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August 28, 2026

Company Name:	Nippon Seiki Co., Ltd.
Name of Representative:	Keiichi Nagano, Representative Director, President & CEO (Code No.: 7287 TSE Standard Market)
Inquiries:	Masashi Torigoe, Corporate Management Headquarters, Operating Officer (Telephone: +81-258-24-3311)

Notice Regarding the Acquisition of the Head-Up Display Business of DENSO CORPORATION

Nippon Seiki Co., Ltd. (the "Company") hereby announces that, at the meeting of its Board of Directors held on August 28, 2026, the Company resolved to acquire the head-up display ("HUD") business (the "Business") operated by DENSO CORPORATION ("DENSO") (the "Acquisition"), and that the Company concluded a business transfer agreement with DENSO today.

The Acquisition is subject to the fulfillment of the preconditions for the execution of the transaction, such as the acquisition by Fair Trade Commission of clearance and other legally required permits and approvals from relevant authorities and customer approval.

1. Purpose of the Acquisition

Under its group vision of "Creating value for interfaces through connected technologies," the Company's group operates businesses including the manufacture and sale of instruments for automobiles, motorcycles, construction machinery as well as controllers for air-conditioning and housing equipment, coloring and processing of high-performance resin materials, and automobile sales.

In particular, HUD, which project information such as driving speed and navigation data onto the windshield of a vehicle, is expected to see continued market growth as their installation rate rises. In its current medium-term management plan, the Company's group has positioned "securing growth and improving profitability of the HUD business" as one of its business strategies, and has been working to enhance its presence in the market and expand sales.

Against this background, the Company has concluded that, by integrating DENSO's HUD development know-how and production system with the business foundation of the Company's group, it will be able to further optimize its development and production systems, build a stable global supply framework and strengthen its cost competitiveness. As this is expected to further strengthen the foundation of the group's HUD business, enhance the value it delivers to customers through higher-quality products and services, and lead to sustainable growth, the Company has decided to proceed with the Acquisition.

Purpose of the Acquisition

① To enhance cost competitiveness by inheriting DENSO's technology and manufacturing know-how and combining them with the Company's development and manufacturing foundation to optimize and improve efficiency in production and development.

② To further expand the supply capability and sales opportunities by utilizing the technology and business foundation of Denso's HUD business and strengthening development and proposal capabilities to meet a wide range of customer needs.

2. Overview of the Acquisition

(1) Details of the Business

The Business consists of the development, manufacture and sale of HUD products operated by DENSO and its subsidiaries (collectively, the "DENSO Group"). The relevant regions are Japan, China, Spain, the United States and Mexico.

In the Acquisition, the assets to be acquired by the Company or its subsidiaries are the production equipment and the intellectual property rights and other rights incidental to the Business. With respect to the business relationships with customers of the Business, the Company plans to succeed to such relationships in stages, subject to the relevant customers' consent. Officers and employees of the DENSO Group, as well as its land and buildings, are not included in the Acquisition.

Following the Acquisition, the Business is expected to be operated using the human resources of the Company's group. The production equipment to be acquired is expected to be transferred in stages, after the Company's group has established the necessary acceptance arrangements within a certain period from the closing of the Acquisition.

In addition, in order to facilitate a smooth transfer of production, the Company's group plans to consign production to the DENSO Group for a certain period.

(2) Operating results of the Business (Fiscal year ended March 2026)

Not disclosed in accordance with the confidentiality agreement between both companies.

(3) Items and amounts of assets of the Business (As of March 31, 2026)

Assets of the DENSO Group's HUD business: 1,164 million yen

(4) Purchase price and method of settlement

The purchase price is not disclosed in accordance with the confidentiality agreement between both companies. However, it is calculated based on the cash flow of the HUD business, taking into account estimates of future revenues, etc., and will be less than 1% of the Company's consolidated net assets for the fiscal year ended March 2026.

The method of settlement is expected to be cash.

3. Company profile of the counterparty to the Acquisition

(1)	Company name	DENSO CORPORATION
(2)	Location	1-1, Showa-cho, Kariya, Aichi, Japan
(3)	Representative	Shinnosuke Hayashi, President and Representative Director
(4)	Business description	Development, manufacture and sale of automotive parts, systems and life- and industry-related equipment
(5)	Share capital ※	187,457 million yen
(6)	Date of establishment	December 16, 1949
(7)	Net assets ※	2,892,884 million yen
(8)	Total assets ※	4,934,365 million yen
(9)	Main shareholders and shareholding ratio ※	Toyota Motor Corporation: 22.24% The Master Trust Bank of Japan, Ltd.: 13.04% Toyota Industries Corporation: 5.85%

<table>
<tr><td colspan="2"></td><td colspan="2">Toyota Real Estate Co., Ltd.: 4.94%
Custody Bank of Japan, Ltd.: 4.77%
Nippon Life Insurance Company: 3.21%
DENSO Employee Shareholding Association: 2.05%
STATE STREET BANK AND TRUST COMPANY 505001: 1.19%
National Mutual Insurance Federation of Agricultural Cooperatives: 1.13%
Meiji Yasuda Life Insurance Company: 1.06%</td></tr>
<tr><td rowspan="4">(10)</td><td rowspan="4">Relationship between the parties</td><td>Capital relationship</td><td>Not applicable</td></tr>
<tr><td>Personnel relationship</td><td>Not applicable</td></tr>
<tr><td>Business relationship</td><td>Not applicable</td></tr>
<tr><td>Related party relationship</td><td>Not applicable</td></tr>
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※ Figures as of March 31, 2026.

DENSO operates the Business through DENSO itself and its subsidiaries in and outside Japan, and the Company or its subsidiaries are expected to acquire the Business at each site.

4. Schedule

(1)	Date of resolution at the meeting of the Board of Directors	August 28, 2026
(2)	Date of conclusion of the Business Transfer Agreement	August 28, 2026
(3)	Closing date of the Acquisition	February 26, 2027 (planned)

5. Outlook

The impact of the Acquisition on the Company's business results is insignificant. We will promptly announce in case any matters that should be disclosed arise.

End

Acquisition of the Head-up Display Business of DENSO CORPORATION

Nippon Seiki Co., Ltd.（ TSE: 7287 ）

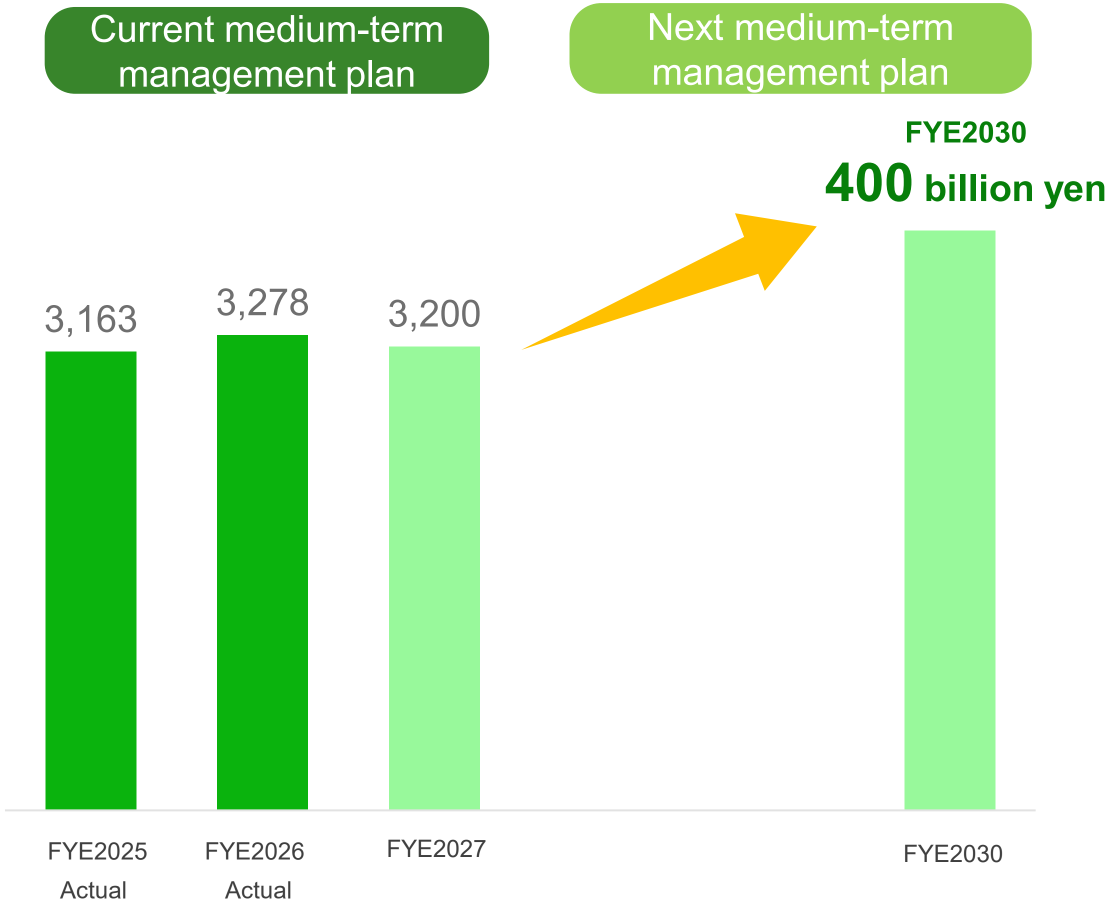
August 28. 2026

Positioning of the Transaction in the Medium-term Management Plan

- "Securing the growth potential and improving the profitability of head-up displays (HUD)" is one of the key management challenges for our sustainable growth
- This project is implemented as a measure to enhance our HUD business presence in the market and to expand sales.

Sales revenue targets for the current and next medium-term management plans*

*Issued on Nov. 10, 2023, effect of Toyodenso acquisition is not included



Current medium-term management plan

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 (expanding the business portfolio through the development of new businesses)

Next medium-term management plan Target (on FYE2030)

Sales Revenue	ROE
400 billion yen	8.0%

NIPPON SEIKI

About Head-up Display Business

- An image display device that projects driving speed, navigation information, and other data onto the windshield of an automobile
- We have advantages in optical design technology that enables clear, distortion-free display, as well as technologies for eliminating the effects of sunlight and suppressing image disturbances caused by vibration

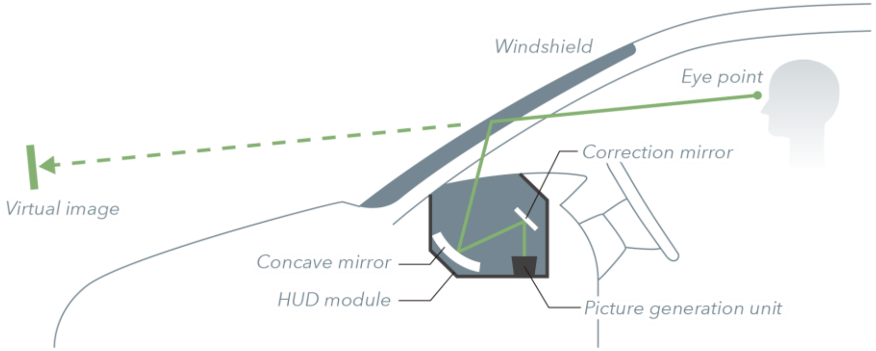
What is Head-up Display (HUD)？

A device that displays driving-related information, such as the speed, remaining fuel, distance traveled, and traffic signs, in a position easily within the driver's sight.

➤ HUD introduction movie
https://www.nippon-seiki.co.jp/business_ic/#contents03

HUD mechanism

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



Our Advantages

Key Component: Concave Mirror

- Achieving high quality through optical design technology
- In-house production of concave mirrors using ultra-precision machining technology
- Offering a variety of functions such as AR-HUD and Slope-HUD

HUD Production Volume

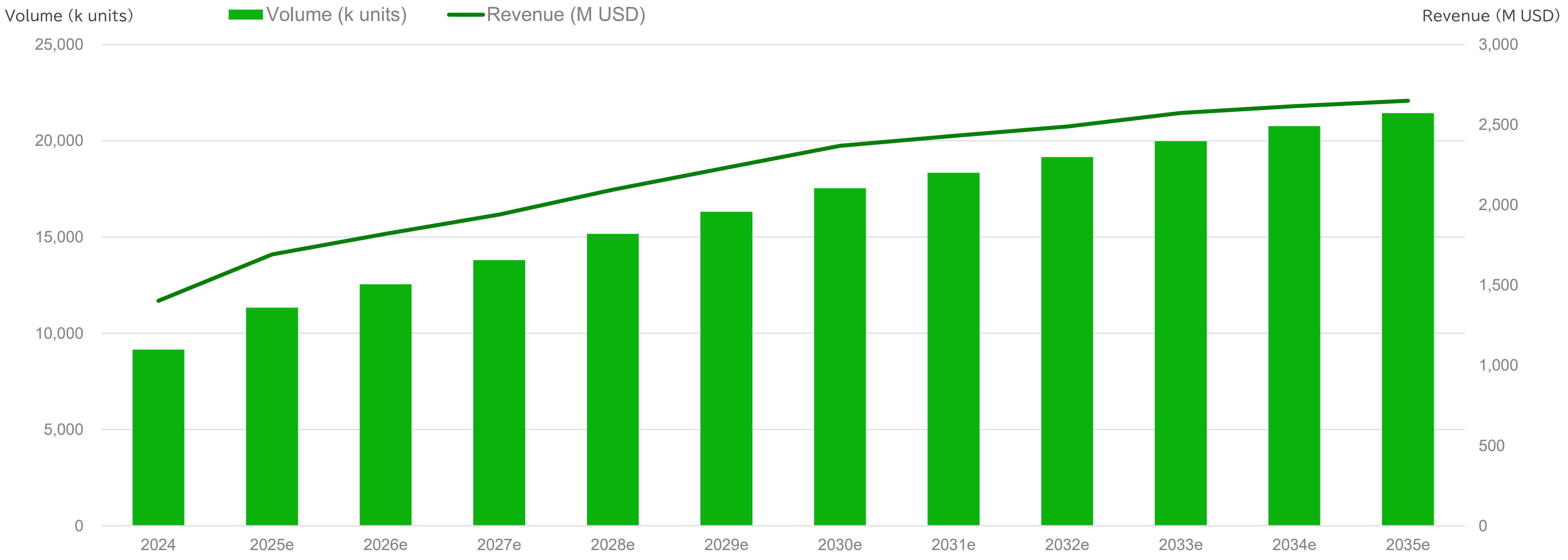
FYE2026 2.1 million units

Major Customers

Europe：BMW・Audi U.S.：GM・Chrysler
Japan：MAZDA

Head-up Display Global Market Trend

- In 2024, the HUD market grew approximately 1.25 times from the previous year, and the ratio of HUD installation in all vehicles exceeded 10% in the same year
- The main driver of the recent demand expansion is the demand for HUD installation by Chinese OEM
- The HUD market is expected to continue growing and reach 21 million units by 2035



Forecast based on Techno Systems Research (2025)

Objectives for the Acquisition

Enhance cost competitiveness by integrating the HUD business technology, manufacturing expertise, and business foundation owned by DENSO with our company. Increase customer value through providing of high-quality products and services, leading to sustainable business growth.

Objectives for the Acquisition

- To enhance cost competitiveness by inheriting DENSO's technology and manufacturing know-how and combining them with the Company's development and manufacturing foundation to optimize and improve efficiency in production and development.
- To further expand the supply capability and sales opportunities by utilizing the technology and business foundation of DENSO's HUD business and strengthening development and proposal capabilities to meet a wide range of customer needs.

Outline of the Acquisition

- Subject to customer approval, our company will take over the supply responsibility for the products already ordered by Denso as the highest priority.
- To smoothly proceed with the production transfer, we will outsource production to Denso for a certain period until the transfer of production facilities is completed.

Details of the business to acquire	Business related to the development, manufacture, and sales of HUD products operated by the Denso Group
Coverage region	Japan, China, Spain, the United States and Mexico
Properties to acquire	Intellectual property rights related to the relevant business and production facilities（Denso Group officers and employees, as well as land and buildings, are excluded from the acquisition.）
Operation of the business to acquire （Response to the products Denso is in development or in mass production）	1. The production facilities to be acquired will be transferred sequentially after our group establishes a receiving preparation within a certain period from the execution of this business acquisition (production is planned to be carried out by utilizing personnel resources within our group). 2. To facilitate a smooth production transfer, production will be outsourced from our group to the Denso Group for a certain period.
Operating results of the business to acquire	Not disclosed

NIPPON SEIKI

Outline of the Transaction

Outline of the Transaction

Details of the business to acquire	Business related to the development, manufacture, and sales of HUD products operated by the Denso Group
Amounts of assets of the business	1,164 million yen
Purchase price for the acquisition	Not disclosed (The purchase price is calculated based on the cash flow of the HUD business, taking into account estimates of future revenues, etc., and will be less than 1% of the Company's consolidated net assets for the fiscal year ended March 2026.)
Funds for acquisition	Own funds
Date of contract conclusion	August 28, 2026
Scheduled closing date	February 26, 2027

About Nippon Seiki Co., Ltd.

Company Outline

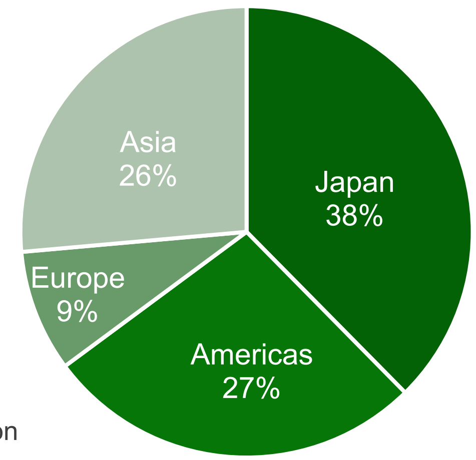
Nippon Seiki Co., Ltd.

（Tokyo Stock Exchange Standard Market：7287）

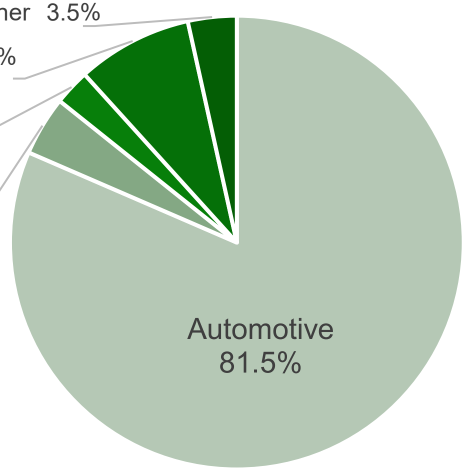
Established	December 24. 1946
Headquarters	Niigata-ken, Nagaoka-city
Businesses	Manufacture and sales of Instrument clusters for automobiles, motorcycles, construction machineries, agricultural machineries and marine instruments, OA and information equipment operation panels, air-conditioning and residential equipment controllers, EMS with high-density PCB mounting, etc.
Number of employees	Consolidated 13,246 Non-consolidated 1,453 (As of Mar. 31, 2026)
Representative	President & CEO Keiichi Nagano
Net sales	Consolidated 327,894 million yen ※FYE2026

Sales Composition

※FYE2026



Region



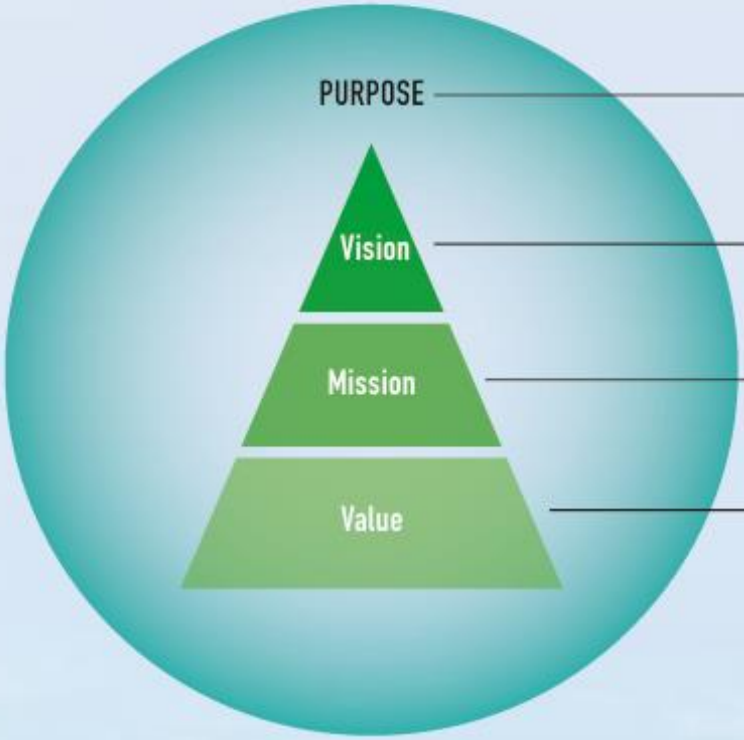
Business

Our company sponsors the Nagaoka Fireworks Festival's Super Wide Star Mine “Toward a Safe and Sustainable Future“
(Photo by Nagaoka Fireworks Foundation)

Commemorative logo designed by employees to celebrate 80 years since the company's founding

Corporate Philosophy・Management Philosophy

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

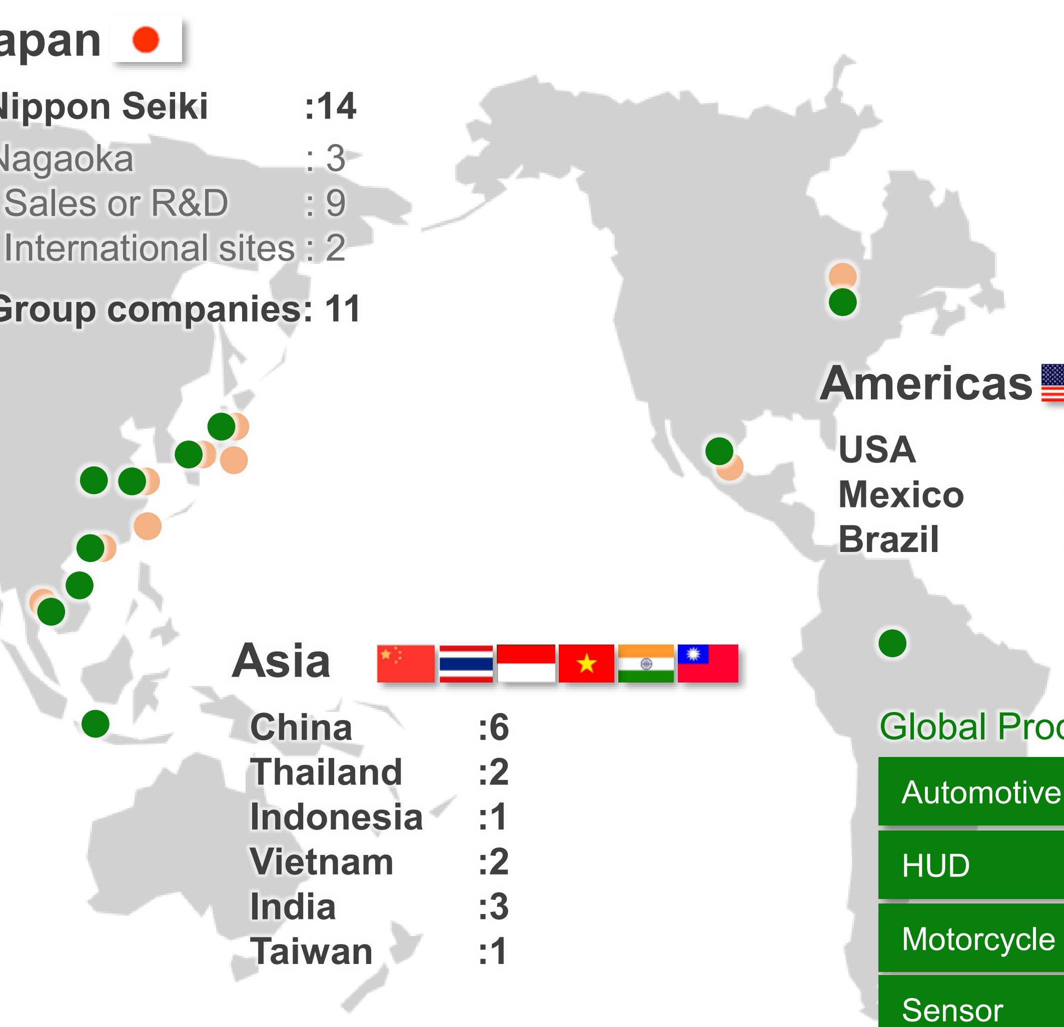
04 **Uncompromised integrity**
Mutual respect with all stakeholders

Management Philosophy

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

Global Location

Nippon Seiki 14 sites, 11 group companies in Japan, and 22 international group companies in 12 countries



Japan

Nippon Seiki	**:14**
Nagaoka	: 3
Sales or R&D	: 9
International sites	: 2
Group companies	**: 11**

Factory
Sales or R&D

Europe

UK	**:1**
Netherlands	**:1**
Office: UK・Germany・Poland	
Poland	**:1**

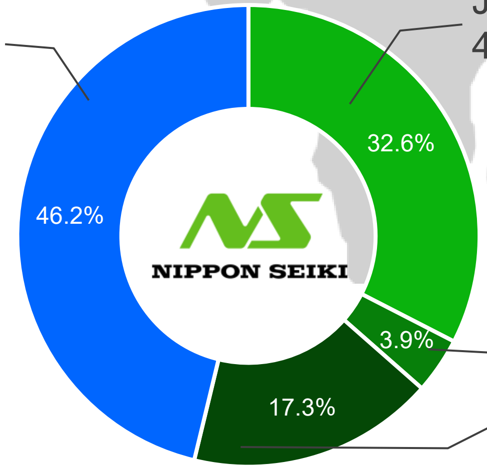
Americas

USA	**:2**
Mexico	**:1**
Brazil	**:1**

Asia

China	**:6**
Thailand	**:2**
Indonesia	**:1**
Vietnam	**:2**
India	**:3**
Taiwan	**:1**

Consolidated Employees (as of March 31. 2026)



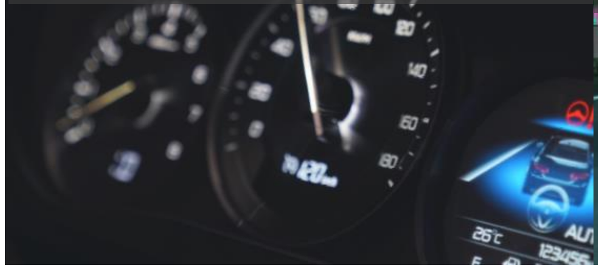
Global Production Volume (FY24)

Automotive Instruments	5.8 million units
HUD	2.0 million units
Motorcycle Instruments	180 million units
Sensor	250 million units

Main Business〔Automotive Components〕

Cockpit

Instruments(Speedometer)



Head-up display(HUD)

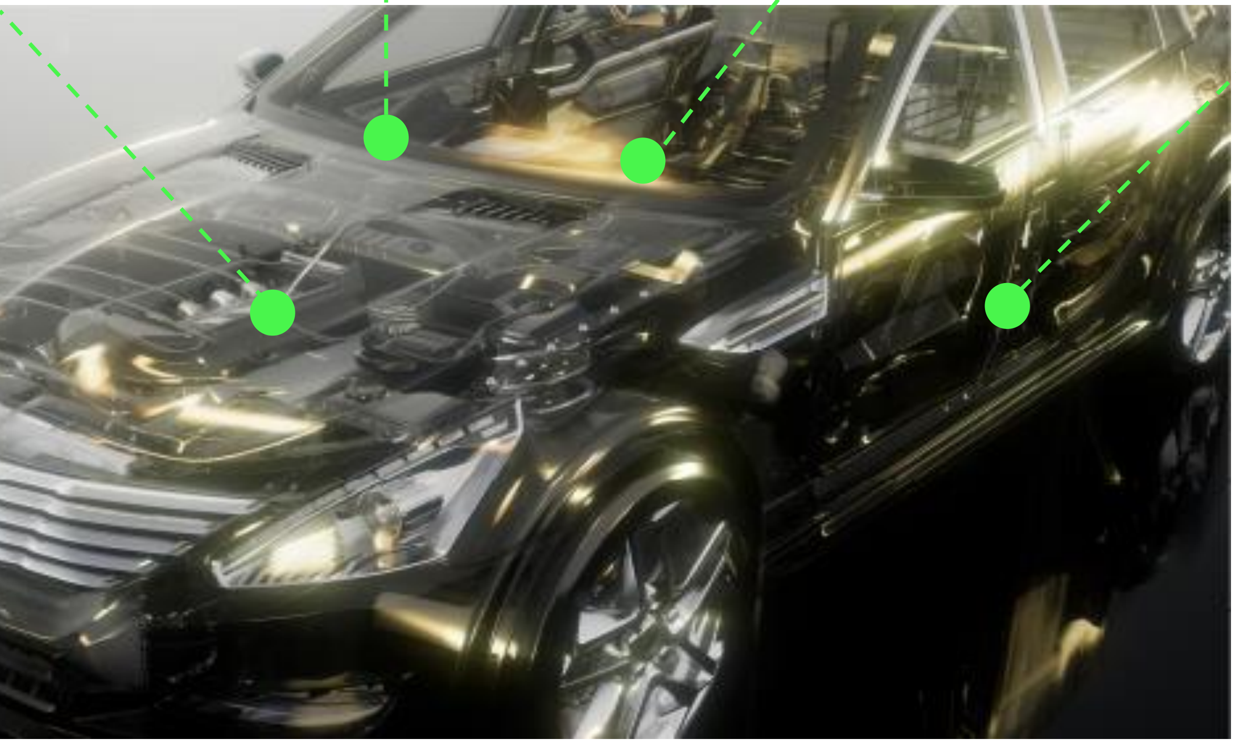
Shift lever

Position sensor

Engine / Transmission

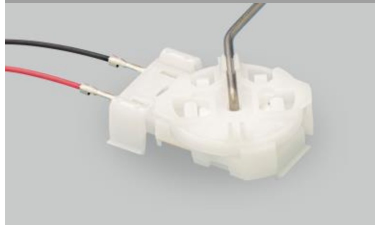
Rotation sensor

Angle sensor



Fuel tank

Level sensor



Notice

This document contains forward-looking statements and plans related to our company. These forward-looking statements are based on current assumptions regarding future events and our company, and do not guarantee future results or performance. This document does not constitute a solicitation of an offer to acquire, sell, or purchase any securities, nor does it constitute a solicitation act, nor does it serve as a basis for any contract or obligation.