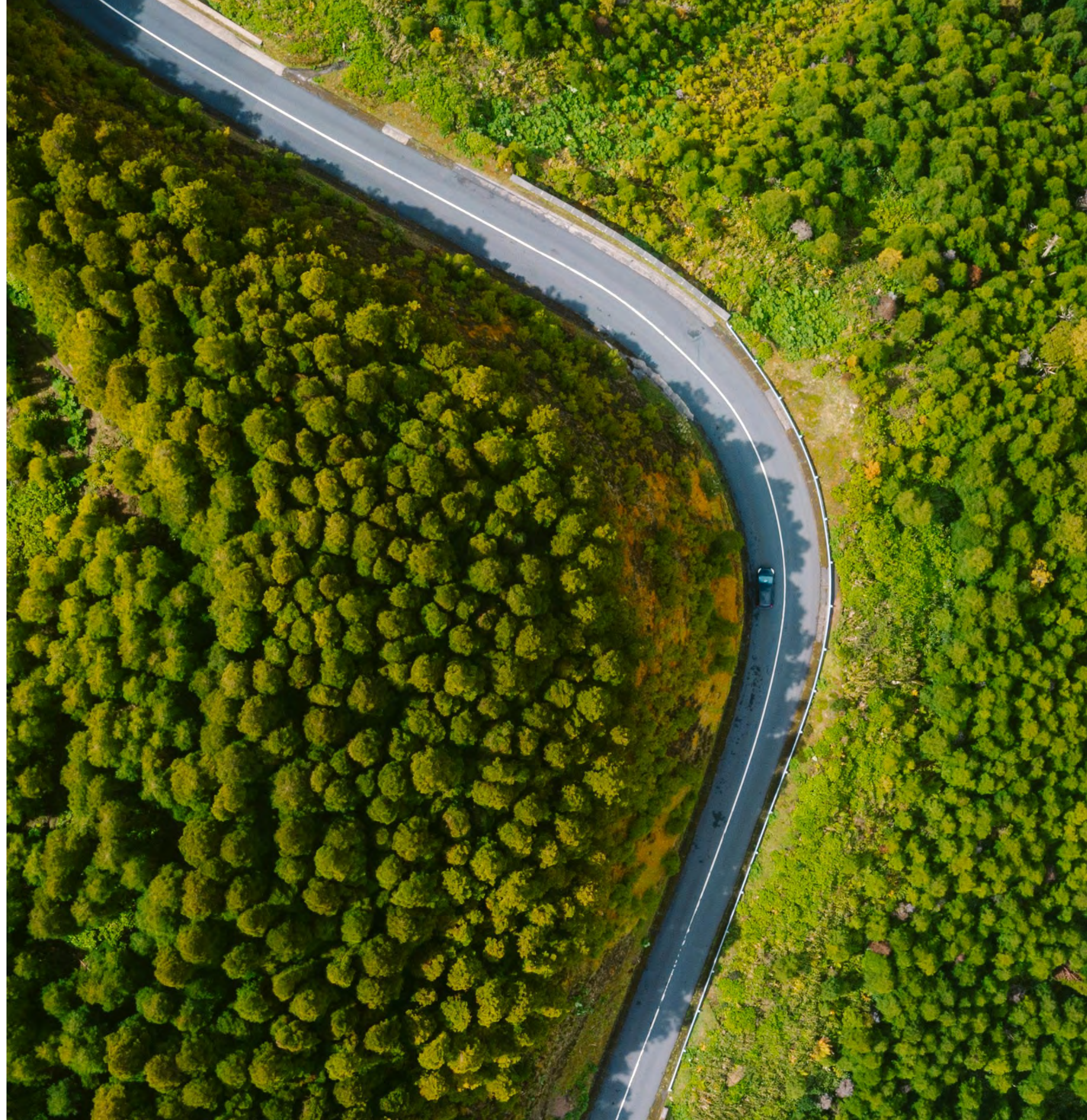
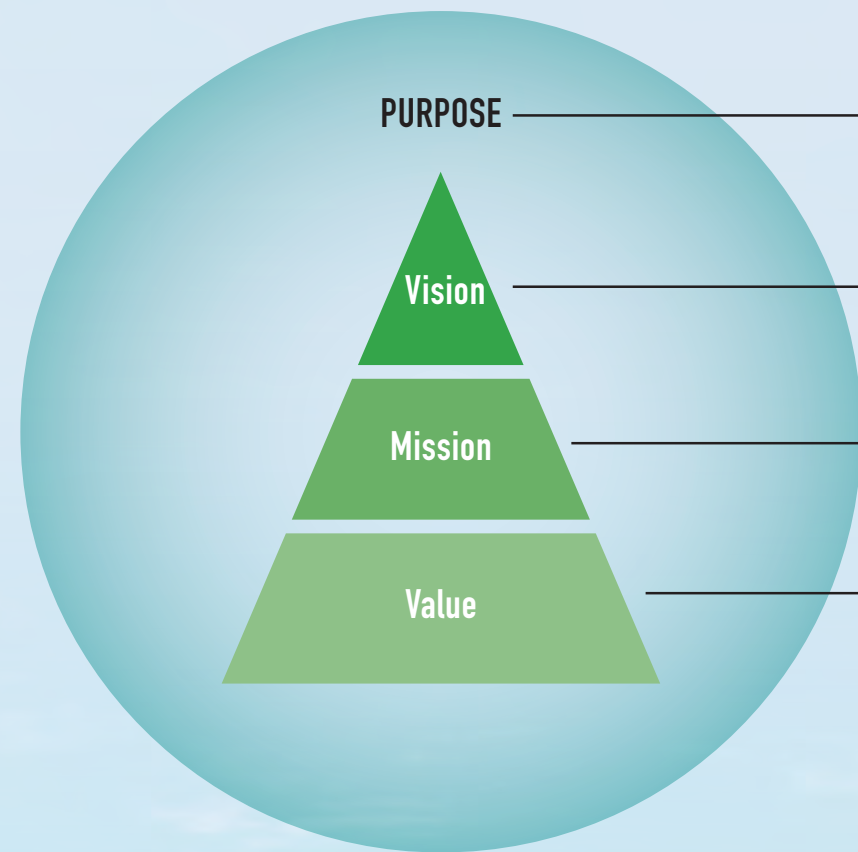


NIPPON SEIKI
Integrated Report
2024



Nippon Seiki Group Corporate Philosophy

Corporate Philosophy



PURPOSE

Purpose

We contribute toward a safe and sustainable future

Vision

Vision

We generate a harmonious interface connecting the world and people

Mission

Mission

We visualize the invisible

We enhance human experience through sensory technology detecting the invisible

Value

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.**

Revision of Nippon Seiki Group Corporate Philosophy

We revised our Corporate Philosophy, including new "Purpose" and other elements, effective April 1, 2024. The new Corporate Philosophy is more consistent with Nippon Seiki's style than before, considering the major changes in the social environment and the aim of sustainable growth in the future. This revision was made after discussions at each level, including directors, managing members, and department heads, to find ways to provide long-term and sustainable value from the NS group in society.

We are here to present the new Corporate Philosophy for you, the stakeholders, and will continue to promote and develop our business as a corporate group that contributes to a sustainable society and corporate prosperity.



We contribute toward a safe
and sustainable future.



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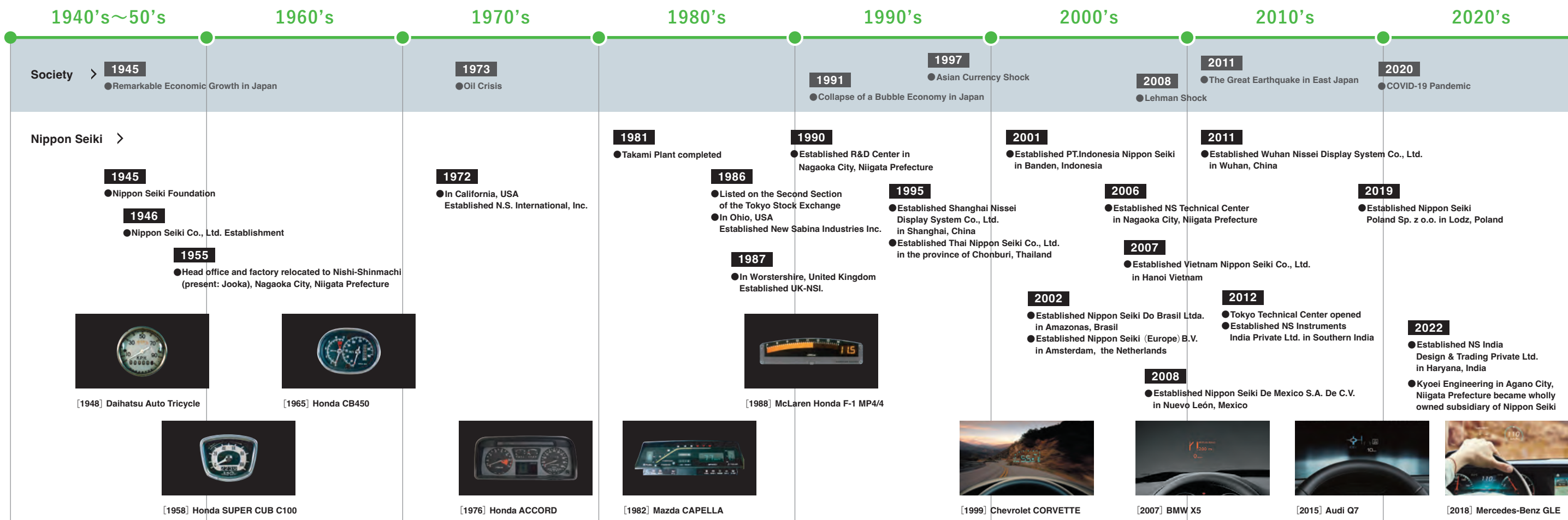
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Forward-Looking Statements

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

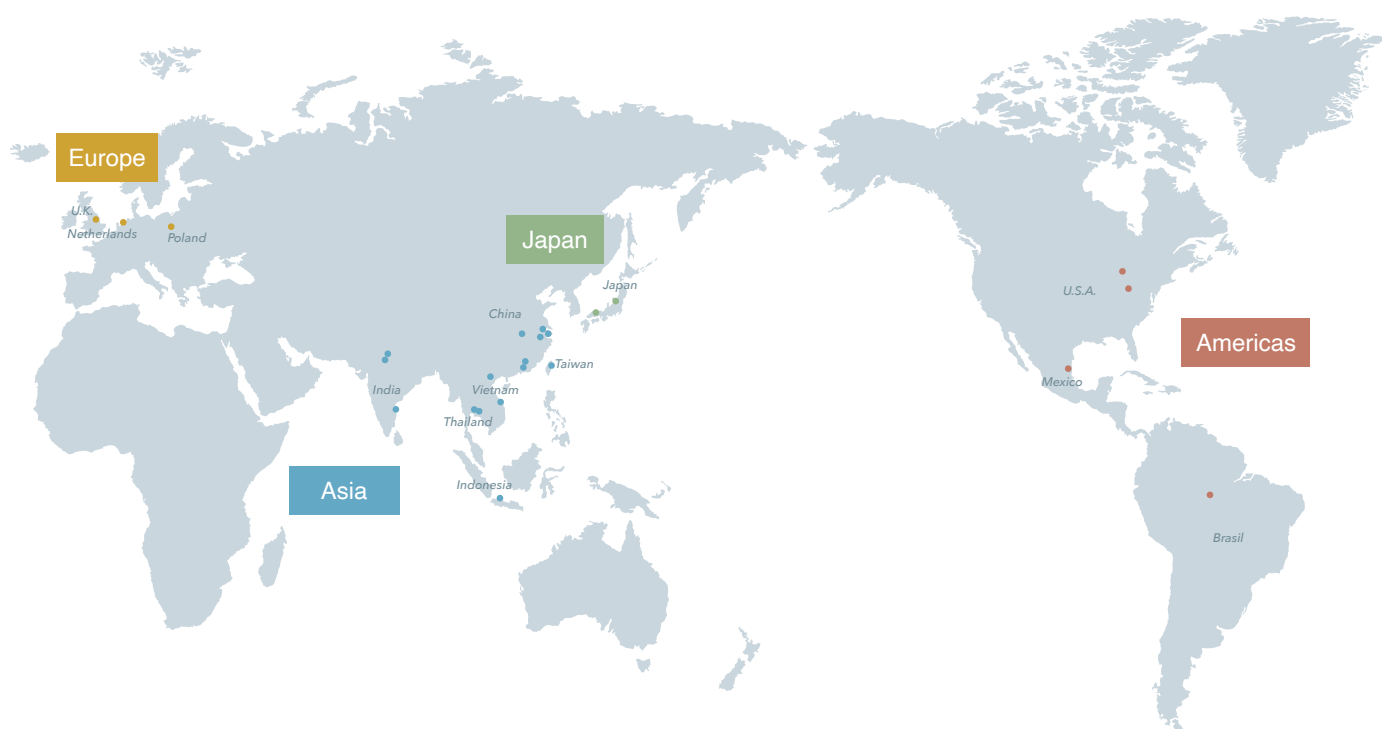


Nippon Seiki Group Overview [FYE March 2024]

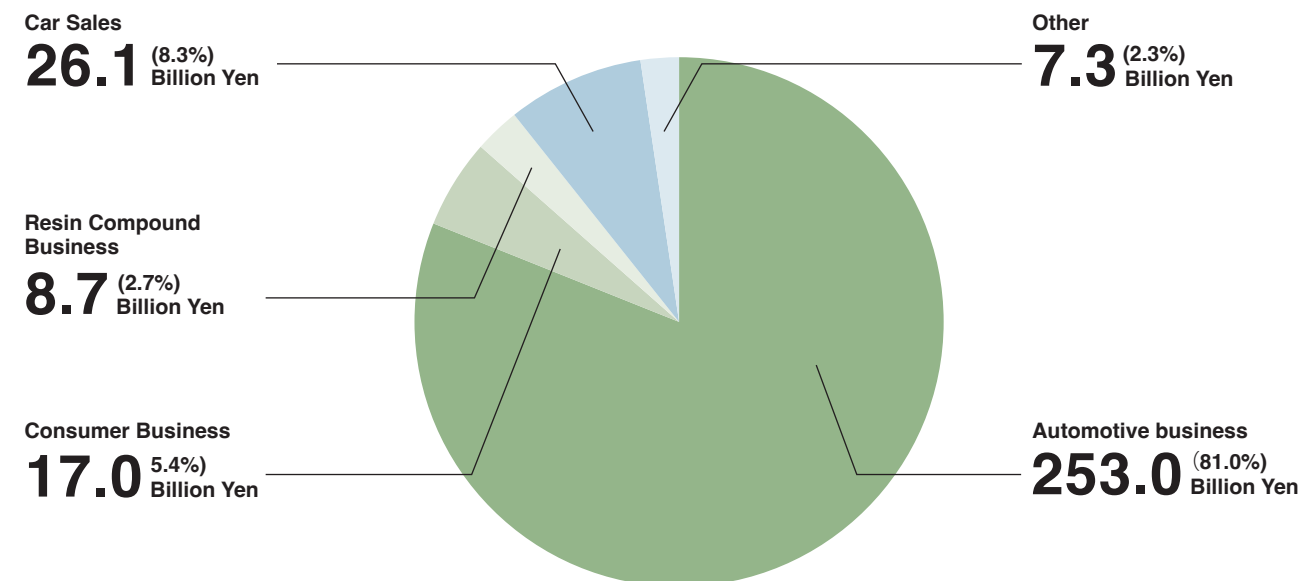
Sales & Number of Employees by Region (Sales:truncation)



Nippon Seiki Group Network



Sales by Business Segment (Sales:truncation)



Summary of Financial Results

FYE March 2024 Profit and Loss Results

During the consolidated fiscal year under review, the overall economic environment surrounding the Nippon Seiki Group was on a moderate recovery trend, as supply chain normalization progressed due to the easing of the semiconductor shortage. In Japan, there was a moderate economic recovery, and in the United States, the economy remained firm, despite concerns that inflation would remain high. In China, the economy stagnated due to a real estate recession and a decline in personal consumption. In European countries, inflation rate has been slowing, but has not fully recovered.

Under these circumstances, the Nippon Seiki Group has accumulated and advanced highly specialized technologies, focusing on the design and manufacturing of automotive instruments for the future. In addition, to realize sustainable profit generation, we focused on cost reduction activities and appropriate sales prices, and promoted the construction of a leaner corporate structure.

Sales revenues for the fiscal year under review were 312.3 billion yen (an increase of 13.3% year-on-year), 8.4 billion yen (an increase of 211.0% year-on-year) in operating profit, and 5.3 billion yen (an increase of 305.8% year-on-year) in net income attributable to owners of the parent. Revenues increased due

to an increase in production volume because of easing the semiconductor shortage, and solid demand in North America and ASEAN. In operating profit, profit increased due to an increase in sales, progress in negotiations to appropriately reflect rising costs of raw materials, etc. in sales prices, and the effect of solid management that improved operational efficiency.

Net income attributable to owners of the parent company increased due to an increase in operating profit. In the automotive business, net sales were 253 billion yen (an increase of 16.7% year-on-year) and 6.2 billion yen (an increase of 431.6% year-on-year) in operating profit due to an increase in automobile meters and motorcycle meters. In the consumer business, net sales were 17 billion yen (a decrease of 10.4% year-on-year) and 500 million yen (a decrease of 56.2% year-on-year) in operating profit due to a decrease in air conditioning and housing equipment controllers. In the resin compounds business, net sales were 8.7 billion yen (an increase of 0.1% year-on-year) and 500 million yen (an increase of 239.6% year-on-year) in operating profit due to an increase in sales of resin materials. In the automobile sales business, net sales were 26.1 billion yen (an increase of 11.9% year-on-year) due to an increase in sales of new automobiles, etc., while those of operating profit decreased by 24.7% year-on-year to 800 million yen. In the Others segment, net sales were 7.3 billion yen (a decrease of 5.3% year-on-year)

due to a decrease in logistics services, etc., while those of operating profit decreased by 700 million yen (800 million yen net loss in the last fiscal year).

Overview of the Financial Situation

Assets at the end of this consolidated fiscal year decreased by 17.6 billion yen from the end of the previous consolidated fiscal year to 338.6 billion yen due to a decrease in other financial assets, despite an increase in inventories.

Liabilities decreased by 40.2 billion yen from the end of the previous consolidated fiscal year to 109.5 billion yen due to a decrease in corporate bonds and borrowings, etc.

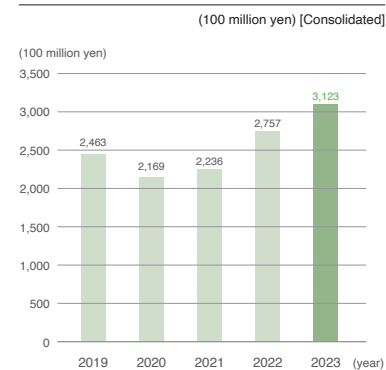
Equity increased by 22.6 billion yen from the end of the previous consolidated fiscal year to 229 billion yen due to an increase in other components of equity, etc.

Due to the shortage of electronic components in recent years, inventories have increased due to factors such as securing safety stocks to maintain production lines for customers and requesting long-term contracts from component suppliers. However, the shortage of electronic components is beginning to ease, and we will work to reduce inventories by reviewing its management methods and aim for optimal inventory levels.

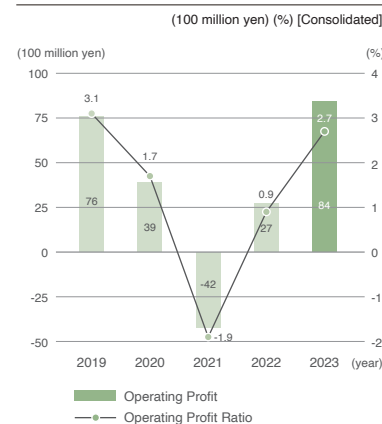
Financial and Non-Financial Highlights for the Year Ended March 31, 2024

Financial

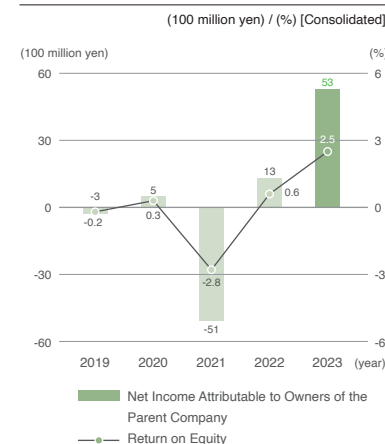
Revenue from sales



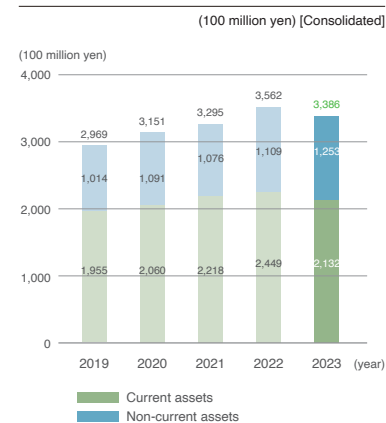
Operating Profit / Operating Profit Ratio



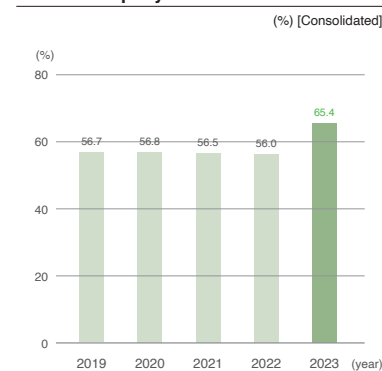
Net Income Attributable to Owners of the Parent Company / Return on Equity



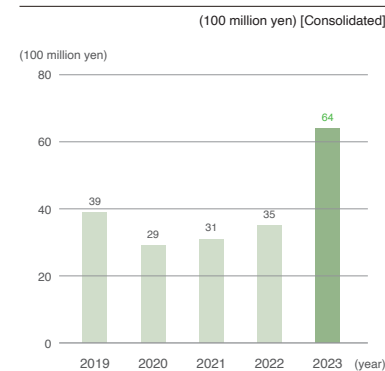
Current assets / Non-current assets



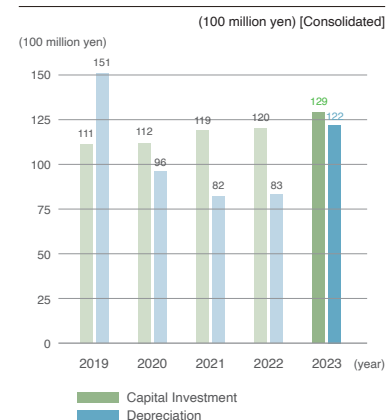
Equity Attributable to Owners of the Parent Company Ratio



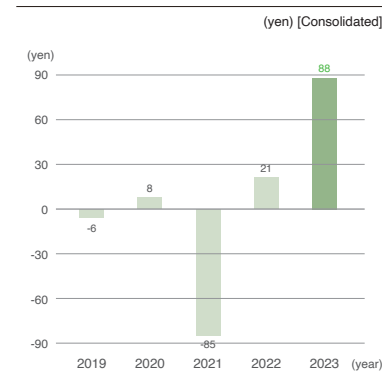
R&D Expenses



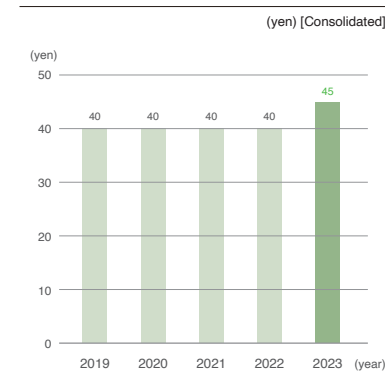
Capital Investment / Depreciation



Net Income per Share

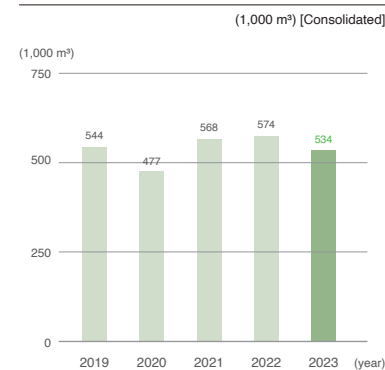


Dividends per Share

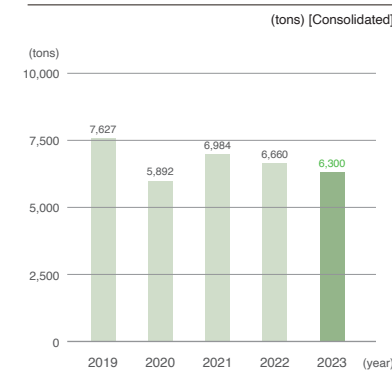


Environment

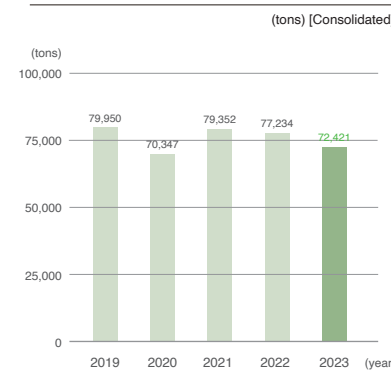
Water Emissions



Waste Emissions



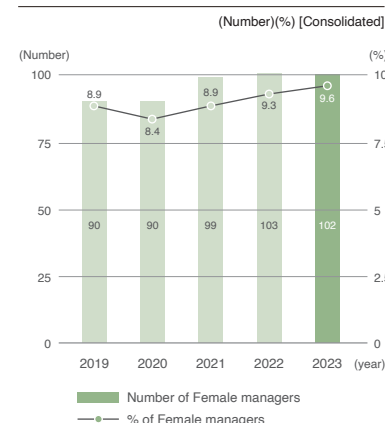
CO₂ Emissions



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

Social

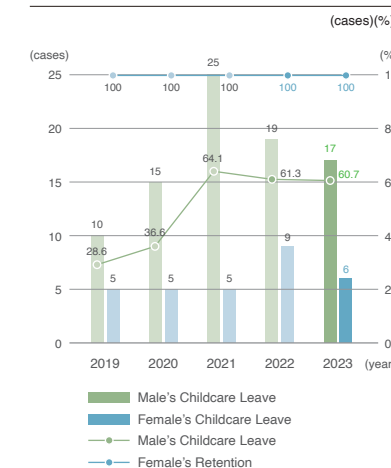
Female Managers



Employees with Disabilities

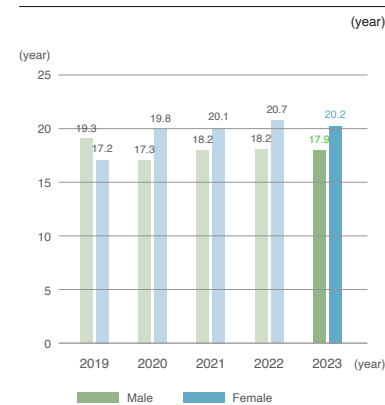


Employees Taking Childcare Leave / Retention

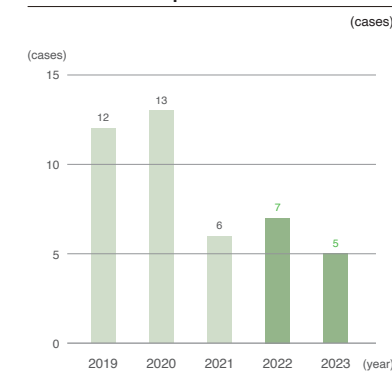


Social

Average Length of Employment



Number of Occupational Accidents



Governance

Number of Patents Obtained

