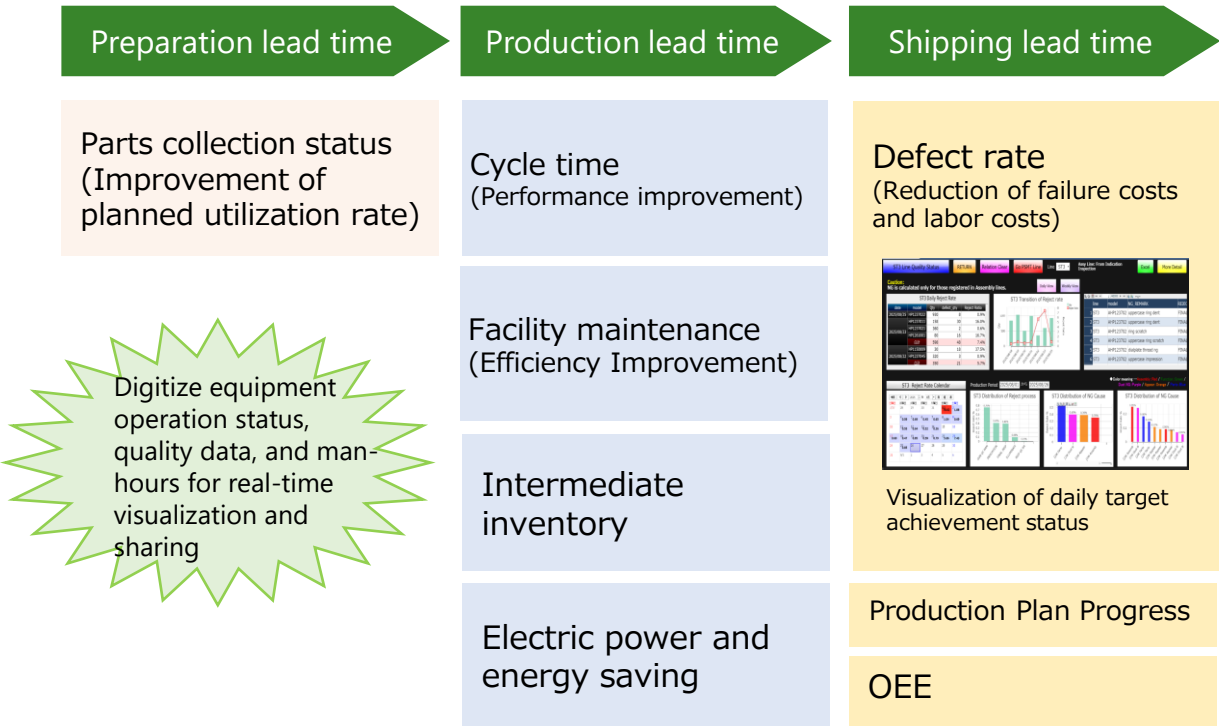


Reference: Initiatives in India

- Expanding production capacity and improving profitability in India by promoting the conversion of plants into smart plants and strengthening price competitiveness through in-house production of TFT LCDs

Smart plants

Promoting efficiency improvement through smart factory in India. Achieving labor savings, improving quality control and productivity by collecting and analyzing data in real time.



In-house production of TFT LCDs

Responding to Significant Growth in TFT LCD Demand in the World's Largest Motorcycle Market

- Production of TFT LCDs will be in-house in a joint venture to reduce tariffs and shipping and packaging costs and increase price competitiveness.
- Scheduled to commence mass production in 2027

India Joint Venture/Plant Overview

- Company Name: EDT-India Private Limited
- Establishment: 2025 Summer
- Ownership ratio : EDT 81%, Nippon Seiki 19%
- Location: Andhra Pradesh, southern India
In the site of our company's Indian subsidiary



Emerging Display Technologies (EDT)

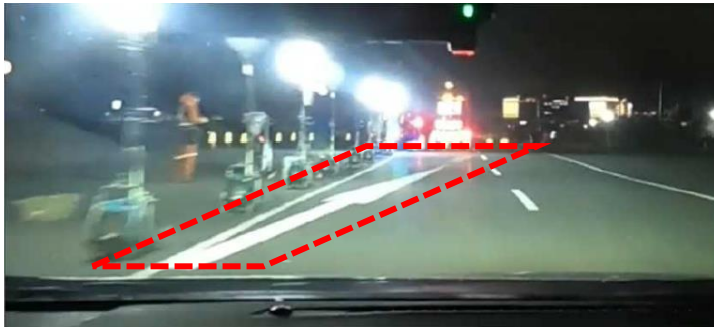
- Head Office: Kaohsiung, Taiwan
- Products : TFT display module, Capacitive touch panel module, Smart Embedded display module etc.

3. Creation of Innovative Products, Services and Businesses

- Accelerating challenges in new growth areas to reduce dependence on the automotive industry
- September 2025, New entry into the software user interface (UI) consulting business as a new growth area

Evaluation of a high-visibility LED projector

A comparative evaluation of road projection technology such as our company's "High Visibility LED Projector" on actual road surfaces for the purpose of reducing the number of accidents resulting in intrusions into restricted areas on expressways



LED projector evaluation
Lane guidance display projected by arrows in red frame



High-visibility LED projector
used in the Evaluation

Received the Excellence Award for contributing to the improvement of road technology and promotion of road projects at the 36 th Japan Road Conference in November 2025.

New company MELHE UI established

We established new company to provide software development and UI/UX design consulting in a wide range of fields, utilizing our proprietary technologies and knowledge related to software and Human Machine Interface (HMI).

Name : MELHE UI
Capital : Nippon Seiki Co., Ltd. 100%
URL : <https://www.melheui.jp>



● Life-Up Applications Business

Using software technology, developing smartphone apps., web system

● UI Innovation Business

By applying our know-how in the automotive field, where rapid recognition, rapid reading and intuitive UI are required, to various fields, we will provide UI that is both safe and comfortable.

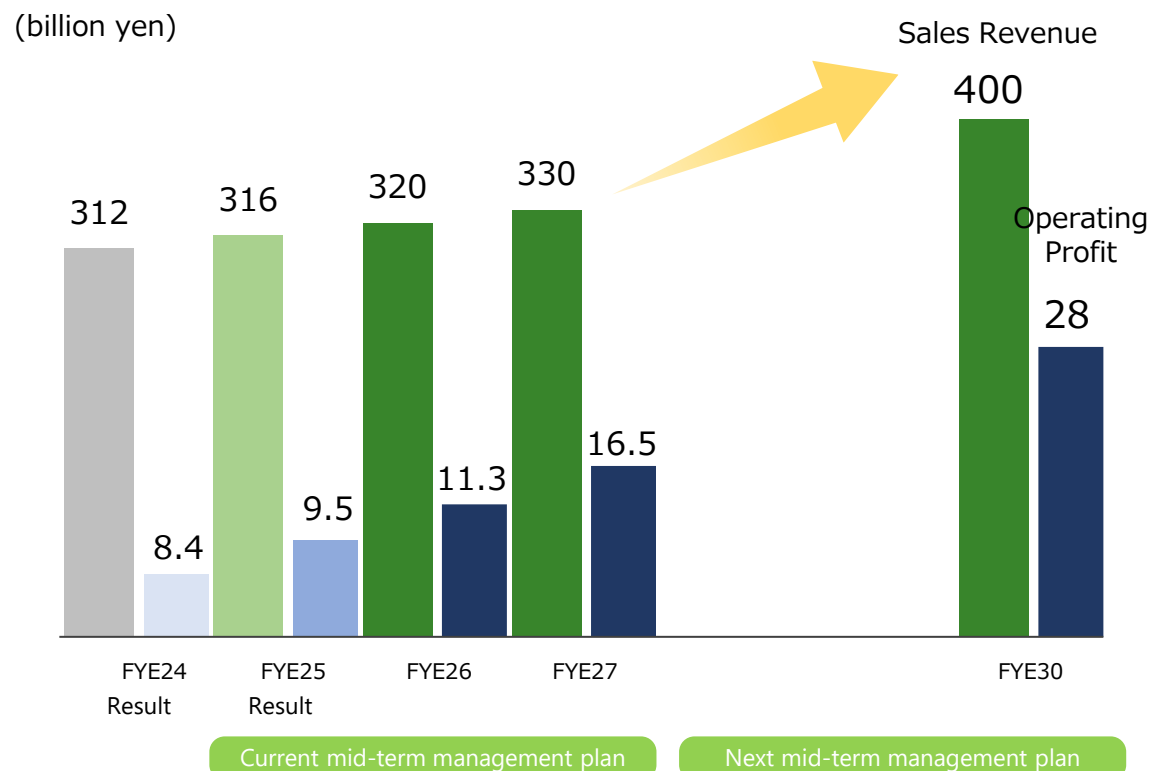
● Connecting Design Business

Providing design that connects companies and customers, products and users, and people to people

4. New Medium-term Management Plan (FYE2028 to FYE2030)

- Starting to formulate the new medium-term management plan in January. **Aim to achieve an ROE level of 8% in the fiscal year ending March 2030** (announcement date to be determined)
- Considering strategies along with the changing external environment, and optimize growth investments and shareholder returns with balance sheet awareness

Medium and Long Term Performance Targets (Announced on Nov. 2023)



FYE30 Sales Revenue Target

400 billion yen

FYE30 Operating Profit Target

28 billion yen

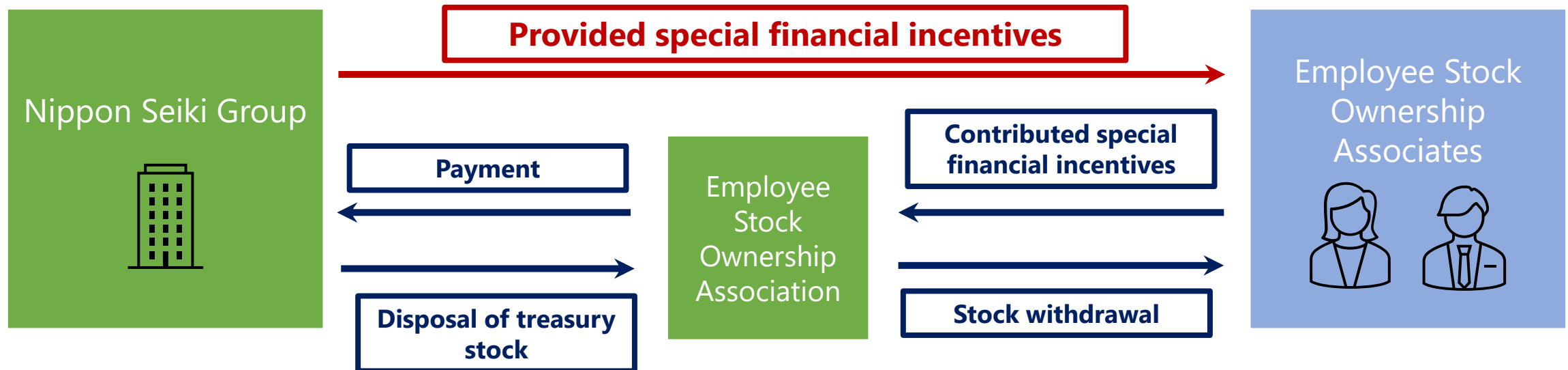
FYE30 ROE Target

8.0%

Reference: Introduction of Stock Incentive System through Employee Stock Ownership Plan

- **Introduced a stock incentive program through the Employee Stock Ownership Program** to raise the awareness that each employee is directly involved in enhancing our company's medium- to long-term corporate value through the holding of our company shares.
- The introduction of this program is expected to encourage more employees to join the Employee Stock Ownership Program, thereby fostering a sense of participation in management.
- Special incentives equivalent to 50 shares per member of the Employee Stock Ownership Program (November 2025)

Structure of the Stock Incentive System



Nippon Seiki has reached a significant milestone of its 80th anniversary on Dec. 2025.

We cultivate a culture that respects the spirit of challenging new businesses, processes, and values.

All employees work together to create “a Safe and Sustainable Future.”



Nippon Seiki 80th anniversary festival held on November 1, 2025

Appendix

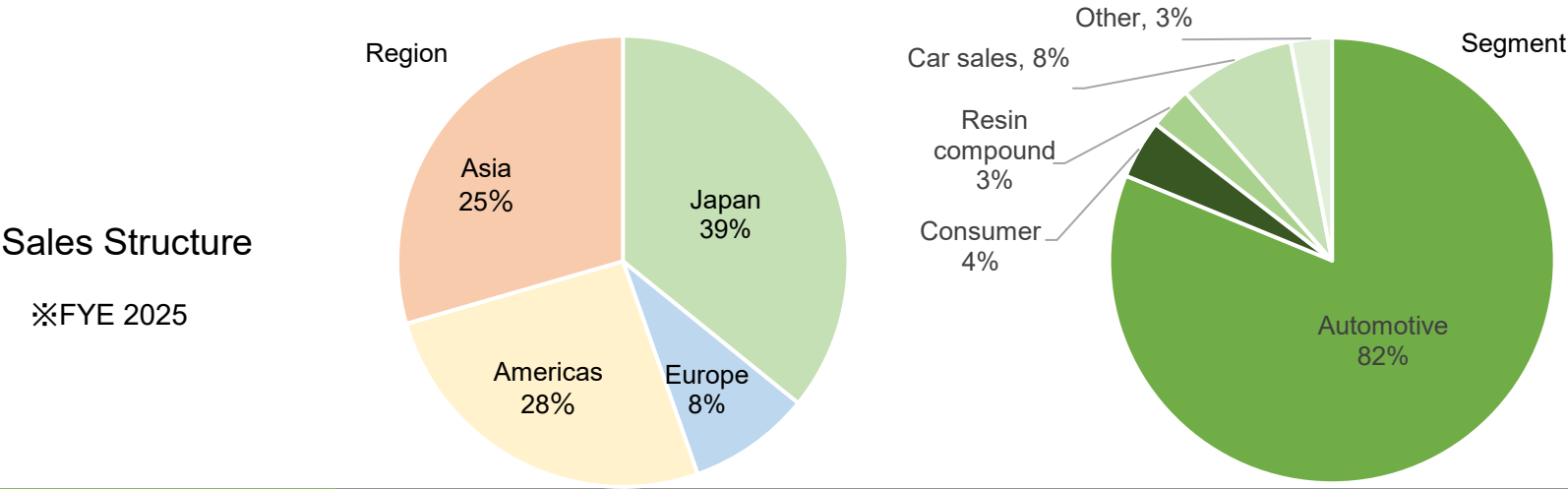
Company Outline

Nippon Seiki Co., Ltd. (TSE Standard Market: 7287)

Established	December 24 th 1946
Headquarter	2-2-34 Higashi-Zao Nagaoka city, Niigata prefecture
Main Business	Automobile・motorcycle・general purpose instruments／OA control panel／A/C・home equipment controller／EMS and so on
Employees	13,450 (consolidated) 1,659 (Non-consolidated) ※March 31, 2025
Representative	Representative Director, Keiichi Nagano
Sales Revenue	316,397 million yen (consolidated) ※FYE 2025

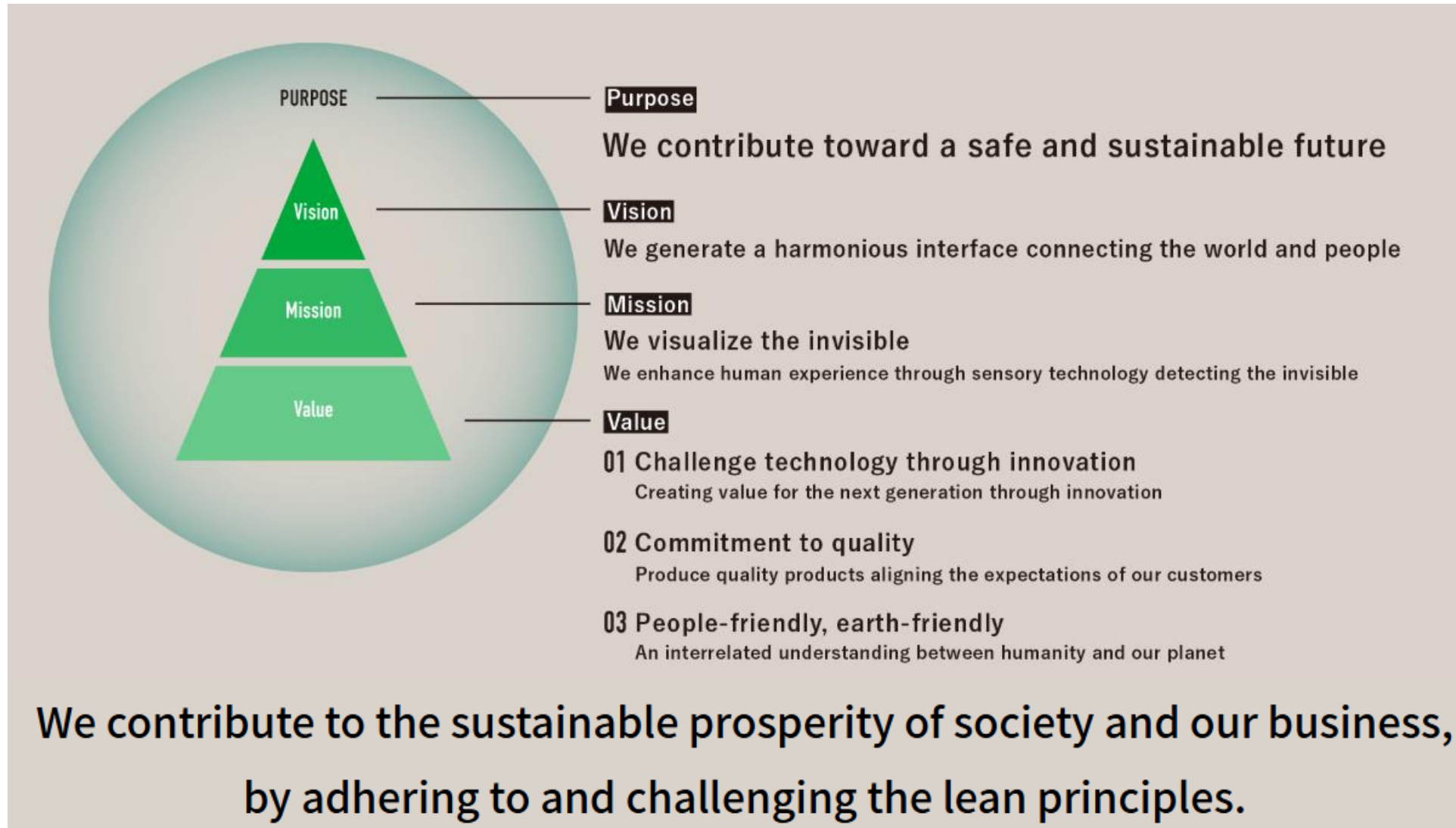


Headquartered Nagaoka city,
famous in fireworks
Ultra-Large Wide Star Mine sponsored by our company
(Photo: Nagaoka Fireworks Foundation)



80th Anniversary on Dec. 2025
80 year anniversary logo designed by employees

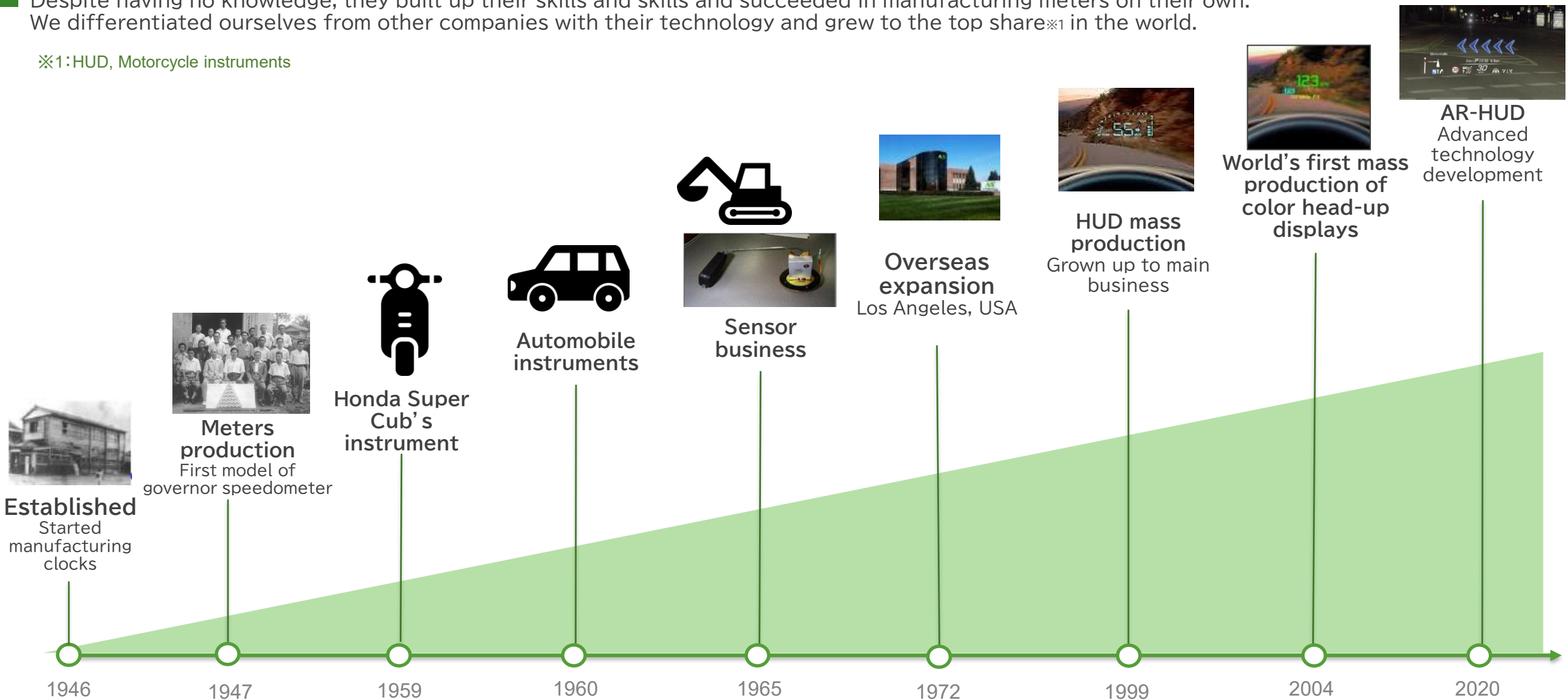
Corporate Philosophy



History

In 1947, we received a request to manufacture parts for instruments, which led to the current our company business. Despite having no knowledge, they built up their skills and skills and succeeded in manufacturing meters on their own. We differentiated ourselves from other companies with their technology and grew to the top share※1 in the world.

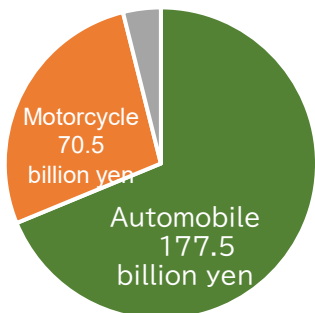
※1:HUD, Motorcycle instruments



Business Overview

We are an automotive parts manufacturer focusing on instruments and head-up displays (HUD). In addition to instruments for motorcycles and automobiles, we are diversifying our business into resin compounds and consumer equipment parts.

Automotive Business | Sales 258.1 billion yen |



Automobile instrument



HUD



Motorcycle instrument



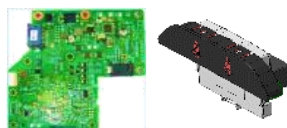
Construction/agricultural machine



Sensor



Automotive EMS



Consumer Business | Sales 13.5 billion yen |

Component EMS Home equipment/OA/industrial



Resin Compound Business | Sales 9.1 billion yen |

Resin Compound



Mold·Print



Car Sales·Other | Sales 35.5 billion yen |

Car Sales

Information system

Logistics

Core Business: Automotive Components

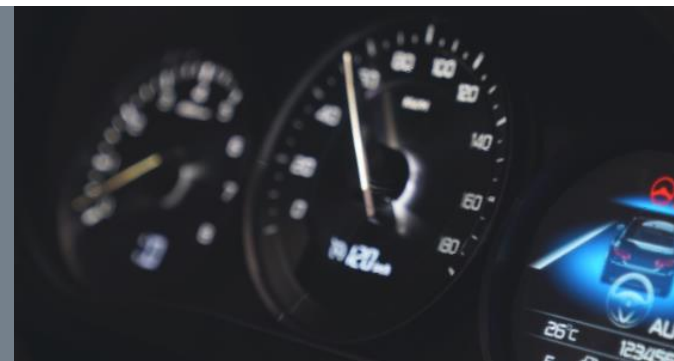
The information detected by the sensor is transmitted to the driver through the instrument and head-up display (HUD), making the invisible visible.



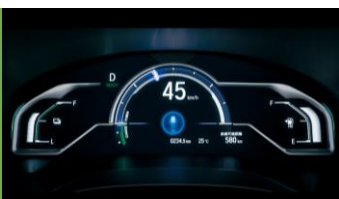
Automotive Components

1. Instruments

Creating Safety by Connecting
People and Vehicles



Automobile



Major customers:
Honda, Mazda, GM, Chrysler etc.

Motorcycle



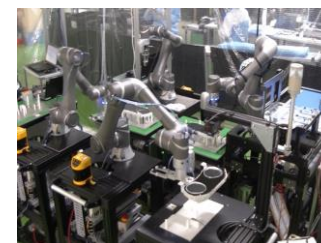
Major customers:
Honda, Yamaha, Suzuki, Kawasaki

Construction ·
Agriculture
machinery



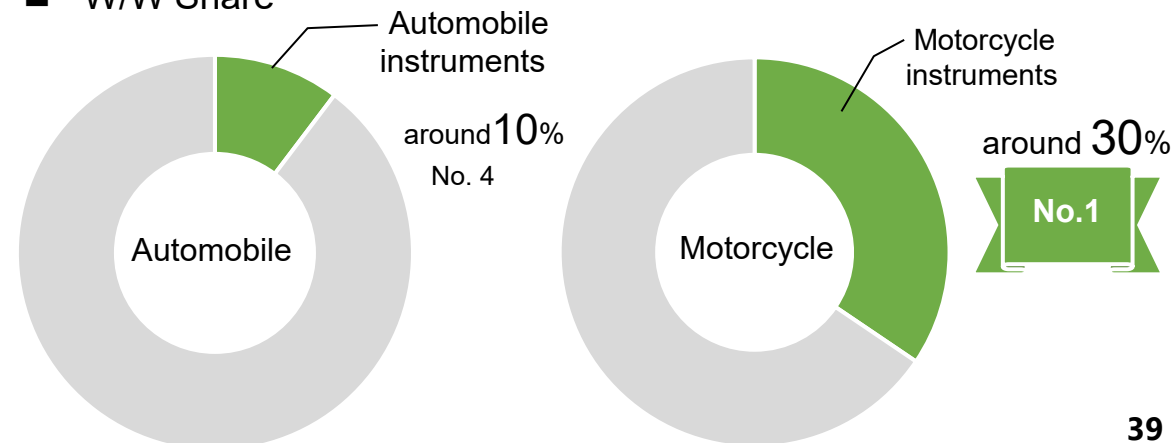
Major customers:
Hitachi, Kubota, Yanmar etc.

■ Our Strength



- Integrated production system as a group
- Global development and production network

■ W/W Share



Automotive Components

2. Head Up Display(HUD)

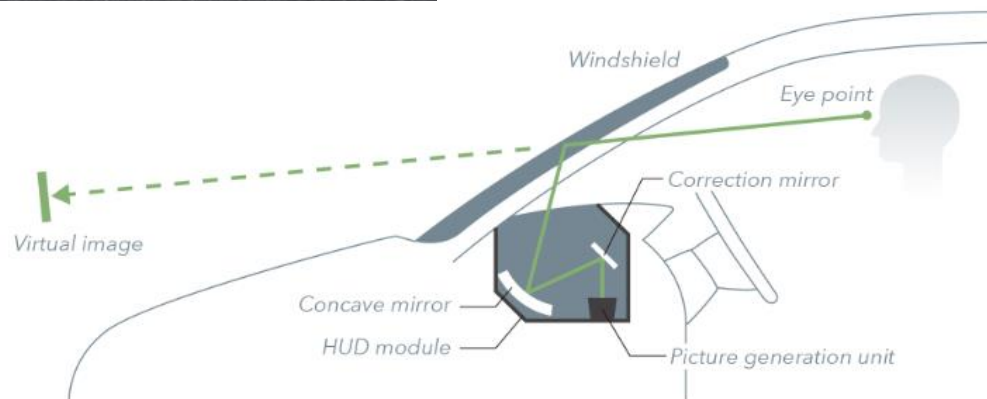
To Make Safety the Norm



Basic Principle of HUD

The display of the built-in LCD panel is reflected from the mirror inside the housing and projected onto the windshield as a virtual image.

Major customers:
BMW•GM•Mazda•Chrysler etc.



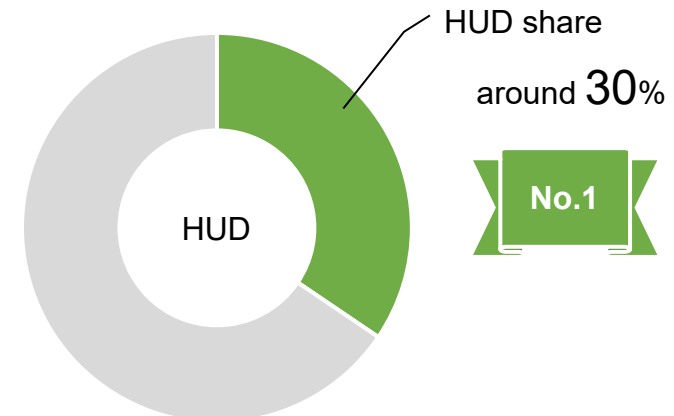
Our Strength

Key component: Concave mirror



- Achieving high quality through optical design technology
- In-house production of concave mirrors using precision processing technology

W/W Share



Our company sends press releases and financial announcements to investors via e-mail.

- Subscribing to IR News Mail

https://global.nippon-seiki.co.jp/ir_mail/

- IR Page of our company Website

<https://global.nippon-seiki.co.jp/ir/>

Note

These forecasts are based on currently available information and include risks and uncertainties. Therefore, please refrain from making investment decisions solely based on these forecasts. Actual results may differ materially from these forecasts due to various important factors. Important factors affecting actual results include the political and economic conditions surrounding our company's business areas, and the exchange rate of yen against the dollar and other currencies.