Presentation Material

for 2nd quarter ended June 30, 2026

Aug. 7, 2026

NAKANISHI INC.

Disclaimer

The information presented in these materials contains forward-looking statements about future business performance. These statements by definition involve risks and uncertainties and are not intended to guarantee future performance. Actual results in the future may differ from expectations and the projections presented in these materials due to changes in the global economy and fluctuations in foreign currency exchange rates and so on.

Business Segment and Product Lineup

Dental Business

Development, production and sales of wide range of dental equipment, which cover such as restorative dentistry, periodontics, oral surgery, mobile dental care, etc.

Handpiece

Implant motor

Oral hygiene system

Clinical micro motor

DCI Business

Presenting results of DCI, the U.S. dental chair manufacturer, acquired in 2023, as an independent segment. Development, production and sales of dental chairs and related equipment for the North American market.

Dental chair

Dental cabinet

Dental parts

Surgical Business

Development, production and sales of bone grinding and cutting drills which can be used in areas of neurosurgery, spine surgery and orthopedic surgery.

The results of Acra Cut and Intech (acquired in 2026) are included in this Surgical Business.

Console

Surgical motor & Attachment

Bur (Disposable)

Perforator (Disposable)

Industrial Business

Development, production and sales of spindles which can be used in high-precision processes in wide range of industrial areas such as automobile and precision parts industries.

Controller & Spindle

Speed-increasing spindle

Ultrasonic cutter

Tools

Consolidated Financial Result for FY2026 Q2

Corporate Vice President & Group CFO **Daisuke Suzuki**

Performance Highlights

All businesses—Dental, DCI, Surgical, and Industrial—achieved double-digit sales growth. In particular, the Dental business in Japan and the Surgical business grew significantly.* Backed by yen depreciation, consolidated net sales landed at +20.5% YoY.

* Acra Cut and Intech have been consolidated since Q2. Their results for April through December (9 months) are scheduled to be included in the current fiscal year without a reporting lag.

Higher profit driven by sales growth across all businesses, coupled with contributions from the new consolidation of Acra Cut and Intech, drove consolidated EBITDA up 22.9% YoY.

The full-year financial forecast has been revised upward based on first-half performance and recent business trends. Operating profit, ordinary profit, and net profit* are all expected to reach record highs.

* Excluding FY2023, when a one-off extraordinary income on the step acquisition of DCI was recorded.

Shareholder returns were enhanced following the revision of the full-year forecast. The share repurchase limit was raised from JPY 2.5 billion to JPY 4.0 billion, with the aim of achieving a total payout ratio of 70%, together with a two-for-one stock split.

Consolidated P/L

M of JPY

	FY2026Q2 Actual	FY2025Q2 Actual	YoY comparison Amount	YoY comparison Ratio
Net sales	47,234	39,189	+8,045	+20.5%
Gross Profit	27,424	23,104	+4,320	+18.7%
Ratio to net sales	58.1%	59.0%	-0.9pt	–
EBITDA *	12,769	10,390	+2,379	+22.9%
Margin	27.0%	26.5%	+0.5pt	–
Operating Profit	10,012	7,587	+2,425	+32.0%
Ratio to net sales	21.2%	19.4%	+1.8pt	–
Ordinary Profit	11,577	6,930	+4,646	+67.1%
Ratio to net sales	24.5%	17.7%	+6.8pt	–
Profit attributable to owners of parent	8,144	3,510	+4,634	+132.0%
Ratio to net sales	17.2%	9.0%	+8.3pt	–
E P S (JPY)	98.07	41.84	–	–

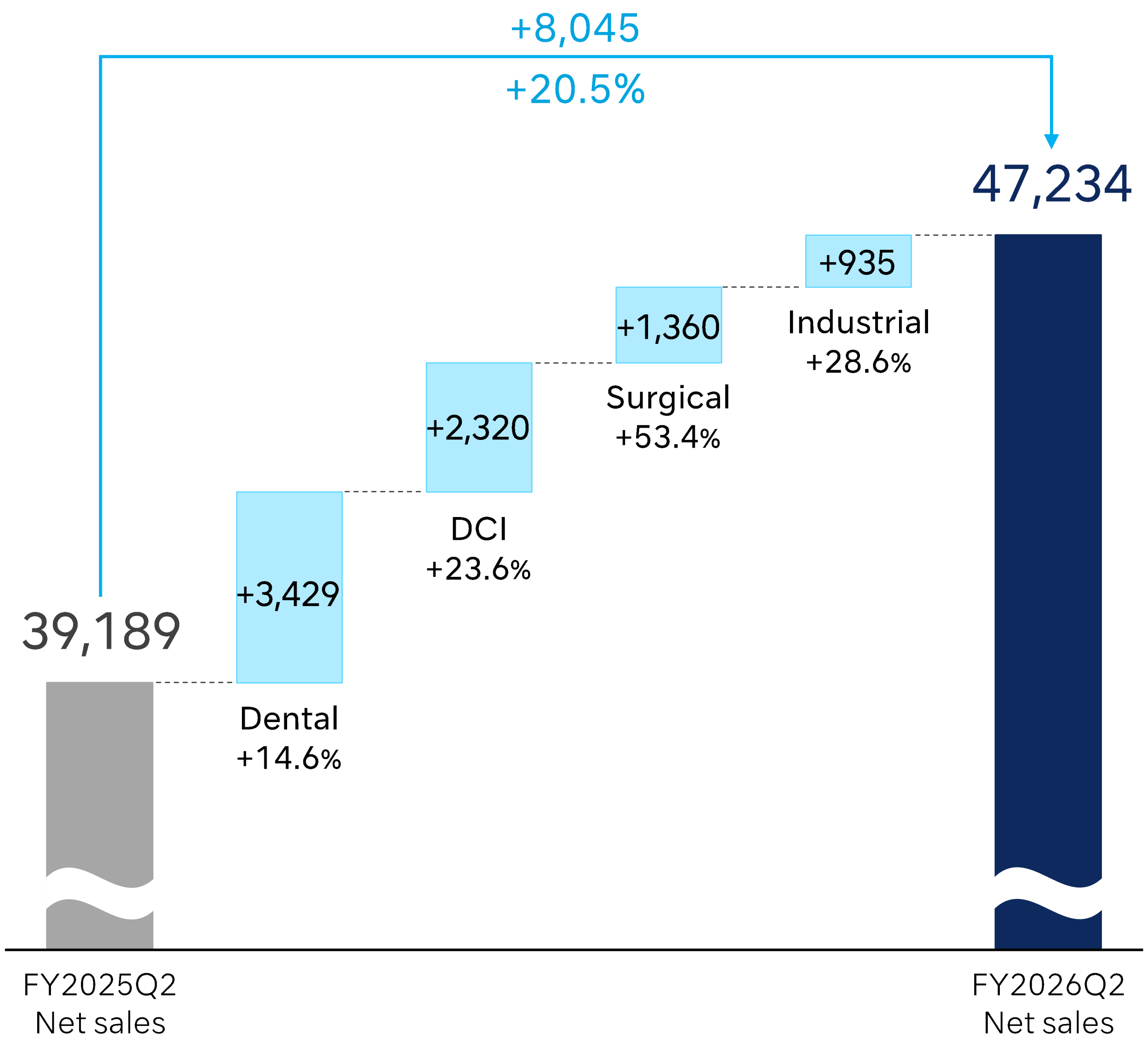
* EBITDA = Operating profit + Depreciation + Amortization

	FY2026Q2 Actual	FY2025Q2 Actual	YoY comparison Amount	YoY comparison Ratio
Currency rate - Against the US dollar (JPY)	158.30	149.01	+9.29	–
Currency rate - Against the EURO (JPY)	184.76	162.62	+22.14	–

Forex impact: Net sales +2,884M of JPY (vs FY2025Q2 Actual), +2,448M of JPY (vs FY2026 Forecast)

Change in Net Sales by Business Segment

M of JPY

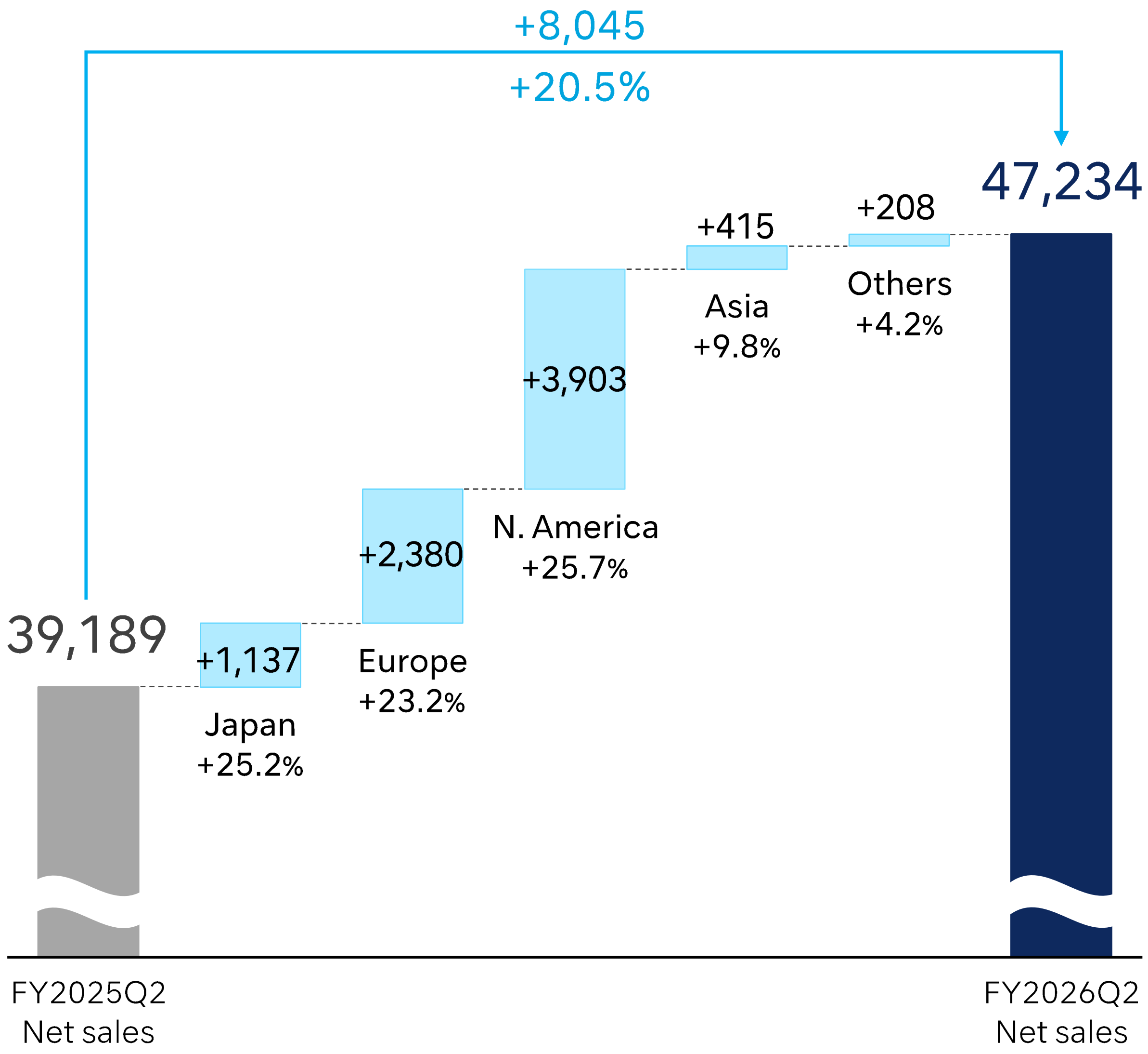


	FY2025Q2 Actual A	FY2026Q2 Actual B	of which: forex impact	Change B/A-1
Dental	23,533	26,962	+1,976	+14.6%
DCI	9,834	12,155	+613	+23.6%
Surgical	2,548	3,909	+117	+53.4%
Industrial	3,272	4,207	+177	+28.6%
Total	39,189	47,234	+2,884	+20.5%

M&A effect (Surgical) +642M of JPY (+1.6%)

Change in Net Sales by Region

M of JPY



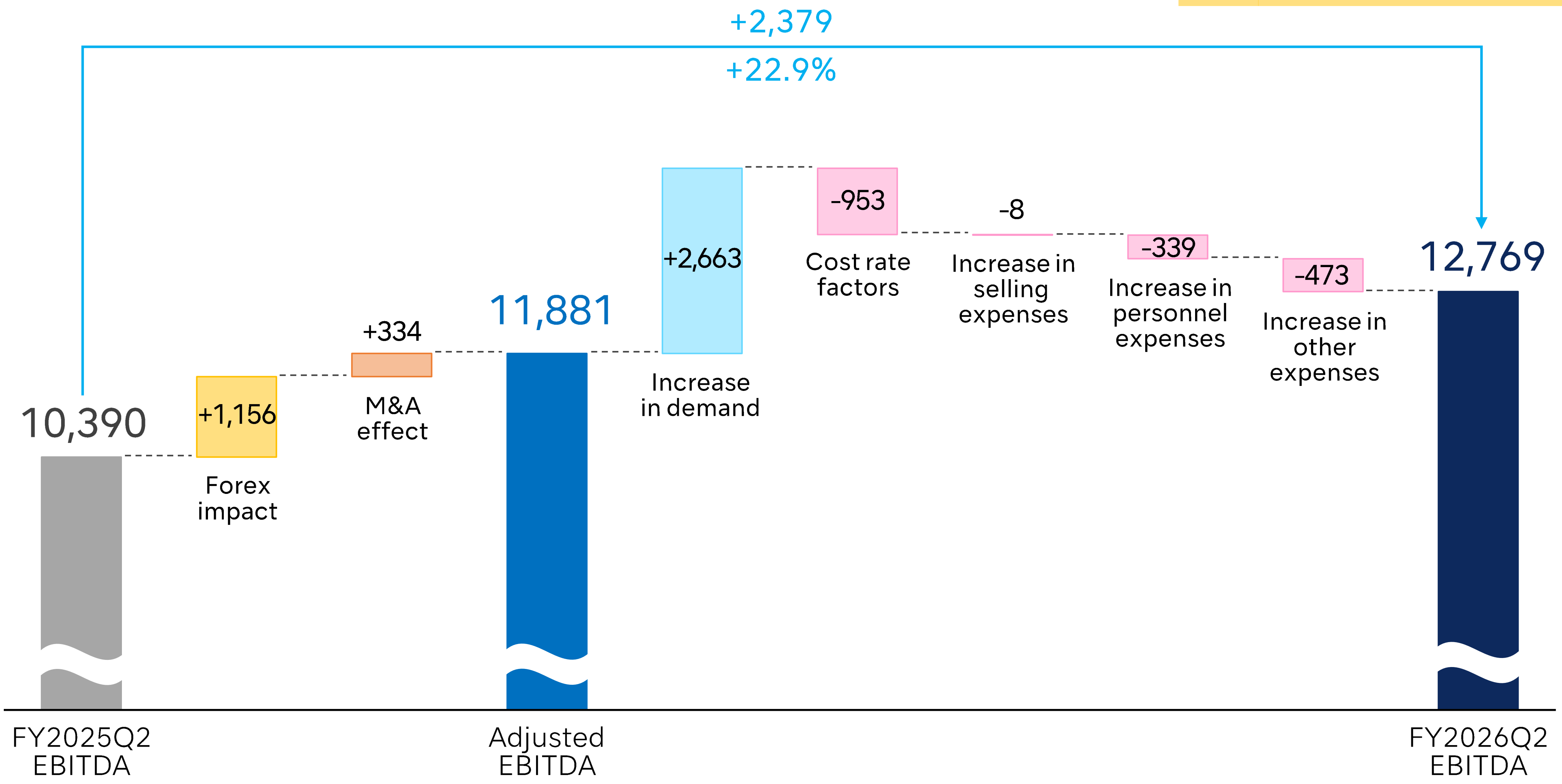
	FY2025Q2 Actual A	FY2026Q2 Actual B	of which: forex impact	Change B/A-1
Japan	4,511	5,648	-	+25.2%
Europe	10,276	12,657	+1,307	+23.2%
N. America	15,195	19,098	+924	+25.7%
Asia	4,224	4,640	+208	+9.8%
Others	4,981	5,190	+444	+4.2%
Total	39,189	47,234	+2,884	+20.5%

M&A effect (N. America) +642M of JPY (+1.6%)

Change in EBITDA

M of JPY

Average exchange rate			
	FY2025 Q2		FY2026 Q2
USD	JPY 149.01	→	JPY 158.30
EUR	JPY 162.62	→	JPY 184.76



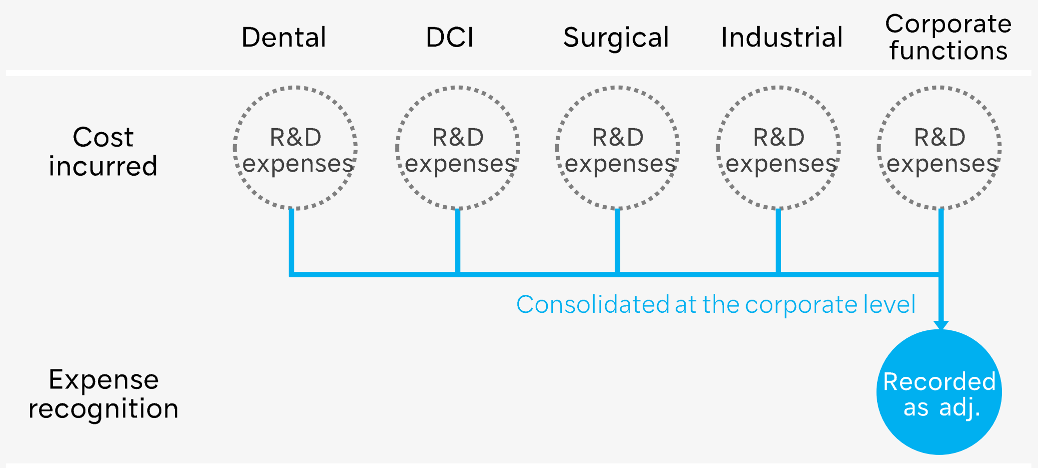
Treatment of R&D Expenses in Business Segment Profit/Loss (From FY2026 Q1)

Initiated growth investments in each business segment to achieve the NV2030 targets.

Clearly identified R&D expenses for each business segment to enable more precise profitability management.

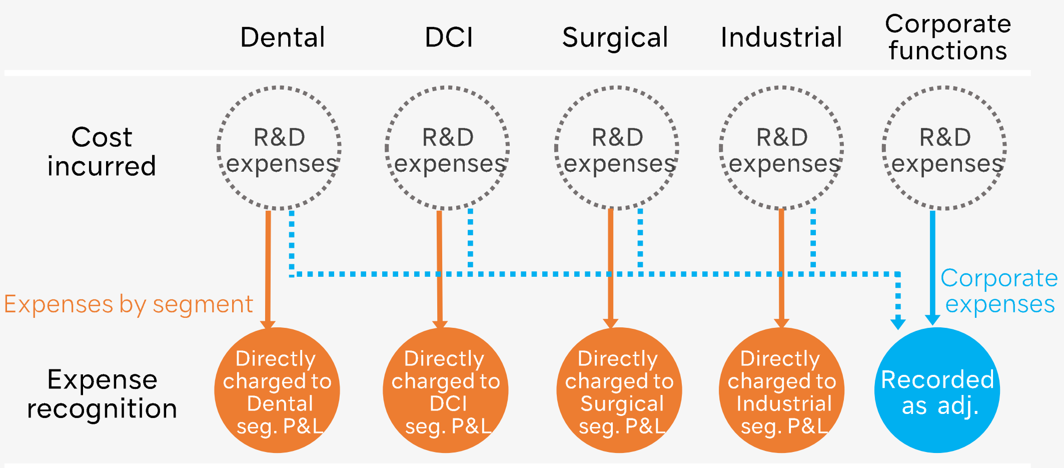
Previous (~FY2025Q4)

Consolidated under Corporate expenses (adjustments)



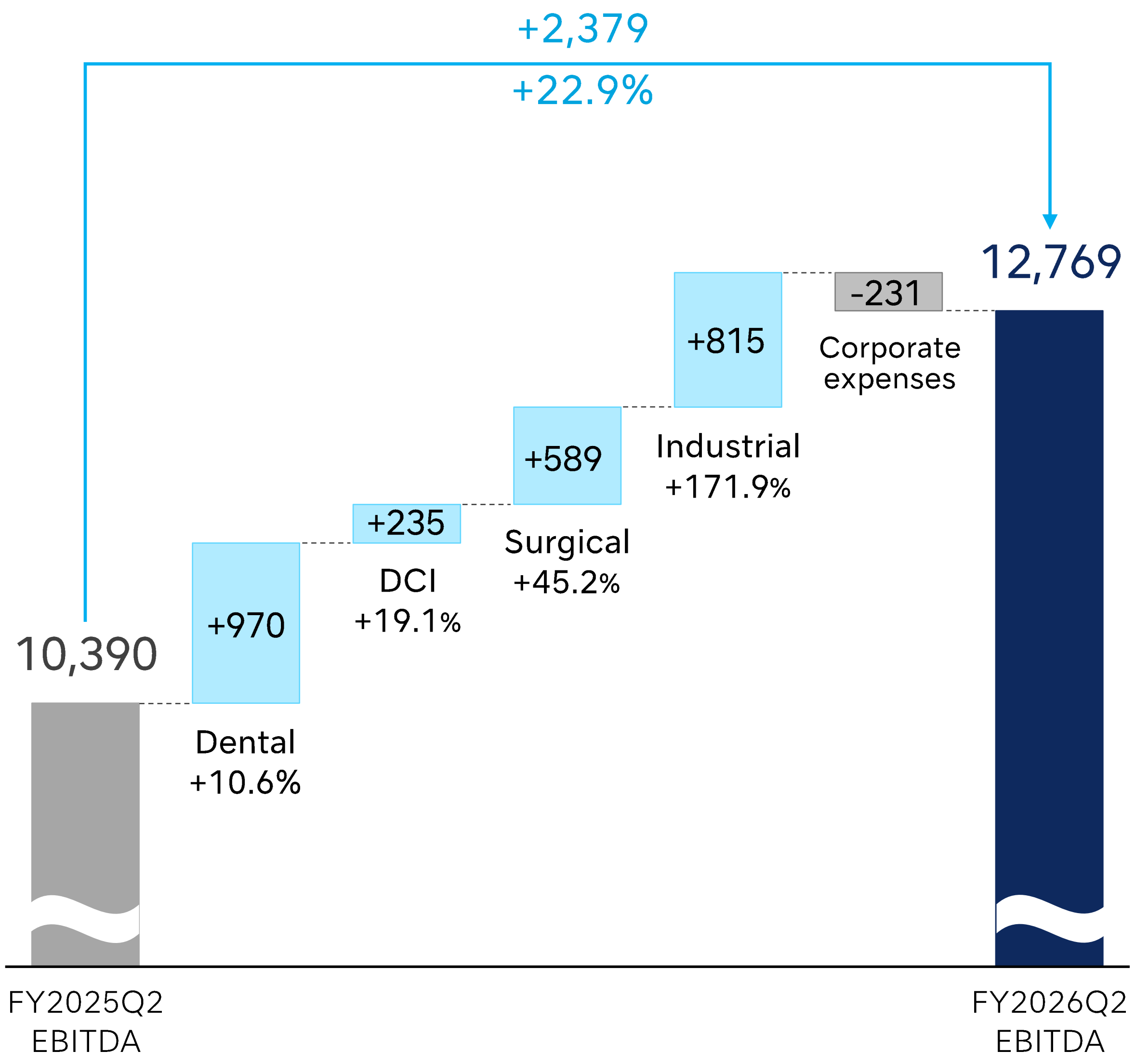
Future (FY2026Q1~)

Where identifiable, costs are directly allocated



Change in EBITDA by Business Segment

M of JPY

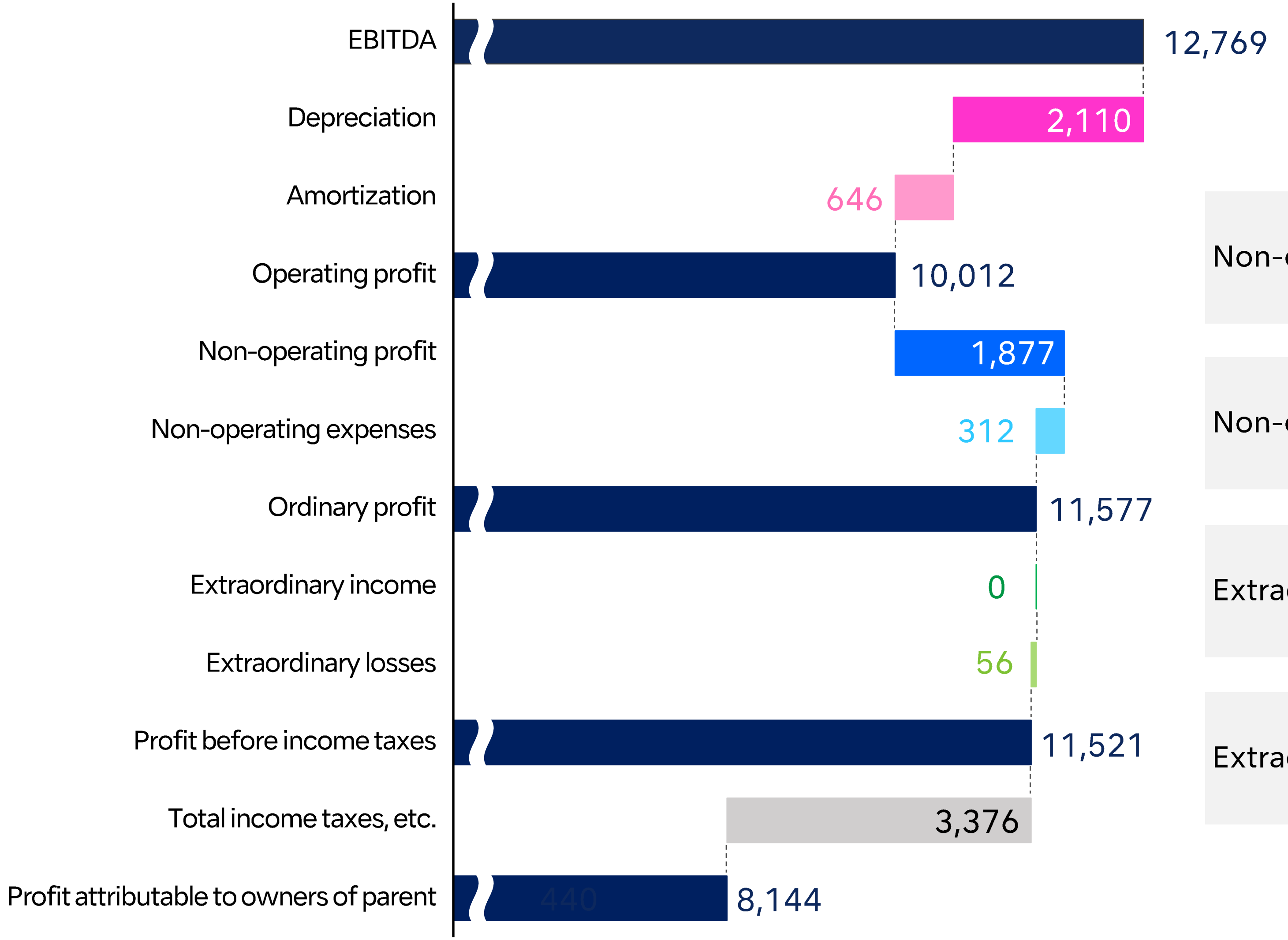


(After retrospective adjustment for R&D expenses)

	Actual FY2025Q2 A	Actual after retrospective adjustment FY2025Q2 A'	Actual FY2026Q2 B	Change B/A'-1
Dental	9,782	9,136	10,107	+10.6%
DCI	1,233	1,233	1,469	+19.1%
Surgical	1,408	1,304	1,894	+45.2%
Industrial	531	474	1,290	+171.9%
Corporate expenses	-2,565	-1,759	-1,990	-
Total	10,390	10,390	12,769	+22.9%
Forex impact (YoY)			+1,156M of JPY	(+11.1%)
M&A effect (Surgical) (YoY)			+334M of JPY	(+3.2%)

Other Income, Expense, Taxes

M of JPY



Non-operating profit		
	· Interest income	484
	· Foreign exchange gain	1,130
	· Miscellaneous income	190

Non-operating expenses		
	· Interest expenses	189
	· Miscellaneous losses	122

Extraordinary income		
	· Gain on sale of non-current assets	0

Extraordinary losses		
	· Loss on retirement of non-current assets	56

Consolidated Balance Sheet

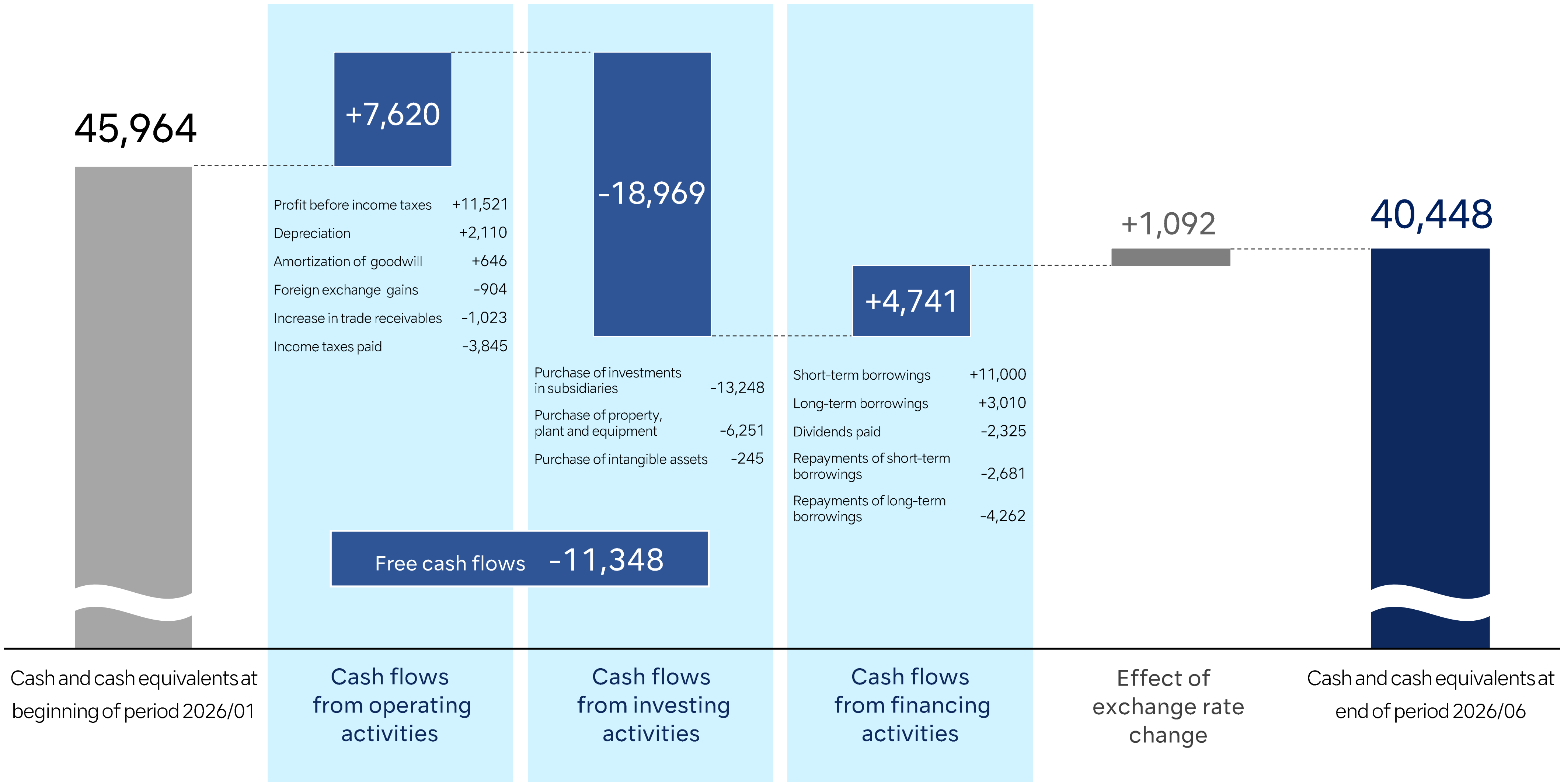
M of JPY

	As of June 30, 2026	As of Dec. 31, 2025	Change	Notes
Total assets	174,551	160,155	+14,395	
- Cash and deposits	56,375	61,317	-4,941	
- Inventories	27,189	25,565	+1,623	· Merchandise and finished goods +608 · Work in process +396 · Raw materials and supplies +618
- Goodwill	17,881	5,391	+12,490	
Liabilities	52,541	46,081	+6,460	
- Loans payable	33,880	26,772	+7,107	· Short-term borrowings +8,345 · Current portion of long-term borrowings +757 · Long-term borrowings -1,994
Net assets	122,009	114,074	+7,935	· Foreign currency translation adjustment +1,657
- Retained earnings	115,865	110,046	+5,819	

	FY2026Q2 Actual	FY2025Q2 Actual	Change	Notes
Capital investments	6,245	3,101	+3,144	· Machinery and equipment 439 · New subsidiary buildings 5,163
Depreciation expenses	2,110	2,078	+32	

Consolidated Statements of Cash Flows

M of JPY



Cash Allocation

Progress of cash allocation for NV2030 target

Cash-in

Actual

Operating Cash Flow
23.9 B JPY
2025-2026H1 accumulation
20-24% done

Plan

Borrowings, etc.
20.0-40.0 B JPY

Operating CF
100.0-120.0 B JPY

Cash & marketable securities
35.0-55.0 B JPY

Cash-out

Plan

Strategic investments
20.0-60.0 B JPY

Capital investments
32.0-38.0 B JPY

Shareholder returns
45.0-60.0 B JPY

Cash & marketable securities + Working capital
42.0-67.0 B JPY

Actual

Strategic investments
13.5 B JPY
2025-2026H1 accumulation
23-68% done

Capital investments
10.4 B JPY
2025-2026H1 accumulation
28-33% done

Shareholder returns
9.6 B JPY*
2025-2026H1 accumulation
16-21% done

*The progress amount excludes the amount related to the ongoing own share repurchase (Max. 4.0 B JPY).

Consolidated Financial Forecast for FY2026

Revised on August 7, 2026

Assumptions for Full-Year Financial Forecast (Revised on Aug. 7)

NSK

February 12, 2026
Initial Full-Year Financial Forecast Formulated at the Beginning of FY2026

- Expecting sales to increase in all businesses and net sales to reach JPY 88.1 billion (+9% YoY), thereby achieving record-high sales for the sixth consecutive year.
- Expecting increases in selling, personnel, and R&D expenses associated with growth investments to be offset by higher profits driven by sales growth, with EBITDA reaching JPY 20.6 billion (+4% YoY) and operating profit reaching JPY 15.6 billion (+11% YoY) due to reduced goodwill amortization.
- Assuming exchange rates of JPY 150/USD and JPY 170/EUR. Expecting ordinary profit of JPY 15.4 billion (-9% YoY) due to the absence of foreign exchange gains recorded in the previous fiscal year, and a return to net profit of JPY 10.9 billion, driven by the absence of one-off expenses and income taxes recorded in the previous fiscal year.

March 5, 2026
Upward Revision of Full-Year Financial Forecast #1

- The financial forecast was revised upward to reflect the results of the acquired companies, Acra Cut and Intech, for April through December 2026 (9 months).

August 7, 2026
Upward Revision of Full-Year Financial Forecast #2

- The full-year financial forecast was revised upward based on first-half performance and recent business trends in all businesses—Dental, DCI, Surgical, and Industrial.

Consolidated Financial Forecast for FY2026 (Revised on Aug. 7)

M of JPY

	Revised forecast for FY2026 announced on Aug. 7	Previous forecast for FY2026 announced on Mar. 5	vs. Previous Fcst Amount	vs. Previous Fcst Ratio	FY2025 Actual	YoY comparison Amount	YoY comparison Ratio
Net sales	94,480	90,185	+4,294	+4.8%	81,179	+13,301	+16.4%
Gross profit	54,486	50,176	+4,309	+8.6%	46,060	+8,425	+18.3%
Ratio to net sales	57.7%	55.6%	+2.0pt	—	56.7%	+0.9pt	—
EBITDA *1	24,340	21,854	+2,486	+11.4%	19,899	+4,441	+22.3%
Margin	25.8%	24.2%	+1.5pt	—	24.5%	+1.2pt	—
Operating profit	18,649	16,215	+2,433	+15.0%	14,089	+4,559	+32.4%
Ratio to net sales	19.7%	18.0%	+1.8pt	—	17.4%	+2.4pt	—
Ordinary profit	19,062	16,091	+2,971	+18.5%	16,933	+2,128	+12.6%
Ratio to net sales	20.2%	17.8%	+2.3pt	—	20.9%	-0.7pt	—
Profit attributable to owners of parent	13,544	11,193	+2,351	+21.0%	-2,398	+15,943	—
Ratio to net sales	14.3%	12.4%	+1.9pt	—	-3.0%	+17.3pt	—
EPS (JPY)	163.10 *2	133.96	—	—	-28.70	—	—

*1 EBITDA = Operating profit + Depreciation + Amortization
*2 EPS is presented without reflecting the stock split announced on August 7. EPS after the stock split is expected to be JPY 81.55.

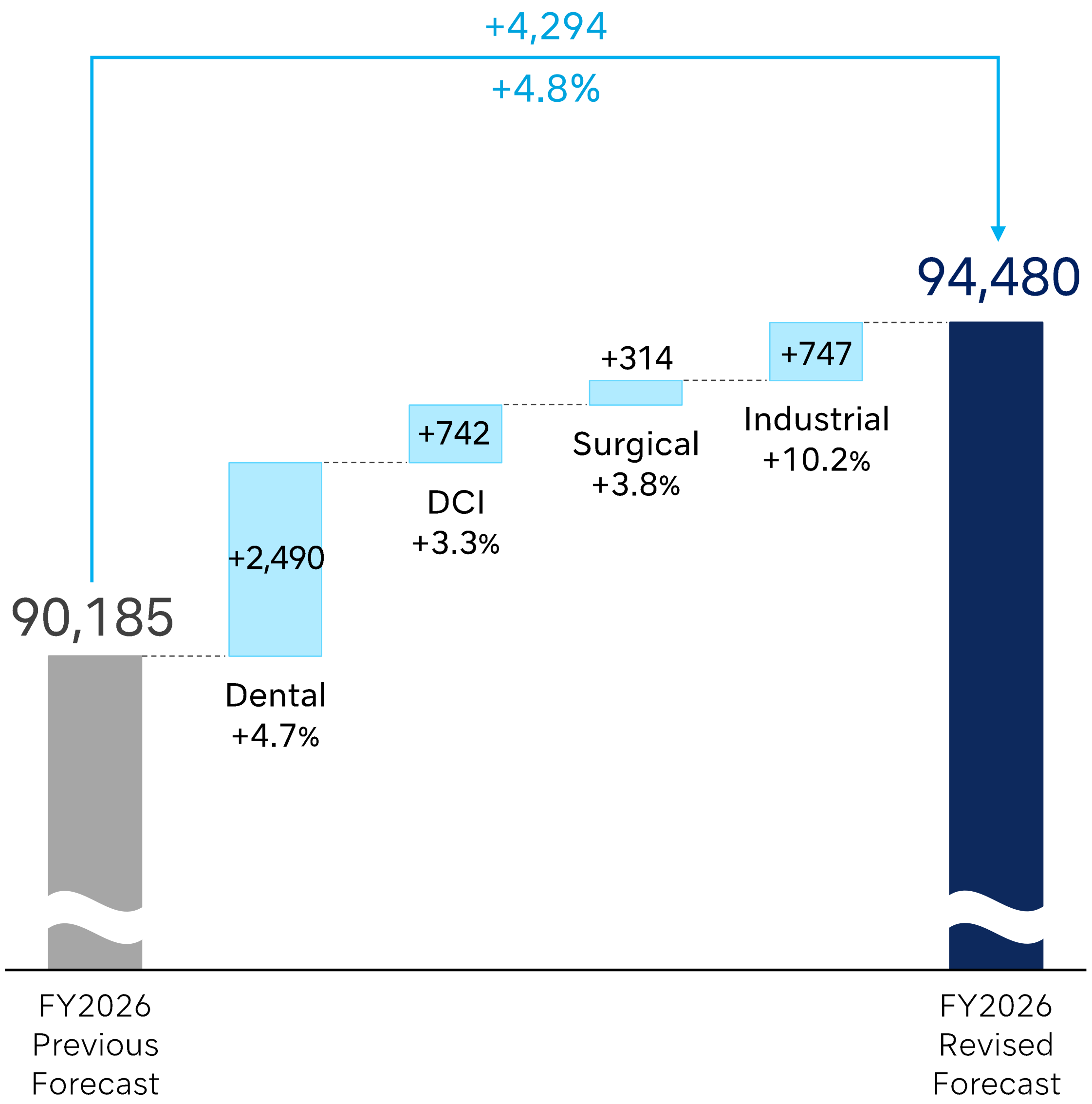
Assumed currency rate	Assumed exchange rate for 2nd-half	Assumed exchange rate for 2nd-half	
- Against the US dollar (JPY)	155.00	150.00	+5.00
- Against the EURO (JPY)	180.00	170.00	+10.00

Reference : Forex sensitivity

USD : ±284 M of JPY annual sales impact per 1 yen change
EURO : ±103 M of JPY annual sales impact per 1 yen change

Change in Net Sales by Business Segment (Revised on Aug. 7)

M of JPY



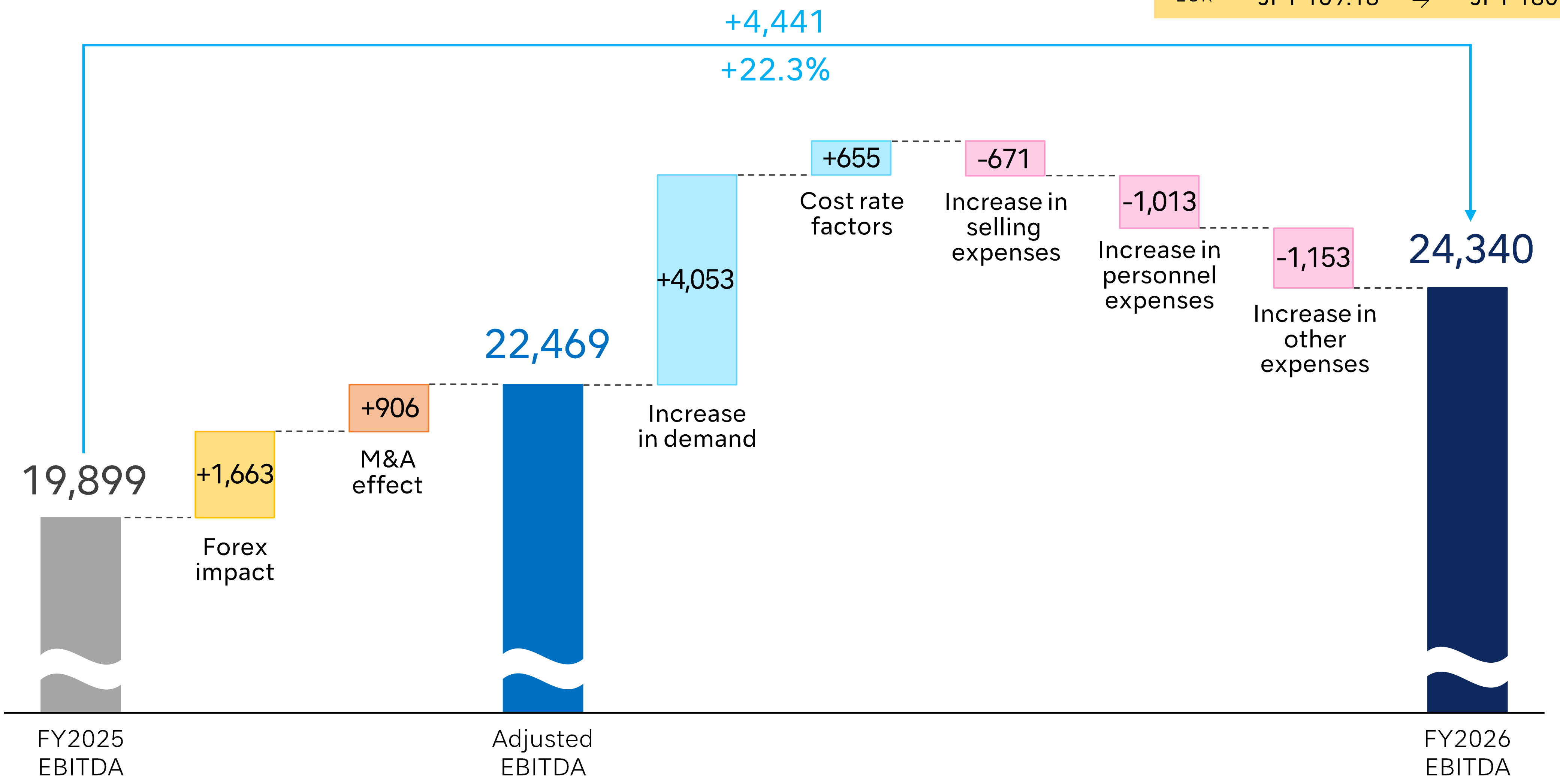
	Actual FY2025 A	Previous Forecast (as of Mar. 5) FY2026 B	Revised Forecast (as of Aug. 7) FY2026 C	Change C/B-1
Dental	48,197	52,441	54,932	+4.7%
DCI	20,538	22,270	23,012	+3.3%
Surgical	5,537	8,173	8,487	+3.8%
Industrial	6,906	7,301	8,048	+10.2%
Total	81,179	90,185	94,480	+4.8%

Forex impact (YoY)	+4,260M of JPY	(+5.2%)
M&A effect (Surgical) (YoY)	+1,895M of JPY	(+2.3%)

Change in EBITDA (Revised on Aug. 7)

M of JPY

Average exchange rate	FY2025 Actual		FY2026 2H Forecast
USD	JPY 150.43	→	JPY 155.00
EUR	JPY 169.18	→	JPY 180.00



Shareholder Return

Stock Split and Expansion of the Limit for Repurchase of Own Shares

Stock Split

We aim to enhance the liquidity of our shares and expand our investor base by reducing the investment amount per unit.

Record Date: **September 30, 2026 (Wednesday)**

Method: **Common share 1 share ▶ 2 shares**

Total number of shares outstanding :	92,218,200 shares	▶	184,436,400 shares
The total number of shares authorized to be issued:	375,000,000 shares	▶	737,000,000 shares
Effective date :	October 1, 2026 (Thursday)		

Expansion of the Limit for Repurchase of Own Shares

In light of the upward revision to the FY2026 forecast (August 7), we expand the limit for the repurchase of own shares and aim for a total shareholder return ratio of 70%.

	Before (Board of Directors meeting resolution on February 12, 2026)		After (Board of Directors meeting resolution on August 7, 2026)
Class of shares to be repurchased	Common shares		Common shares
Total number of shares to be repurchased	Max. 1.5 million shares (1.81% of total number of shares outstanding (excluding treasury shares))	+0.5 million shares →	Max. 2.0 million shares (2.41% of total number of shares outstanding (excluding treasury shares))
Total amount of repurchase costs	Max. 2,500 M of JPY	+1,500 M of JPY →	Max. 4,000 M of JPY
Period of repurchase	From February 13, 2026 to December 30, 2026		From February 13, 2026 to December 30, 2026

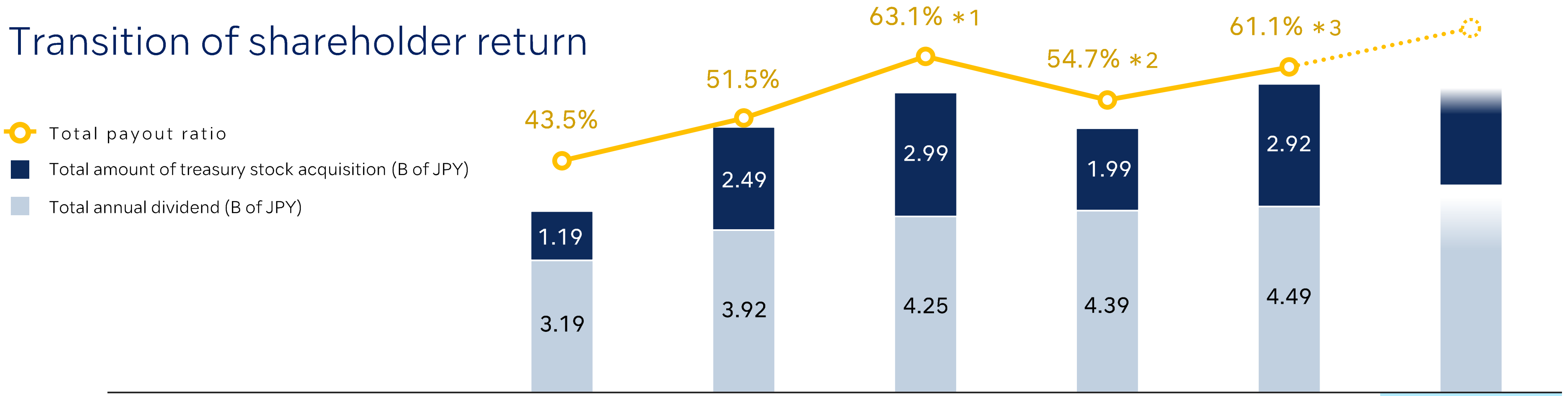
Shareholder Return Policy and Transition

Shareholder return policy

We regard shareholder returns as one of our key management priorities and strive to maintain a balanced approach by enhancing our business foundation, making appropriate and proactive investments in growth areas, and delivering returns to shareholders.

Under our Mid Term Management Plan "NV2030" , we will continue to use the total payout ratio (treasury stock acquisition + dividends) as a key indicator of shareholder returns. We have also adopted a **"progressive dividend policy"** and raised our target to a **"total payout ratio of 70%"**.

Transition of shareholder return



		2021 actual	2022 actual	2023 actual	2024 actual	2025 actual	2026 forecast
Annual dividend per share	(JPY)	Interim 17.00 Year-end 20.00	Interim 22.00 Year-end 24.00	Interim 24.00 Year-end 26.00	Interim 26.00 Year-end 26.00	Interim 26.00 Year-end 28.00	Interim **30.00** Year-end **30.00**＊4
Dividend payout ratio	(%)	31.7	31.6	37.0＊1	37.6＊2	37.0＊3	-
Total payout ratio	(%)	43.5	51.5	63.1＊1	54.7＊2	61.1＊3	-

＊1 Calculated using adjusted net profit which excludes extraordinary income brought by DCI acquisition.
＊2 Calculated using adjusted net profit which excludes profit decrease brought by impairment loss of Jaeger.
＊3 Calculated using adjusted net profit which excludes profit decrease brought by impairment loss of DCI.
＊4 Assuming the 2-for-1 stock split announced on August 7 is effected, the year-end dividend will be JPY15 per share.

Overviews of Each Segment and Future Initiatives

President & Group CEO **Eiichi Nakanishi**

Global Trend of Net Sales

Sales grew significantly in developed markets, including Japan, North America, and Europe. Sales in emerging markets grew moderately, despite regional variations.

B of JPY

Region	Net Sales	YoY	Dental	DCI	Surgical	Industrial
Europe	12.6	+23.2%	↗		↗	↗
North America	19.0	+25.7%	↗	↗	↗	↗
Japan	5.6	+25.2%	↗		↗	↗
Asia	4.6	+9.8%	→		↗	↗
Others	5.1	+4.2%	↘		↗	↘

(Sales trends on a local currency basis)

S.America, Middle East, Russia, Australia, etc.

Global Network Expansion

Establishing and Reinforcing Overseas Bases for Further Business Growth

Europe

Reinforce	NSK Europe	Germany	2003	Dental・Surgical
Establish		Eastern Europe	2026	Dental
	NSK France	France	2005	Dental
Reinforce	NSK United Kingdom	UK	2007	Dental・Surgical
Reinforce	NSK Dental Spain	Spain	2008	Dental・Surgical
	NSK Dental Italy	Italy	2013	Dental
	NSK Dental Nordic	Sweden	2019	Dental
	Nakanishi Jaeger	Germany	2022	Industrial
Establish	NSK Schweiz	Switzerland	2026	Dental

North America

Major headcount expansion	NSK America	USA (IL)	1984	Dental・Surgical Industrial
	DCI International	USA (OR)	2023	DCI
Acquisition	Acra Cut / Intech	USA (MA)	2026	Surgical

Asia

	NSK Shanghai	China (Shanghai)	2005	Dental・Surgical
Relocate	NSK Asia	Thailand	2009	Dental
	NSK Dental Korea	Korea	2014	Dental
Reinforce	NSK Dental Manufacturing	China (Sichuan)	2023	Dental・Surgical
	REFINE Medical	China (Guilin)	2023	Dental

Others (S.America, Middle East, Russia, Australia, etc.)

Reinforce	NSK Middle East	U.A.E.	2000	Dental・Surgical
	NSK RUS	Russia	2007	Dental
	NSK Oceania (AU)	Australia	2007	Dental
	NSK Oceania (NZ)	New Zealand	2007	Dental
Reinforce	NSK America Latina	Brazil	2013	Dental・Surgical
Establish	NSK Turkey	Turkey	2025	Dental

Dental Business Outline 1/3

Apr. 2026 Kinki Dental Show (Osaka)

Japan

Overview of 1st half
Actual Sales (YoY) (Local currency) ↗

- The distribution network reform proved successful, driving sales growth across a broad range of products, including handpieces and preventative dentistry products. Sales increased significantly by 32% YoY.
- OEM business achieved double-digit sales growth, driven by growth in existing products and contributions from new products.

Measures for 2nd half
Sales forecast (YoY) (Local currency) ↗

- The new distribution network is off to a smooth start. Continue to expand sales of handpieces and preventative dentistry products and strengthen relationships with dealers.
- Continue strengthening relationships with OEM business partners.

Jun. 2026 Expodental Rimini 2026 (Italy)

Europe

Overview of 1st half
Actual Sales (YoY) (Local currency) ↗

- Sales of the new preventative dentistry product launched in 2025 remained strong, contributing to sales growth.
- NSK-brand products continued to be chosen by customers, driving sales growth in nearly all major regions.

Measures for 2nd half
Sales forecast (YoY) (Local currency) ↗

- Expand sales of main products such as handpieces, implant motors, and preventative dentistry products.
- Aim to capture additional business opportunities by leveraging the newly established overseas locations.

Dental Business Outline 2/3

May 2026 CDA2026 (California)

North America

Overview of 1st half — Actual Sales (YoY) (Local currency) ↗

- Despite a flat North American market, sales achieved double-digit growth as the NSK brand expanded its market share.
- The ratio of bundled sales of NSK products by DCI increased, boosting handpiece sales.
- Major OEM sales decreased.

Measures for 2nd half — Sales forecast (YoY) (Local currency) ↗

- Focus on expanding sales of main products such as handpieces and bundled sales with DCI.
- Strengthen approaches to DSOs and dental universities.
- Promote the expansion of the OEM business.

Mar. 2026 Dental South China (Guangzhou, China)

Asia

Overview of 1st half — Actual Sales (YoY) (Local currency) →

- China: Sales remained sluggish, with no clear signs of a recovery in demand.
- Korea: Sales recovered despite weak demand.
- Asia: Sales recovered by winning bids.

Measures for 2nd half — Sales forecast (YoY) (Local currency) ↗

- Steadily secure public hospital bidding contracts to maintain sales.
- With signs of demand recovery emerging in Asia, focus on expanding sales of NSK-brand and REFINE products.

Dental Business Outline 3/3

Feb. 2026 **CIOSP2026 (Brazil)**

May 2026 **Oral Surgery Product Seminar (New Zealand)**

	Overview of 1st half — Actual Sales (YoY) (Local currency) ↘	Measures for 2nd half — Sales forecast (YoY) (Local currency) ↗
Middle East	▪ Despite the ongoing impact of regional conflicts, demand gradually recovered from Q2. Large-scale project wins also contributed, resulting in double-digit sales growth.	▪ Although uncertainty is expected to continue, stimulate demand by strengthening efforts to secure bidding contracts and highlighting after-sales service.
South America	▪ Although demand remained resilient, sales decreased due to the loss of a major deal.	▪ While responding appropriately to price competition, enhance market presence and demonstrate the added value through collaboration with KOLs.
Russia	▪ Amid weakening demand, sales in Russia were in line with the previous FY, while sales to CIS countries were sluggish, resulting in an overall sales decline.	▪ Strengthen the sales network in the CIS countries, and expand sales of main products, including REFINE.
Australia	▪ Although demand remained weak, sales remained flat, supported by sales promotion measures for dealers and winning government bidding contracts. Sales increased due to the impact of yen depreciation.	▪ Expand sales of main products such as handpieces. Focus on preventive dentistry products and mobile dental care devices with strong market needs.

DCI Business Outline

Amid intensifying market competition, demonstrate added value through high-synergy bundled sales of NSK x DCI products.

Business topics

NSK x DCI Bundled Sales

The primary objective of the DCI acquisition is to expand NAKANISHI's share of the U.S. dental handpiece market through bundled sales of NSK x DCI products.
The bundled sales ratio continued to increase steadily, reaching 36% in the first half of FY2026, a record-high level.

Acquisition of New Headquarters and Factory

In June 2026, DCI acquired land and buildings in Wilsonville, Oregon.
The expansive site, covering approximately 97,000 square meters, will be developed into a business base supporting sustainable growth, housing its headquarters and factory, as well as a warehouse and showroom.

Overview of 1st half

Market trends
- The total number of dental chairs sold in the market increased by 2% YoY.

Business overview
- Capturing demand ahead of the price increase, DCI's sales volume increased by 9% YoY.
- Net sales increased significantly by 20% YoY, driven by rush demand and higher unit prices.

Measures for 2nd half

Market forecast
- Demand is expected to remain resilient, but market competition will intensify.

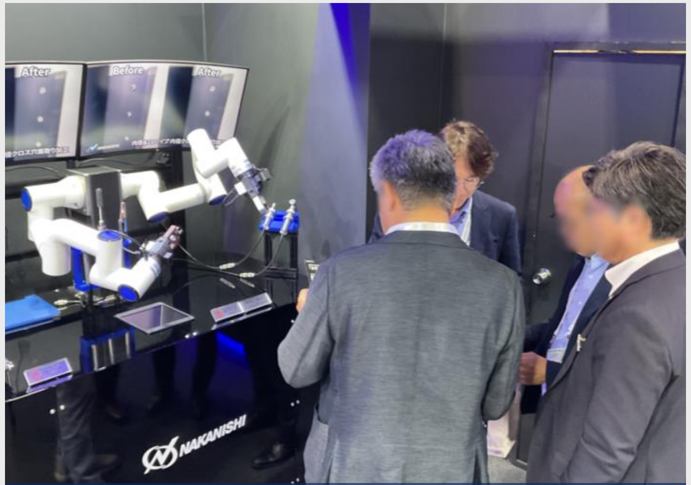
Key initiatives
- Strengthen approaches to private practices, dental universities, and government institutions.
- Further increase the bundled sales ratio of NSK x DCI products.

Surgical Business Outline

Apr. 2026 JSSR 2026 (Fukuoka)

	Overview of 1st half — Actual Sales (YoY) (Local currency) ↗	Measures for 2nd half — Sales forecast (YoY) (Local currency) ↗
Japan	▪ Business opportunities created by competitors withdrawing were steadily captured, while sales of disposables also grew, resulting in significant sales growth.	▪ Strengthen sales capabilities and establish a sales structure for new products. Capture demand through participation in academic conferences, seminars, and other events.
Europe	▪ The establishment of sales structures centered on local subsidiaries and the development of new distributors proved successful, resulting in significant sales growth.	▪ Execute new market development through channel expansion. Strengthen customer contact points and expand product sales through new product trials.
North America	▪ AcraCut sales were in line with the plan, while sales of NSK products were strong, resulting in significant sales growth. Market share expanded steadily.	▪ Pursue new project wins through the launch of new products that meet KOL needs, while strengthening the sales structure.
Asia	▪ In the key Chinese market, bidding contract wins and sales of disposables increased. In Korea, business opportunities created by competitors withdrawing were also captured, driving sales growth.	▪ While continuing to support the key market of China, further expand sales by strengthening the sales structure in Korea and Southeast Asian countries.

Industrial Business Outline



Jun. 2026 ROBOT TECHNOLOGY JAPAN 2026 (Aichi)

Angle Spindle Featuring the World's Smallest Head

(Chamfering and deburring inside pipes with an inner diameter of ϕ18 mm)

*According to NAKANISHI research.

New Angle Spindle with an Ultra-Compact Head RAM-3014

	Overview of 1st half — Actual Sales (YoY) (Local currency) ↗	Measures for 2nd half — Sales forecast (YoY) (Local currency) ↗
Japan	▪ Proposal-based sales activities, including collaboration with major tool manufacturers and expanded sales of speed-increasing spindles, proved successful, resulting in double-digit sales growth.	▪ Further deepen collaboration with tool manufacturers and strengthen proposal-based sales activities for automation and labor-saving.
Europe	▪ The expansion of the dealer network drove sales growth. A recovery in sales of Jaeger products also contributed, resulting in significant sales growth.	▪ Leverage the dealer network to capture inquiries and execute the restructuring plan for Jaeger.
North America	▪ Strong demand drove the acquisition of automotive- and medical device-related projects, resulting in significant sales growth.	▪ Demand remains resilient. Stimulate further demand in the automotive and medical device sectors.
Asia	▪ In addition to winning spindle projects for automatic lathes in the Chinese market, demand was steadily captured, driving sales growth.	▪ In anticipation of the completion of large projects in China, continue to approach key customers in each region.

NSK