

Business Results for the First Half of FY2025

July 24, 2025



NACHI-FUJIKOSHI CORP.

Outline

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for the First Half of FY2025 | 2 ~ 8 |
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| 3. Business Strategies | 18~23 |

Business Results

for the First Half of FY2025

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Results for the First Half of FY2025

1H Actual

(Billions of yen)

	FY2024 1H(A)	FY2025 1H(B)	Increase/ Decrease (B) – (A)
Net Sales	118.7	115.8	(−2.4%) −2.8
Operating Profit	(2.0%) 2.3	(3.6%) 4.2	(+79.8%) +1.9
Ordinary Profit	(1.2%) 1.4	(2.6%) 2.9	(+103.7%) +1.5
Profit attributable to owners of the parent	0.7	1.8	(+140.7%) +1.1
Exchange rate (JPY/1USD)	149	150	1 JPY depreciation
(JPY/1EUR)	162	161	1 JPY appreciation
(JPY/1CNY)	20.8	20.6	0.2 JPY appreciation

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Consolidated Financial Data

1H Actual

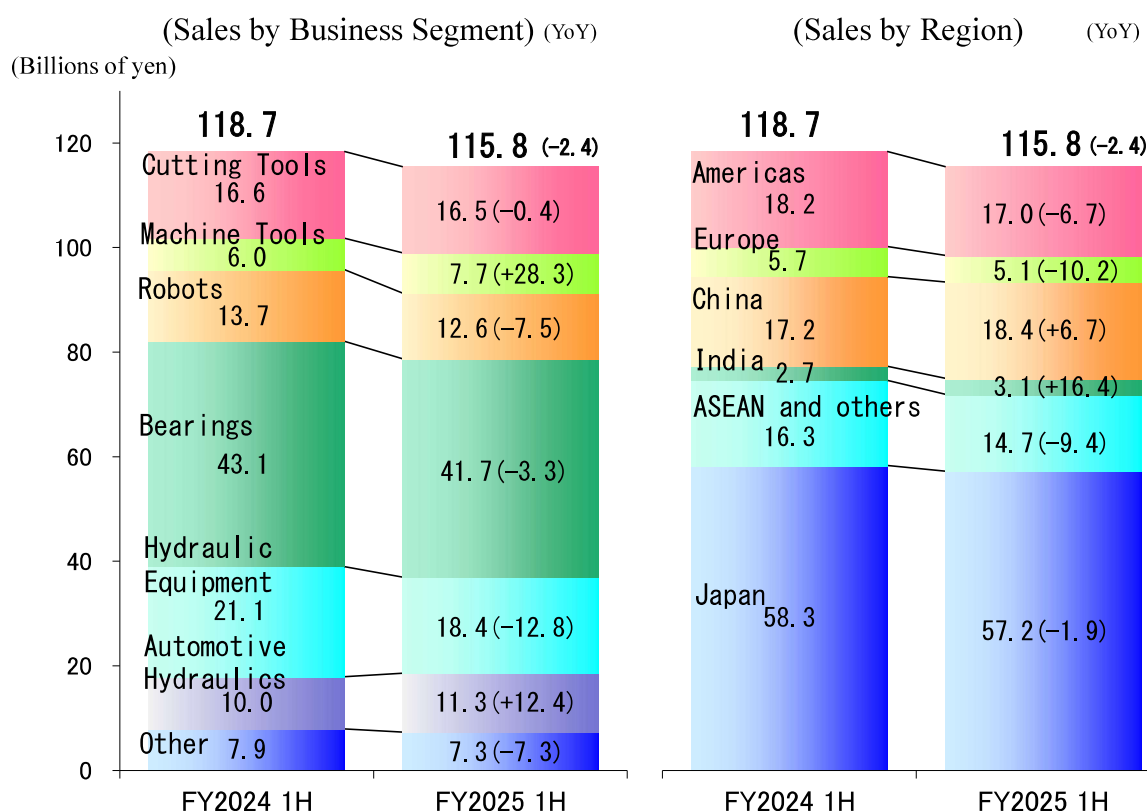
(Billions of yen)

	FY2024 1H(A)	FY2025 1H(B)	Increase/ Decrease (B) – (A)
ROE	0.9%	2.4%	+1.5pt
Total Assets	366.1	320.8	−45.3
Stockholder's Equity (Stockholder's Equity ratio)	(46.1%) 168.7	(48.7%) 156.1	−12.6
Interest-bearing Debts (Net D/E ratio)	(0.45) 107.7	(0.39) 88.1	−19.6
Facility Investment	7.4	3.8	−3.7
Depreciation and Amortization	9.8	9.4	−0.4
Number of Regular Employees (persons)	7,179	6,826	−353

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Sales by Business Segment and Region

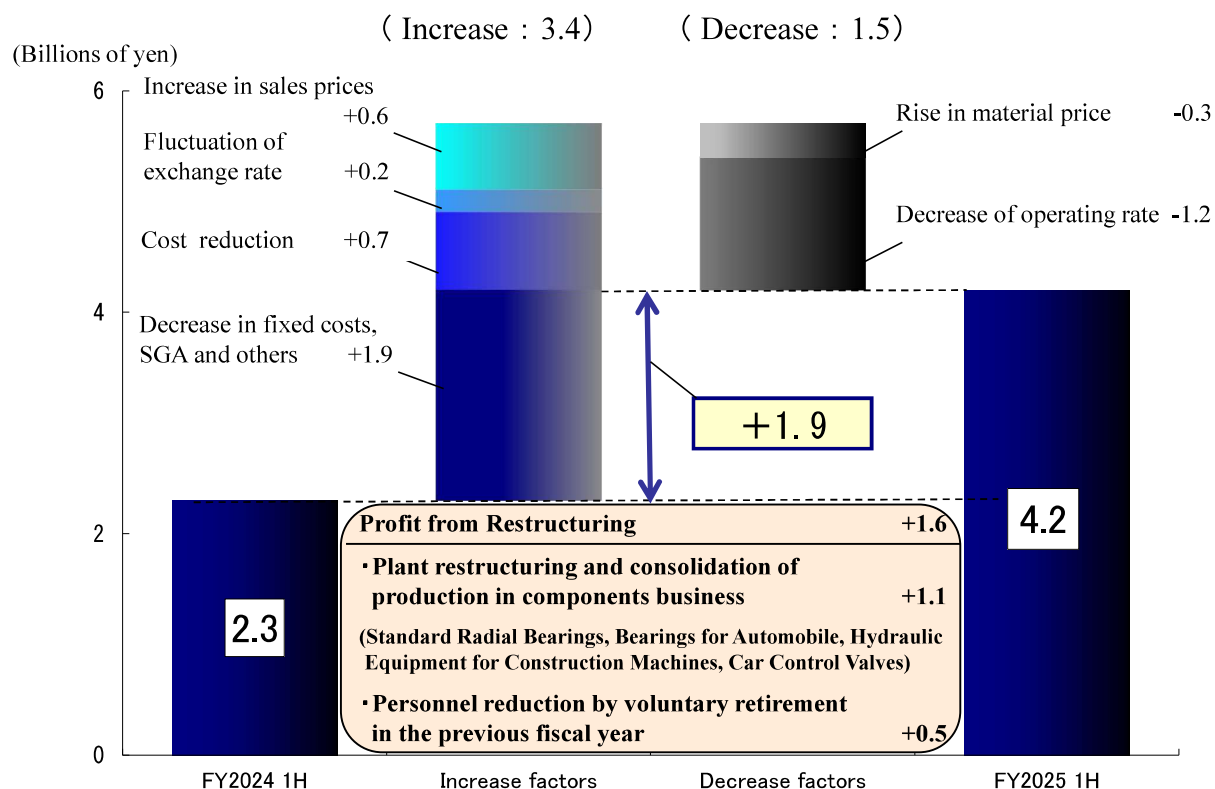
1H Actual



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Operating Profit Analysis

1H Actual



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Extraordinary income and losses

1H Actual

(Billions of yen)

	FY2024 1H (A)	FY2025 1H (B)	Increase/ Decrease (B) – (A)
Extraordinary income	0.5	0.9	+0.4
Main breakdown			
Gain on sale of investment securities	0.0	0.9	+0.9
Gain on sale of non-current assets	0.5	0.0	-0.5
Extraordinary losses	0.1	1.0	+0.9
Main breakdown			
Restructuring expenses	—	0.9	+0.9
(Impairment loss)	(—)	(0.4)	(+0.4)
(Special retirement allowance)	(—)	(0.3)	(+0.3)

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Sales and Operating Profit by Business Segment

1H Actual

(Billions of yen)

		FY2024 1H (A)		FY2025 1H(B)		Increase/ Decrease (B) – (A)	
Machinery & Tools	Cutting Tools	16. 6		16. 5		(−0. 4%)	−0. 1
	Machine Tools	6. 0		7. 7		(+28. 3%)	+1. 7
	Robots	13. 7		12. 6		(−7. 5%)	−1. 0
	Net Sales	36. 4		37. 0		(+1. 7%)	+0. 6
	Operating Profit	(2. 8%)	1. 0	(4. 4%)	1. 6	(+59. 9%)	+0. 6
Components	Bearings	43. 1		41. 7		(−3. 3%)	−1. 4
	Hydraulic Equipment	21. 1		18. 4		(−12. 8%)	−2. 7
	Automotive Hydraulic	10. 0		11. 3		(+12. 4%)	+1. 3
	Net Sales	74. 3		71. 4		(−3. 9%)	−2. 9
	Operating Profit	(1. 0%)	0. 7	(3. 1%)	2. 1	(+183. 4%)	+1. 4
Other	Net Sales	7. 9		7. 3		(−7. 3%)	−0. 6
	Operating Profit	(6. 4%)	0. 5	(4. 7%)	0. 3	(−31. 8%)	−0. 2
Total Net Sales		118. 7		115. 8		(−2. 4%)	−2. 9
Total Operating Profit		(2. 0%)	2. 3	(3. 6%)	4. 2	(+79. 8%)	+1. 9

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Business Forecasts for FY2025

Consolidated Financial Highlights

FY2025

(Billions of yen)

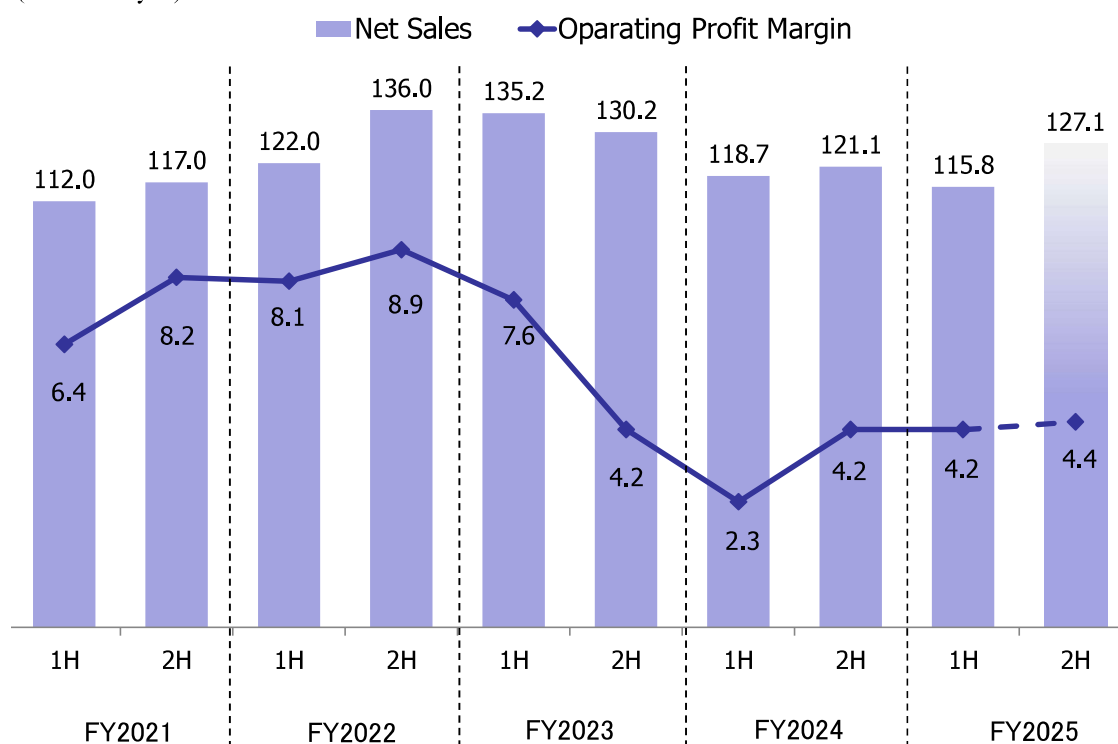
	FY2024 Actual (A)	FY2025 Forecast (B)	Increase/ Decrease (B) – (A)
Net Sales	239.8	243.0	(+1.3%) +3.1
Operating Profit	(2.8%) 6.6	(3.5%) 8.6	(+29.6%) +2.0
Ordinary Profit	(1.8%) 4.2	(2.7%) 6.6	(+55.8%) +2.4
Profit attributable to owners of the parent	3.3	4.0	(+19.3%) +0.7
Exchange rate (JPY/1USD) (JPY/1EUR) (JPY/1CNY)	150 163 20.9	145 155 20.0	5 JPY appreciation 8 JPY appreciation 0.9 JPY appreciation
Cash Dividend per share (JPY)	100	100	—

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Trend of business results every half year

FY2025

(Billions of yen)

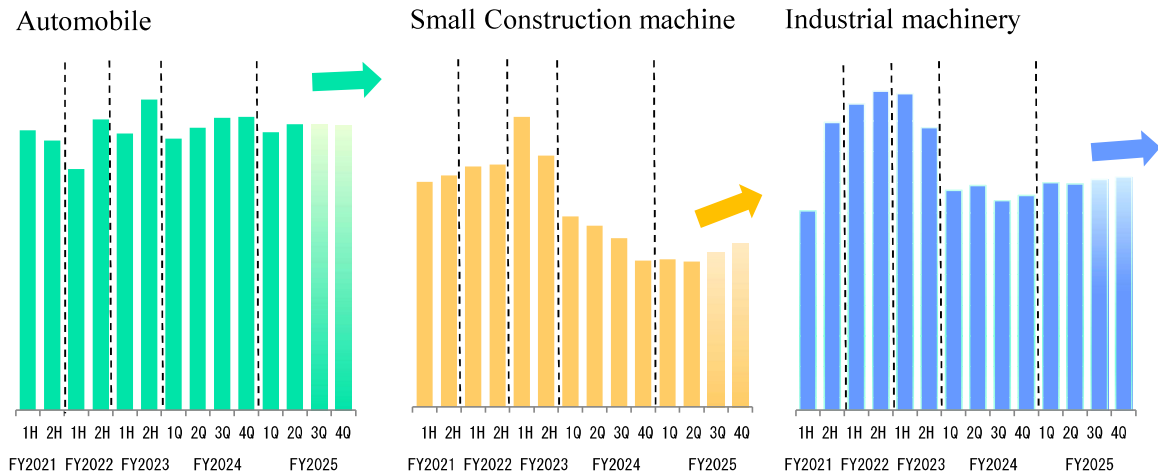


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Trends of the demand -Part1

FY2025

(Trends by industry : Trends of production by main customer)



(Trends of main industries)

Automobile : Domestic sales will recover from a partial production cuts, yet business environment is severe due to the rise of Chinese EV manufacturers. Globally, demand for HEVs will expand.

Construction machinery : Demand is recovering in China and Europe.

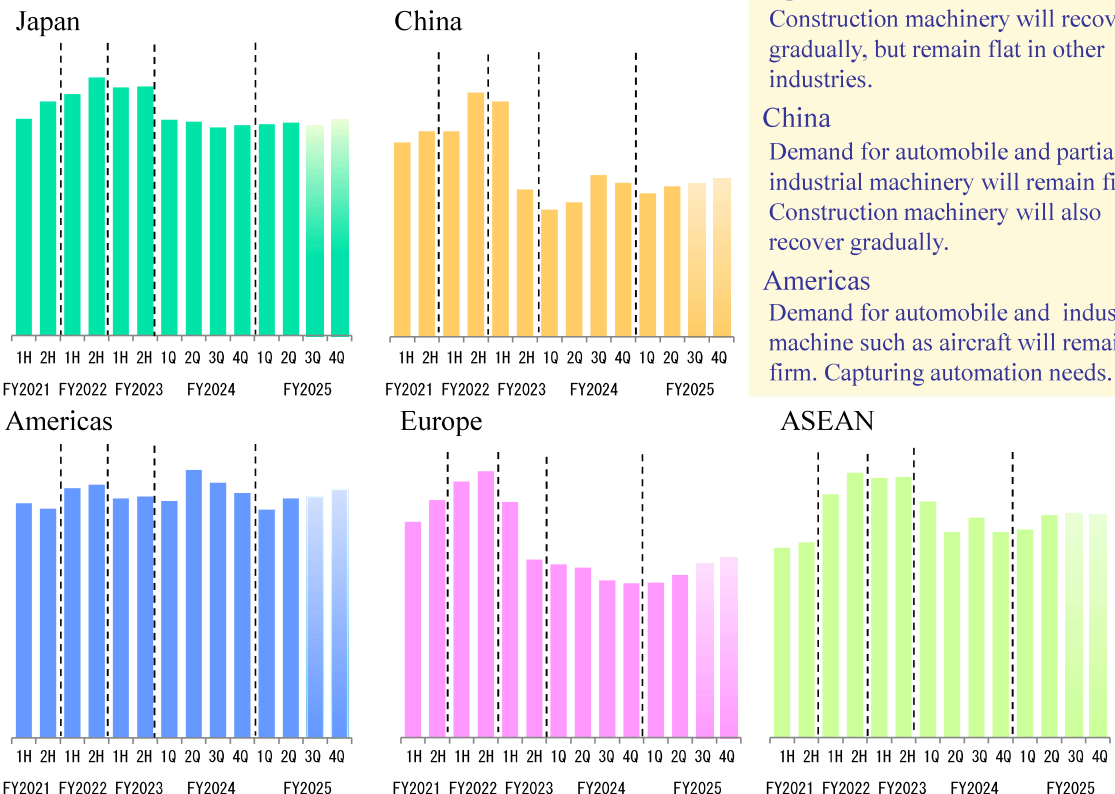
Industrial machinery : Although there is a difference in sales by industries, demand for industrial machinery will recover gradually.

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Trends of the demand -Part2

FY2025

(Trends by Region)



Japan

Construction machinery will recover gradually, but remain flat in other industries.

China

Demand for automobile and partial industrial machinery will remain firm. Construction machinery will also recover gradually.

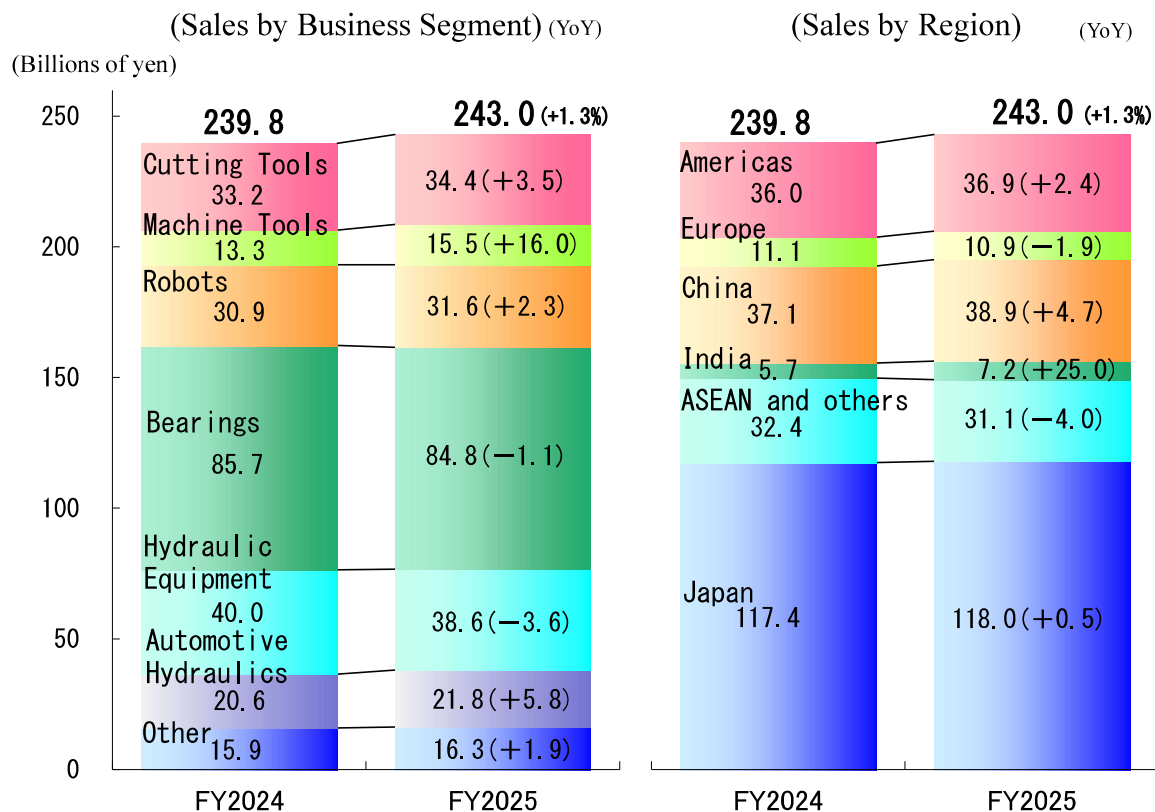
Americas

Demand for automobile and industrial machine such as aircraft will remain firm. Capturing automation needs.

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Sales by Business Segment and Region

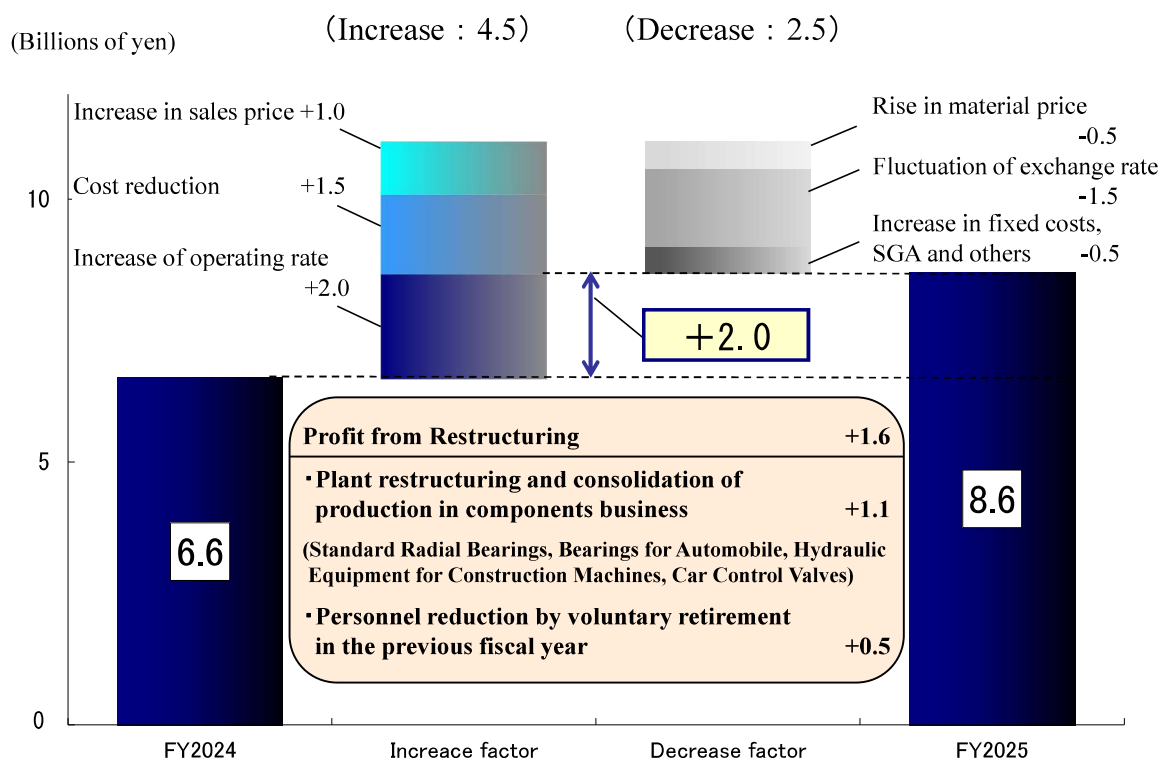
FY2025



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Operating Profit Analysis

FY2025



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Sales and Operating Profit by Business Segment

FY2025

(Billions of yen)

		FY2024 Actual (A)		FY2025 Forecast (B)	Increase/ Decrease (B) – (A)	
Machinery & Tools	Cutting Tools	33. 2		34. 4	(+3. 5%)	+1. 2
	Machine Tools	13. 3		15. 5	(+16. 0%)	+2. 2
	Robots	30. 9		31. 6	(+2. 3%)	+0. 7
	Net Sales	77. 5		81. 5	(+5. 2%)	+4. 0
	Operating Profit	(5. 0%)	3. 8	(4. 3%) 3. 5	(-9. 8%)	-0. 3
Components	Bearings	85. 7		84. 8	(-1. 1%)	-0. 9
	Hydraulic Equipment	40. 0		38. 6	(-3. 6%)	-1. 4
	Automotive Hydraulic	20. 6		21. 8	(+5. 8%)	+1. 2
	Net Sales	146. 3		145. 2	(-0. 8%)	-1. 1
	Operating Profit	(1. 1%)	1. 6	(3. 0%) 4. 4	(+164. 3%)	+2. 8
Other	Net Sales	15. 9		16. 3	(+1. 9%)	+0. 4
	Operating Profit	(6. 7%)	1. 0	(4. 3%) 0. 7	(+34. 6%)	-0. 3
Total Net Sales		239. 8		243. 0	(+1. 3%)	+3. 2
Total Operating Profit		(2. 8%)	6. 6	(3. 5%) 8. 6	(+29. 6%)	+2. 0

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Consolidated Financial Data

FY2025

(Billions of yen)

	FY2024 Actual (A)		FY2025 Forecast (B)	Increase/ Decrease (B) – (A)
ROE	2. 1%		2. 5%	+0. 4pt
Total Assets	334. 7		325. 0	-9. 8
Stockholder's Equity (Stockholder's Equity ratio)	(47. 4%)	158. 8	(48. 0%) 156. 0	-2. 8
Interest-bearing Debts (Net D/E ratio)	(0. 37)	91. 0	(0. 39) 91. 0	-
Facility Investment	11. 7		14. 0	+2. 2
Depreciation and Amortization	20. 0		19. 0	-1. 0
Number of Regular Employees (persons)	6, 943		6, 700	-243

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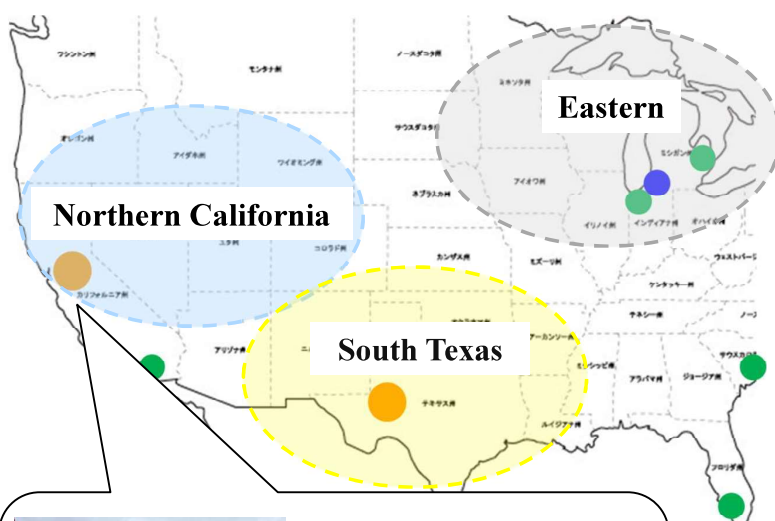
Business Strategies

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Expansion of orders in The US

Business Strategies

- Return to domestic production by the idea of America First



Strategy

Capturing automation needs and expanding sales of all products, centering on robots

Eastern

- Concentrating automobile manufacturer

Northern California

- Concentrating the headquarters of the electronics and electrical industry, EV manufacturer

South Texas

- Concentrating manufacturing factories of the electronics and automobile



Established a new sales office in San Jose, May 2025

Expanding sales of robots for electronics and electrical industry, and EV sectors

- Existing Sales Offices and Service Facilities
- New Sales Offices and Service Facilities
- Manufacturing Plants

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Market launch of new products

Business Strategies

○Exploring new markets (Robots)



**Robots FSW
(Friction stir welding)**



**PCBs Transfer Robot
“MZ12W”**

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Market launch of new products

Business Strategies

○Exploring new markets (Cutting Tools, Bearings and others)

Burrless Series



For steel

For Non-ferrous



**Drill for Automatic Lathes
“LA Aqua REVO Drill”**



**Energy-Saving Vacuum
Degreasing Washer**



Plastic Insert Bearings

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Restructuring in Bearings business

Business Strategies

- Since 2021, standard radial bearings have been consolidated to the Thailand plant.
We have built the continuous line without changeovers to improve productivity.
- Established a consistent production line from forging, significantly reducing lead time.



Thailand plant

Standard Radial Bearings



Forging



Turning



Heating

Grinding

Assembling



From 2024, we further advanced the transfer of production and expanded the production scale at the Thailand plant.

Produce 90% of standard radial bearings and 40% of all bearings at the Thailand plant

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Restructuring in Bearings business

Business Strategies

- Position domestic factories as “mother factory”, responding to high-functionality and high-quality demands in the EV and industrial machinery sectors.



Domestic factories (Toyama plant)



Plastic Insert Bearings



Double-row Four-point Contact Ball Bearings



Ball Screw Support Bearing

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These materials describe our future earnings forecasts and business plans, and are based on the assumption of an economic environment and business policies that remain fixed as they are now. Therefore, please note that actual earnings are subject to various factors, including market fluctuations and currency fluctuations, which may result in a different earnings forecast.