

Financial Results Briefing for the Six Months Ended September 30, 2025

November 26, 2025

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



Neturen Co., Ltd.



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1. Overview of Consolidated Financial Results for the Six Months Ended September 30, 2025

- Net sales : The prolonged stagnation in the construction industry, labor shortages, rising construction material costs, and adverse weather conditions led to continuous delays in construction and project starts
In the automotive industry, while overseas sales of ITW remained steady, domestic sales of components and contract manufacturing declined
In the construction equipment industry, the slewing bearing business remained steady, but orders for the induction heat treatment-related business decreased. Additionally, the impact of a stronger yen at overseas subsidiaries led to a 9.1% YoY decline in sales
- Operating income : Although cost increases were passed on to selling prices, the impact of lower sales was significant, resulting in a 40.1% YoY decline in profit

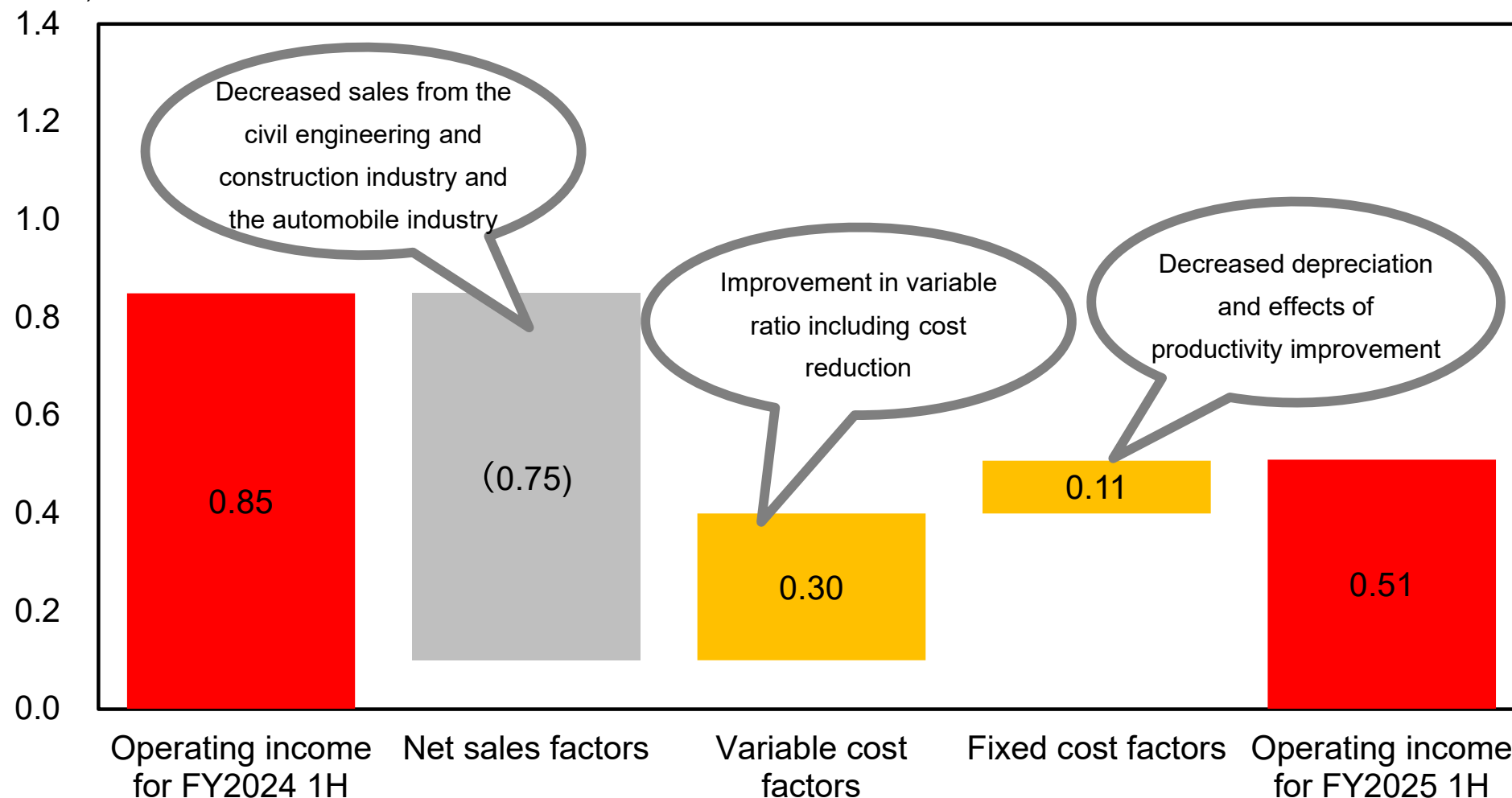
(Million yen)

	FY2024 1H	FY2025 1H	Change	Change (%)
Net sales	29,002	26,374	(2,628)	(9.1)%
Operating income	854	512	(342)	(40.1)%
Ordinary income	1,154	880	(274)	(23.8)%
Profit attributable to owners of parent	615	462	(152)	(24.8)%

2. Factors Affecting Changes in Consolidated Operating Income

- As to net sales factors, profit decline due to a decrease in sales from the civil engineering and construction industry and the automobile industry
- As to variable cost and fixed cost factors, profit gain due to cost reductions and other factors

(Billion JPY)



3. Segment Information (Consolidated Net Sales)

- Specialty Steel and Wire Products Division:**
 - Civil engineering industry: The prolonged stagnation in the industry, labor shortages, rising material costs, and adverse weather conditions led to continuous delays in construction and project starts
 - Automobile industry: While overseas sales of ITW remained steady, domestic sales of components, including ITW, declined
 - Construction equipment industry: The slewing bearing business remained steady
- Induction Heating Division:**
 - Induction heat treatment-related services: Automobile sales were on a downward trend although there was some recovery. The market conditions for the construction equipment and machine tools industries remained sluggish
 - Induction heating equipment: Both domestically and internationally, sales of certain equipment have been postponed to the second half of the fiscal year
- Others:** As a result of newly including Dohken in the scope of consolidation

(Million yen)

Business segment	Main products/services	FY2024 1H	FY2025 1H	Change	Change (%)
Specialty Steel and Wire Products Division	Steel bars for prestressed concrete (PC) High-strength shear reinforcement High-strength spring steel wire ITW® Hollow rack bars Slewing bearings (construction equipment parts)	18,609	16,822	(1,787)	(9.6)%
Induction Heating Division	Induction heat treatment-related services Induction heating equipment/services	10,322	8,983	(1,338)	(13.0)%
Others	Leasing business others	71	568	497	698.9%
Total		29,002	26,374	(2,628)	(9.1)%

4. Segment Information (Consolidated Operating Income)

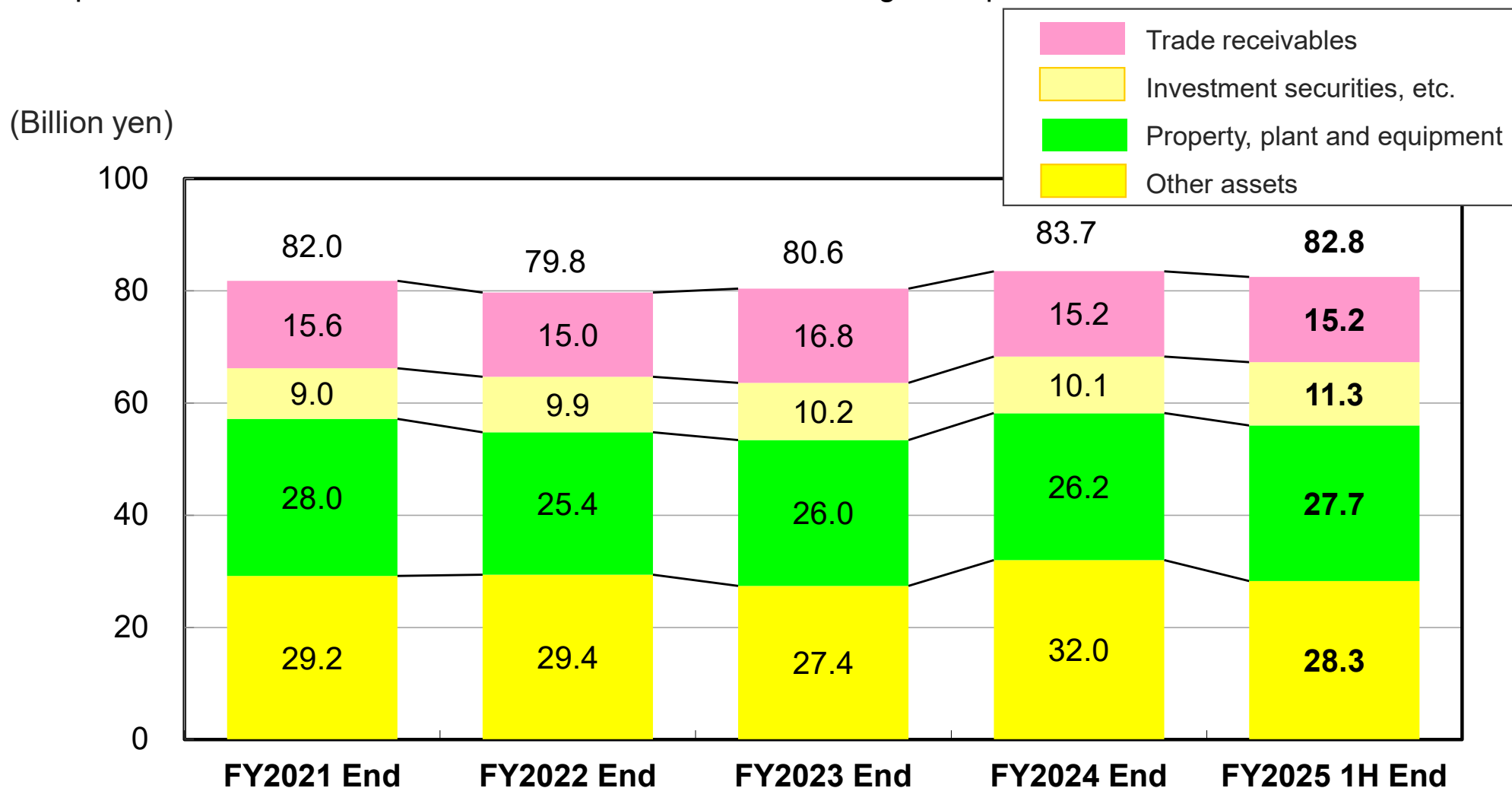
- Specialty Steel and Wire Products Division: Despite efforts to pass on higher costs to selling prices, profits declined due to decreased sales volumes in the civil engineering and construction industries, as well as for hollow rack bars and motorcycle parts
- Induction Heating Division:
 - Induction heat treatment-related services: Profits declined due to sluggish orders from the automobile, construction equipment, and machine tools industries
 - Induction heating equipment: Profits declined due to the deferral of sales of certain equipment to the second half of the fiscal year, both domestically and internationally
- Others: An expense of ¥133 million was recorded in relation to the acquisition of Dohken's shares

(Million yen)

Business segment	Main products/services	FY2024 1H	FY2025 1H	Change	Change (%)
Specialty Steel and Wire Products Division	Steel bars for prestressed concrete (PC) High-strength shear reinforcement High-strength spring steel wire ITW® Hollow rack bars Slewing bearings (construction equipment parts)	148	78	(69)	(47.0)%
Induction Heating Division	Induction heat treatment-related services Induction heating equipment/services	676	504	(171)	(25.3)%
Others	Leasing business others	27	(73)	(101)	(363.0)%
Elimination of intersegment transactions		1	1	0	0.0%
Total		854	512	(342)	(40.1)%

5. Balance of Assets (Consolidated)

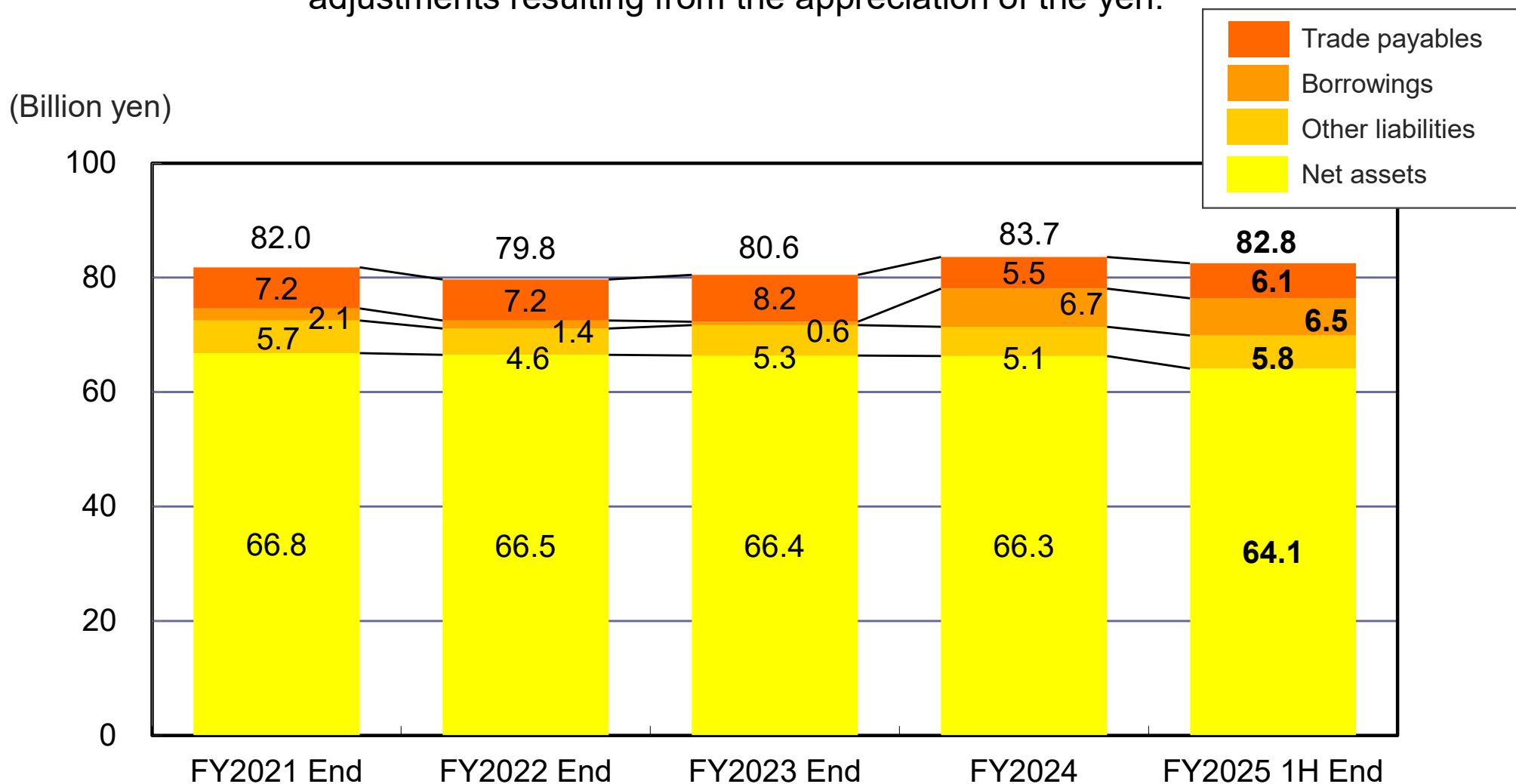
- Total assets decreased by ¥0.9 billion compared to the end of the previous fiscal year due to a decrease in cash and deposits resulting from acquisition of Dohken's shares, purchase of treasury shares, and dividends paid
- Although the number of “held stocks” included in investment securities decreased by 34 stocks, or 69.3%, compared to FY2019, their market value increased due to rising stock prices



* Other Assets include cash, deposits and inventories.

6. Balance of Liabilities and Net Assets (Consolidated)

- Liabilities: Increased ¥1.1 billion compared to the end of the previous fiscal year due to an increase in trade payables
- Net assets: Decreased ¥2.2 billion compared to the end of the previous fiscal year due to purchase of treasury shares and a decline in foreign currency translation adjustments resulting from the appreciation of the yen.



7. Cash Flows (Consolidated)

- Operating cash flows increased YoY due in part to a decrease in trade receivables and an increase in trade payables
- Investing cash flows decreased YoY due in part to expenditures for the acquisition of property, plant and equipment, as well as for the acquisition of Dohken's shares.
- Financing cash flows decreased YoY due in part to repayments of borrowings, purchase of treasury shares, and dividends paid.

(Million yen)

Item		FY2024 1H	FY2025 1H	Change
	Profit before income taxes	1,180	860	(319)
	Depreciation	1,154	1,043	(111)
	Decrease (increase) in trade receivables	1,163	185	(978)
	Decrease (increase) in trade payables	(2,460)	180	2,641
	Other, net	(684)	(1,160)	(476)
	Cash flows from operating activities	354	1,109	754
	Cash flows from investing activities	(1,300)	(2,409)	(1,109)
	Free cash flows	(945)	(1,299)	(354)
	Borrowings	(5)	(568)	(563)
	Purchase of treasury shares	(1,106)	(935)	170
	Dividends paid	(905)	(891)	13
	Other, net	(492)	(195)	297
	Cash flows from financing activities	(2,509)	(2,591)	(82)
	Cash flows at end of period	11,811	13,417	1,605

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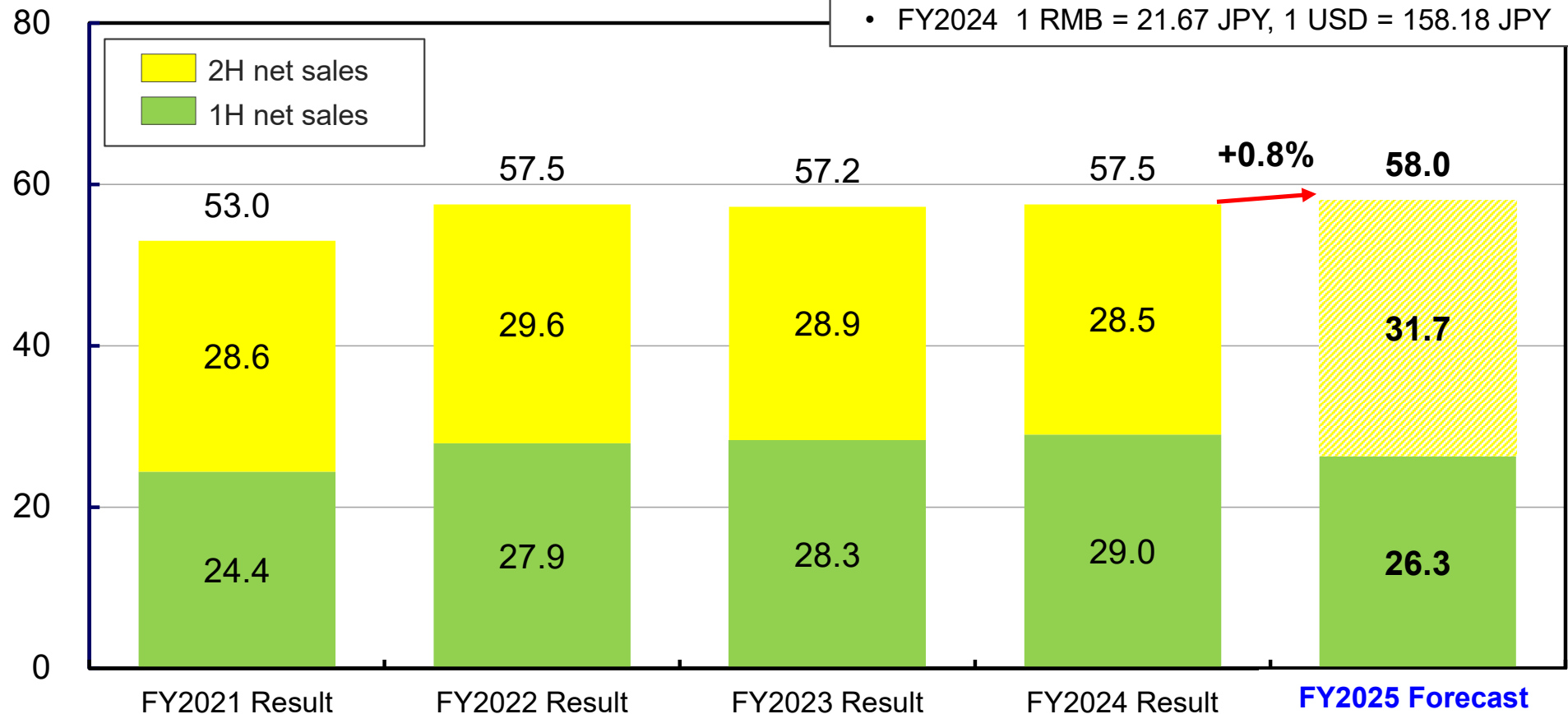
8. Consolidated Net Sales

- Sales related to civil engineering and construction, which were sluggish in the first half due to delays in construction and project starts, are expected to recover in the second half. The impact of project timing shifts in equipment-related business during the first half is also expected to be resolved in the second half
- Net sales are forecast to increase by 0.8% YoY to ¥58.0 billion, as in the initial plan

(Billion yen)

[Exchange rates]

- FY2025 1 RMB = 20.88 JPY, 1 USD = 148.88 JPY
- FY2024 1 RMB = 21.67 JPY, 1 USD = 158.18 JPY



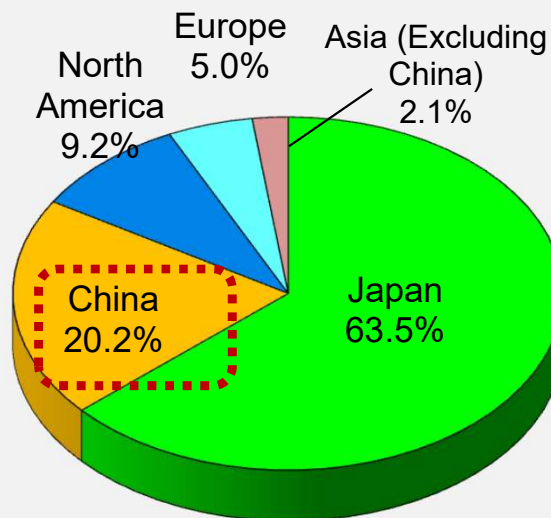
15th Medium-term Management Plan

16th Medium-term Management Plan

9. Net Sales Ratio by Region

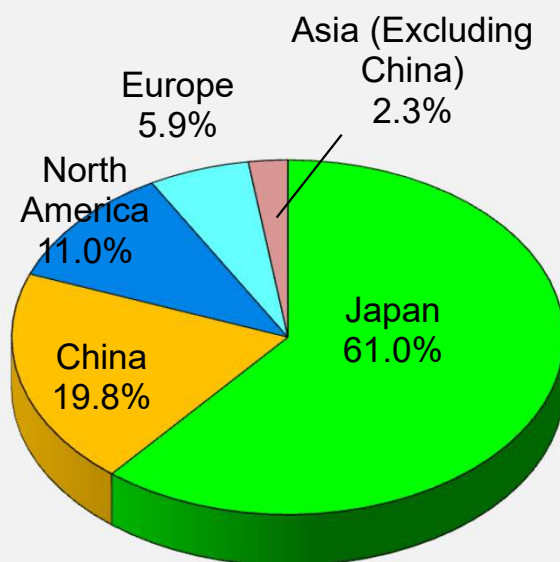
- Net sales ratio in China are forecast to decrease, affected by the economic slowdown there
- The overseas net sales ratio is forecast to slightly decrease YoY to 37.5%

FY2023 Result



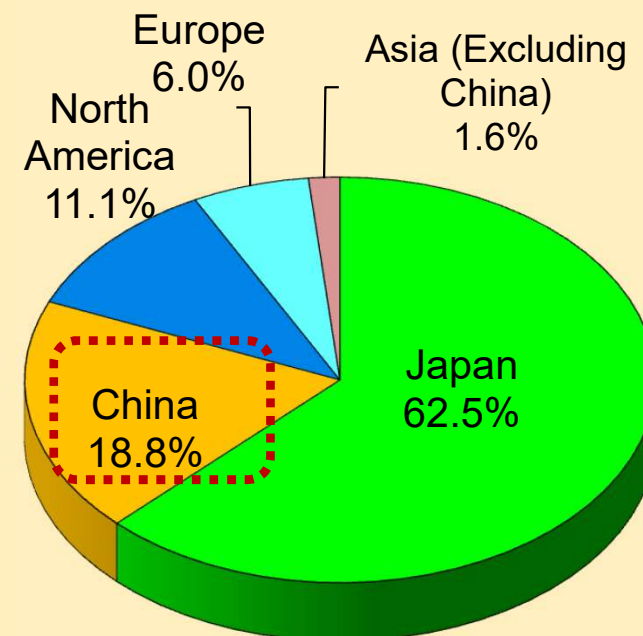
Overseas net sales ratio:
36.5%

FY2024 Result



Overseas net sales ratio:
39.0%

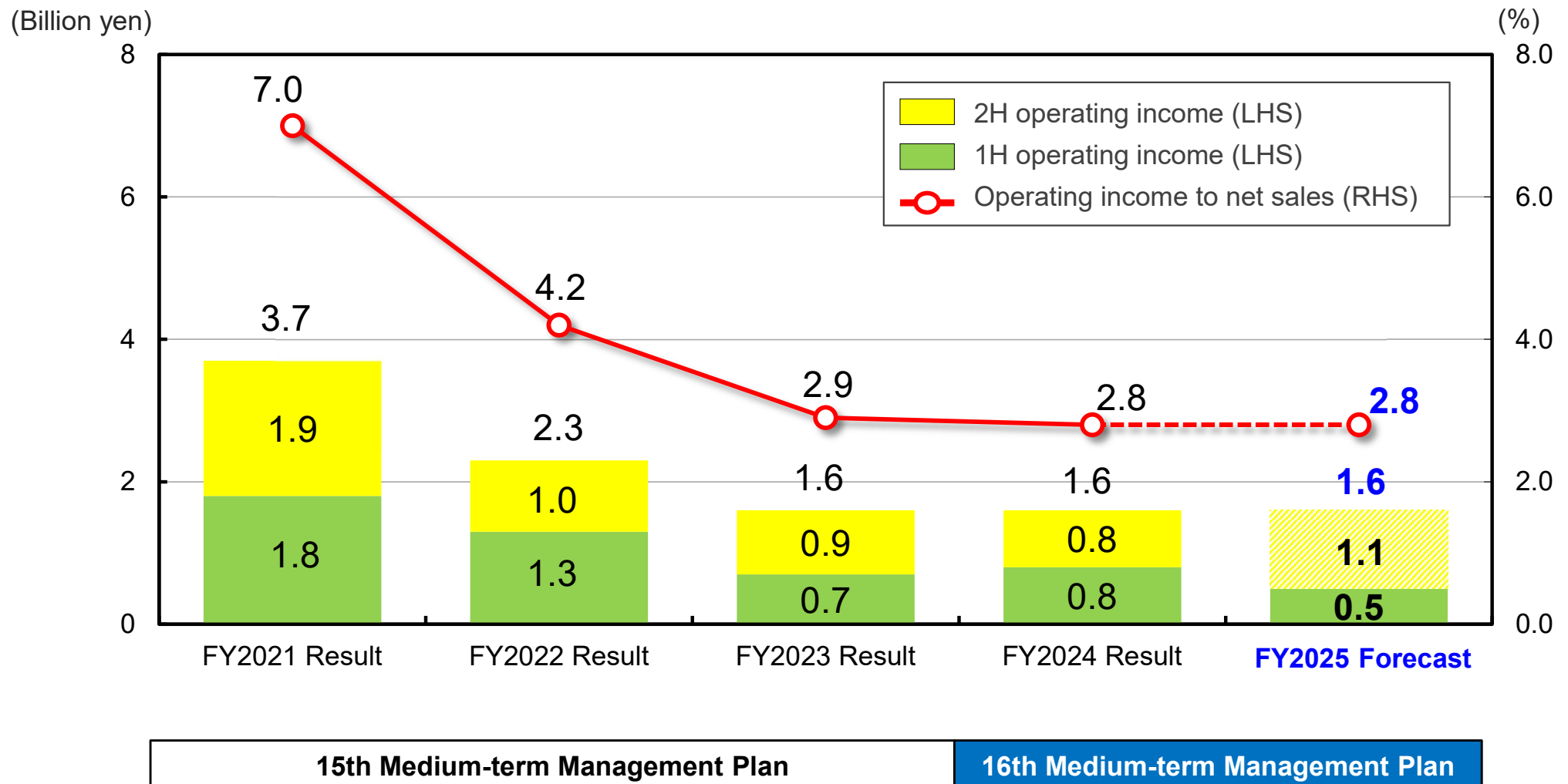
FY2025 Forecast



Overseas net sales ratio:
37.5%

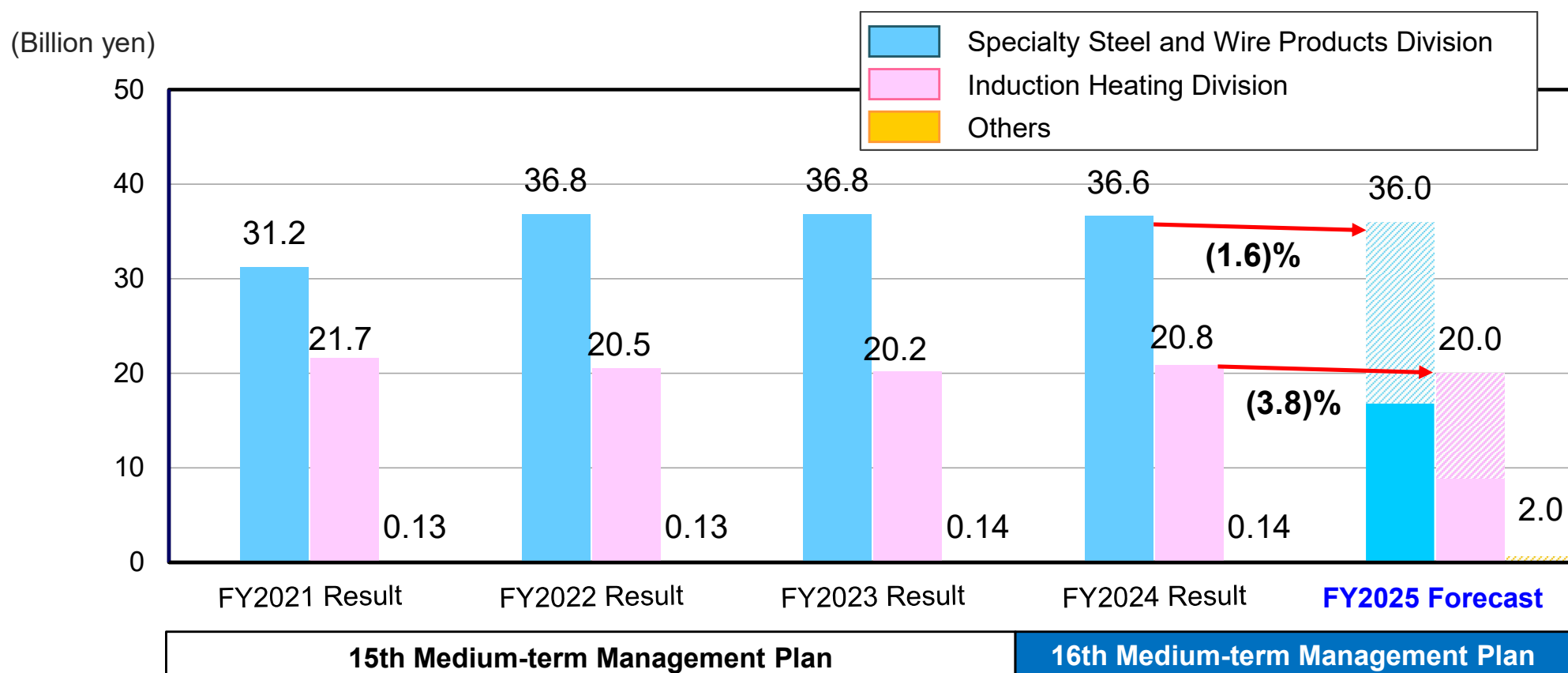
10. Consolidated Operating Income / Consolidated Operating Income to Net Sales Ratio

- An increase in sales is forecast in 2H related to civil engineering and construction, which were sluggish in 1H, along with higher sales from overseas ITW and the resolution in 2H of timing shifts in equipment-related business seen in 1H. As a result, profit growth is forecast in 2H
- Operating income is forecast to be flat YoY at ¥1.6 billion, in line with the initial plan



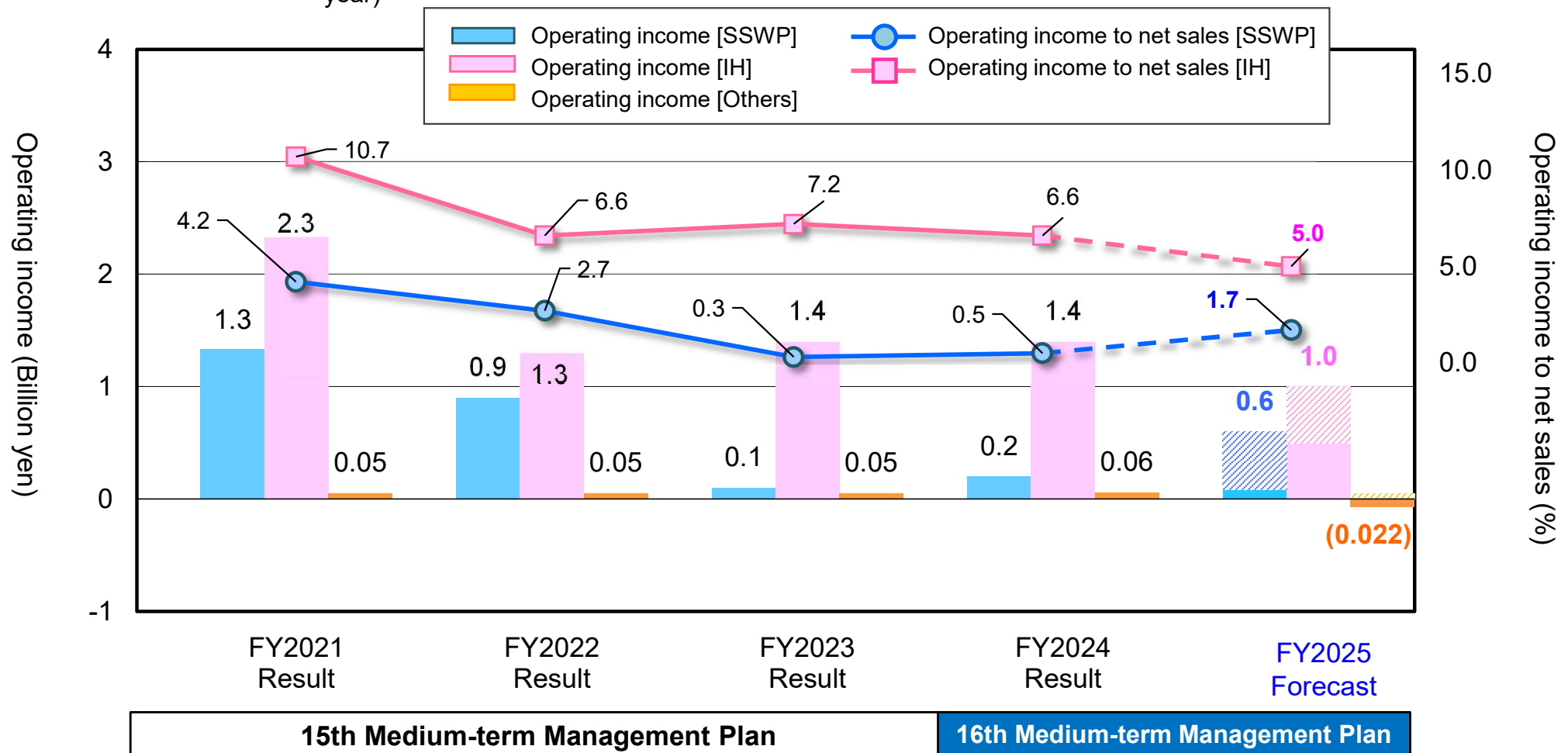
11. Segment Information (Consolidated Net Sales)

- Specialty Steel and Wire Products Division:** Sales of domestic automobile parts, including ITW, decreased YoY. Sales of overseas ITW and slewing bearings for construction equipment remained steady. Sales for the civil engineering and construction industry declined due to project delays in 1H, but recovery is forecast in 2H. Net sales decreased by ¥0.6 billion YoY, with no change from the initial plan
- Induction Heating Division:** Although sales of induction heat treatment-related services remained sluggish, some contract processing for overseas increased. For equipment-related business, delays in 1H are forecast to be resolved in 2H. Net sales decreased by ¥0.8 billion YoY, with no change from the initial plan
- Others:** Includes sales of Dohken



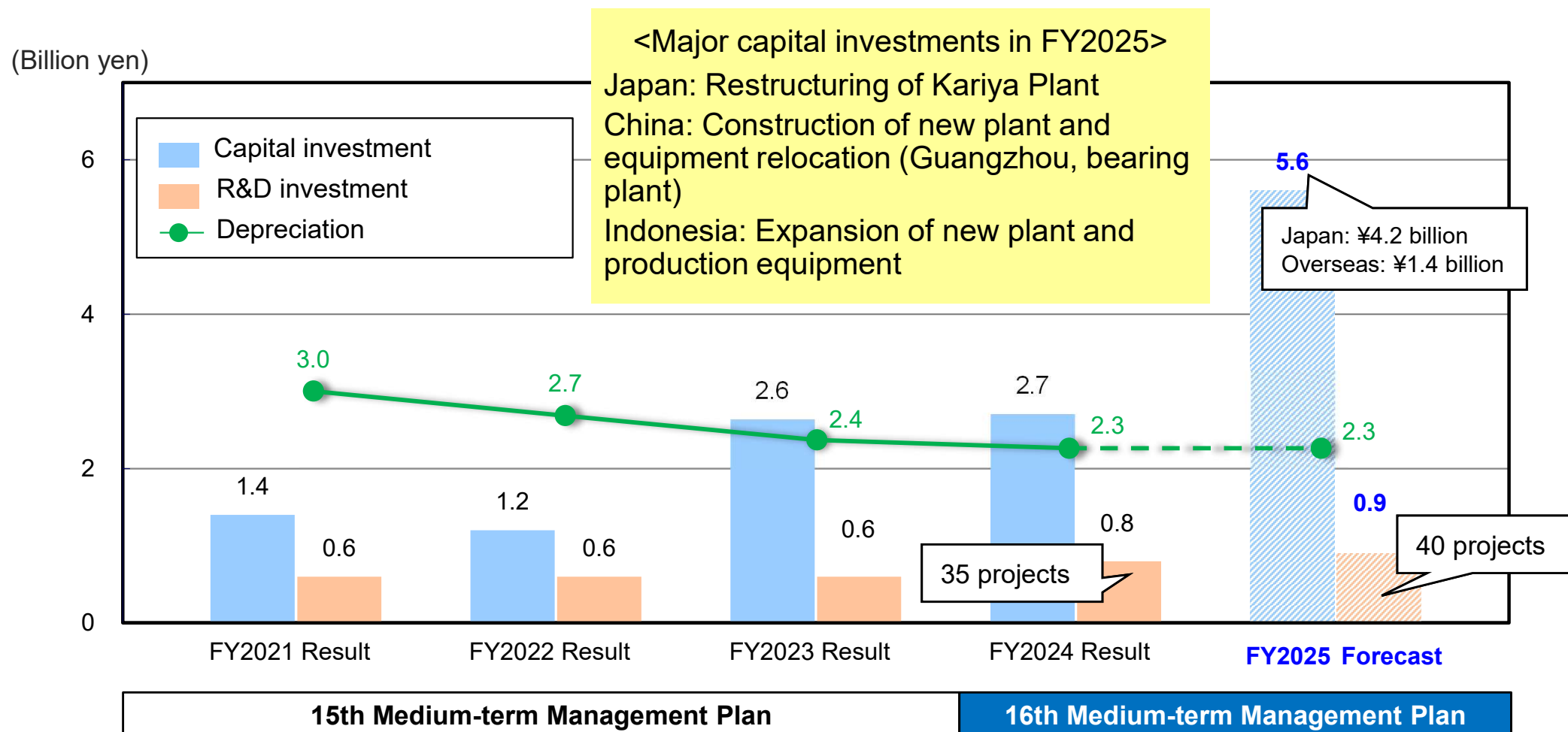
12. Segment Information (Operating Income / Operating Income to Net Sales)

- Specialty Steel and Wire Products Division:** Driven by comprehensive cost-cutting measures including raw materials, profits are forecast to increase ¥0.4 billion YoY, which is ¥0.3 billion below the initial plan.
- Induction Heating Division:** Due to an upward trend in contract processing for overseas and extended timelines for large-scale investment projects, a profit decrease of ¥0.4 billion YoY is expected, while an increase of ¥0.3 billion is forecast relative to the initial plan
- Others:** Dohken was newly consolidated. Goodwill amortization and share acquisition expenses* were recorded, along with expenses related to the share acquisition of MDI*. (* One-time expenses occurring only in the current fiscal year)

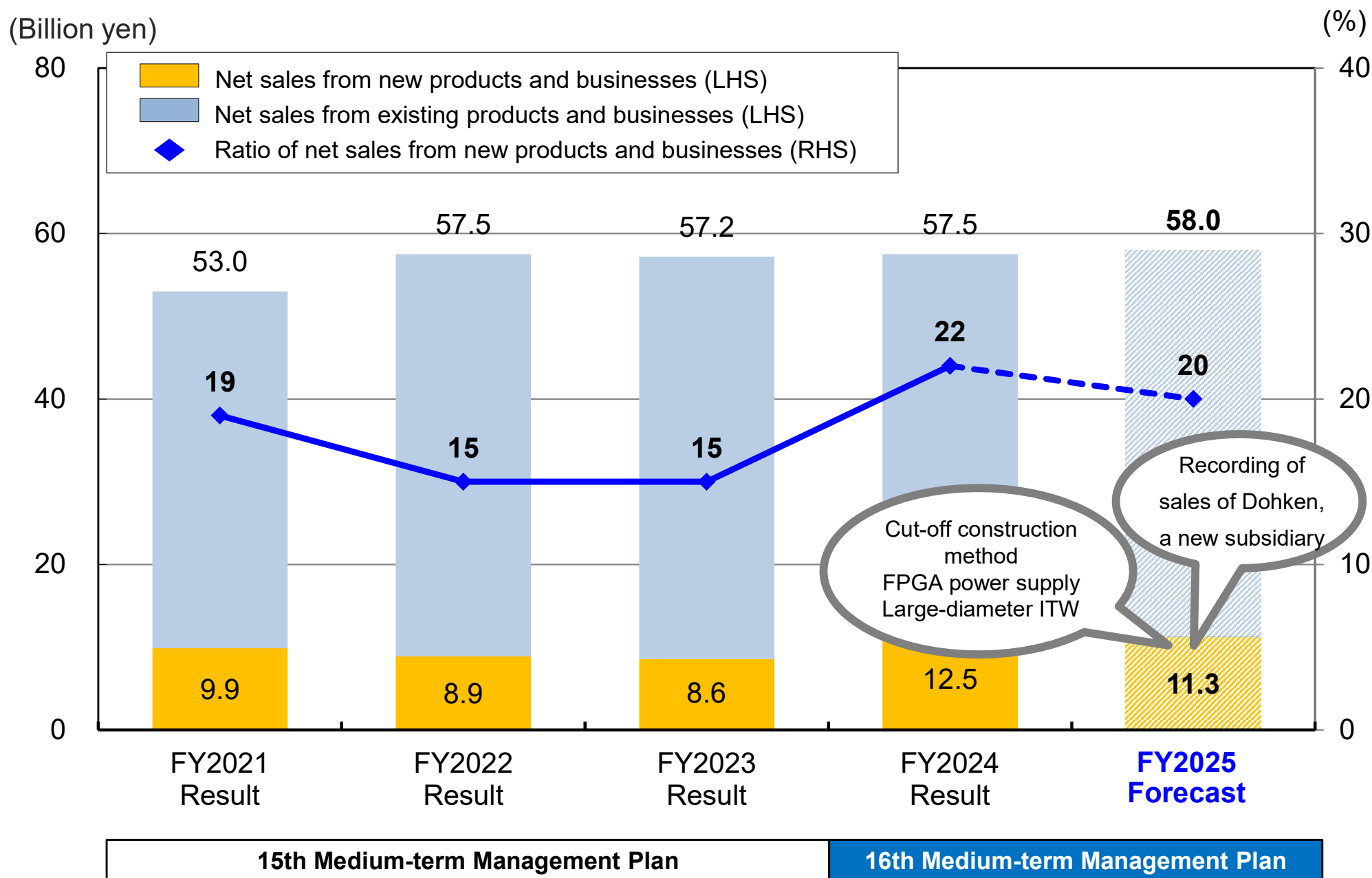


13. Capital Investment / R&D Investment / Depreciation

- Capital investment: Large-scale investment projects such as construction of a new plant in China, equipment relocation, and the REBORN Kariya Project are in progress. On the other hand, some of the other planned projects will be carried over to the next fiscal year, resulting in a decrease of approximately ¥0.9 billion from the initial plan, with capital investment expected to be ¥5.6 billion
- R&D investment: Further increase in development projects is expected to create new growth drivers and promote aggressive investment

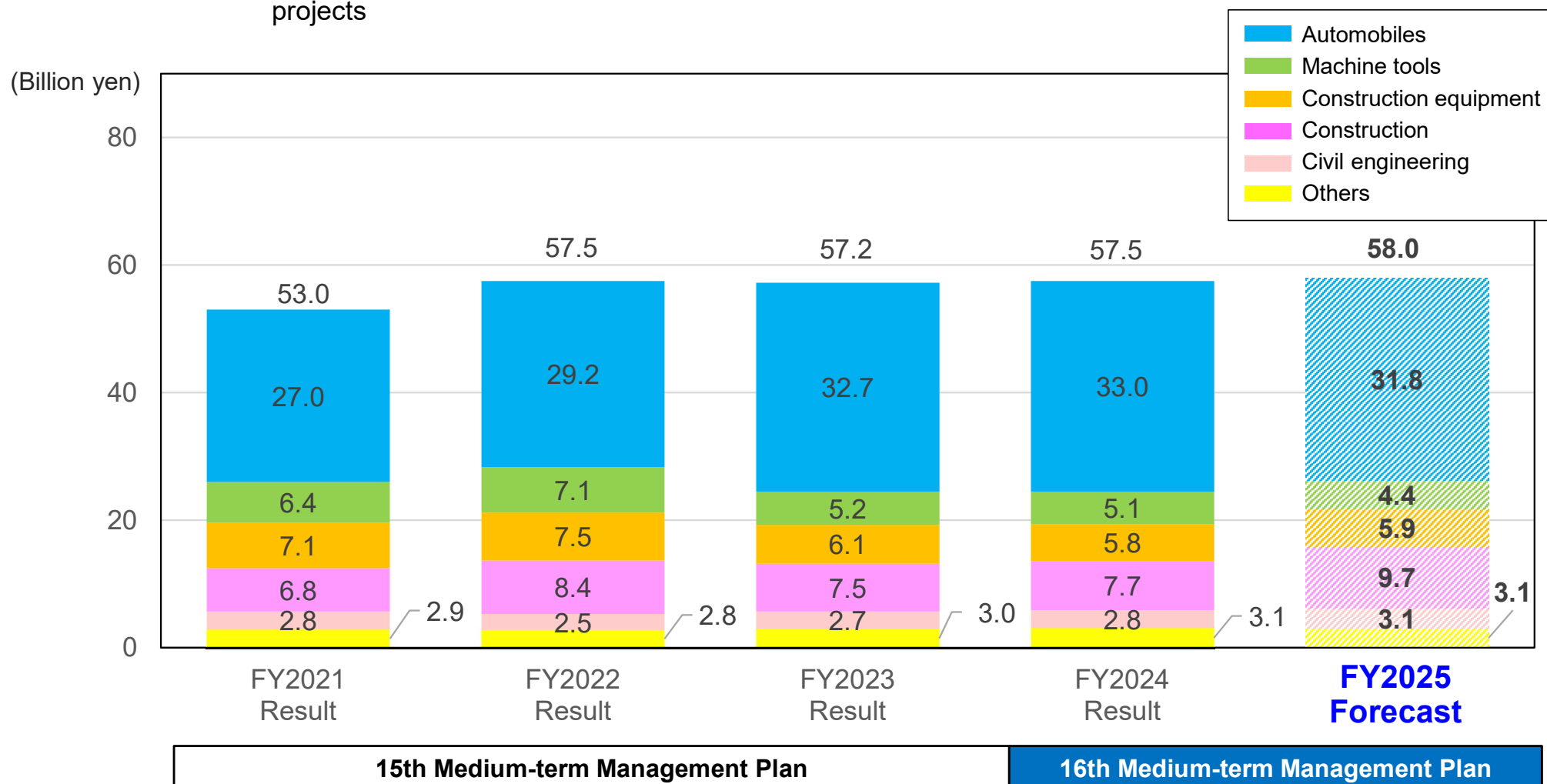


14. Net Sales of New Products and New Businesses



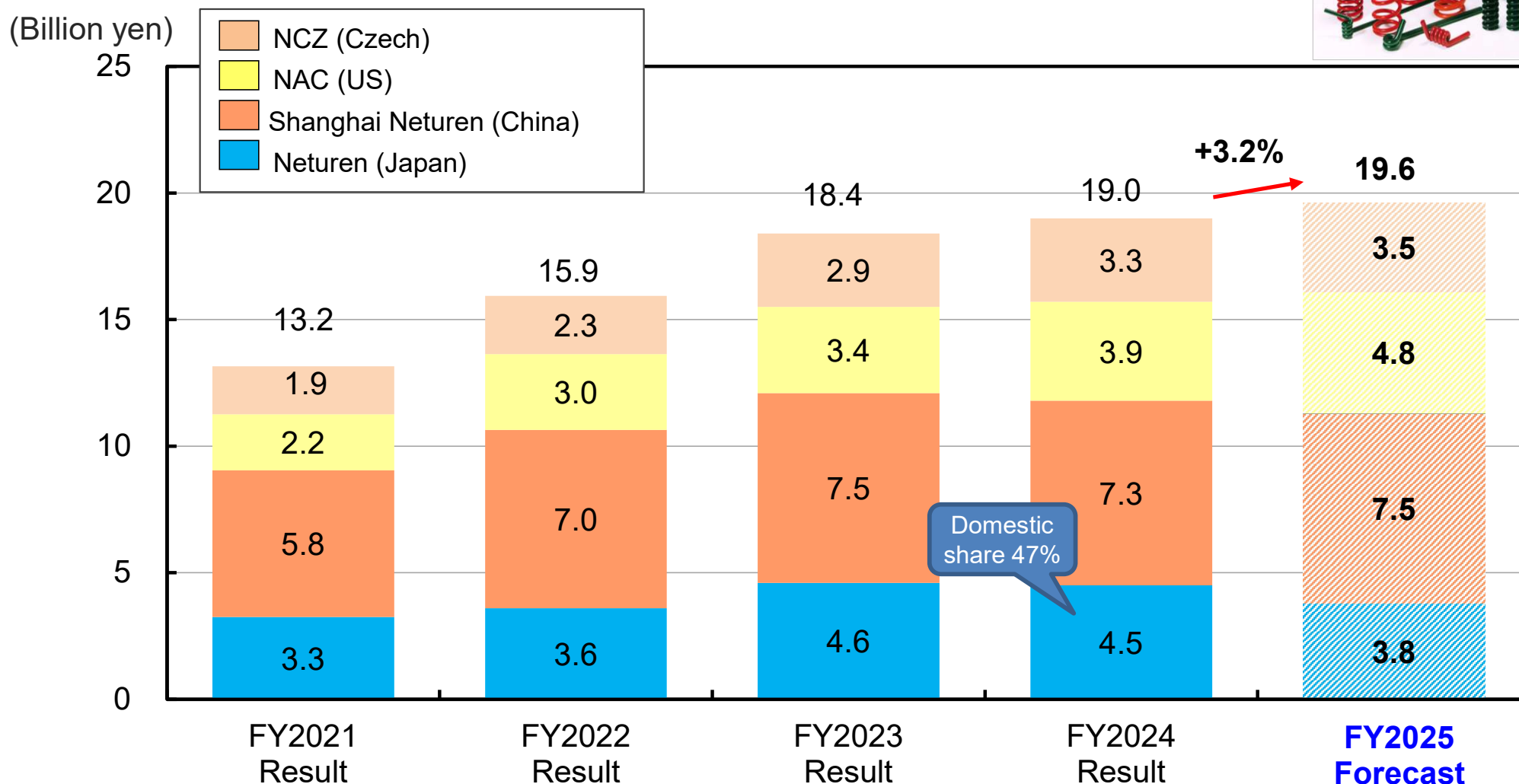
15. Net Sales by Industry

- Automobiles: Sales of ITW® overseas remained steady but sales of contract processing and equipment trended sluggish
- Machine tools: Orders for contract processing decreased due to the impact of inventory adjustments by major customers
- Construction equipment: Sales of the overseas slewing bearing business remained steady, while sales of contract processing trended sluggish
- Construction: Despite the impact of construction delays and other factors, Dohken's results are incorporated
- Civil engineering: The market remained sluggish and sales expansion activities were strengthened mainly in railway-related projects



16. Net Sales of High-strength Spring Steel Wire (ITW®)

- Net sales decreased due to sluggish sales in the domestic automobile industry
- Orders from U.S. customers increased, driven by last-minute demand before tariffs
- Although orders from Japanese customers in China decreased, exports to Southeast Asia were promoted
- Orders from new customers in Europe increased

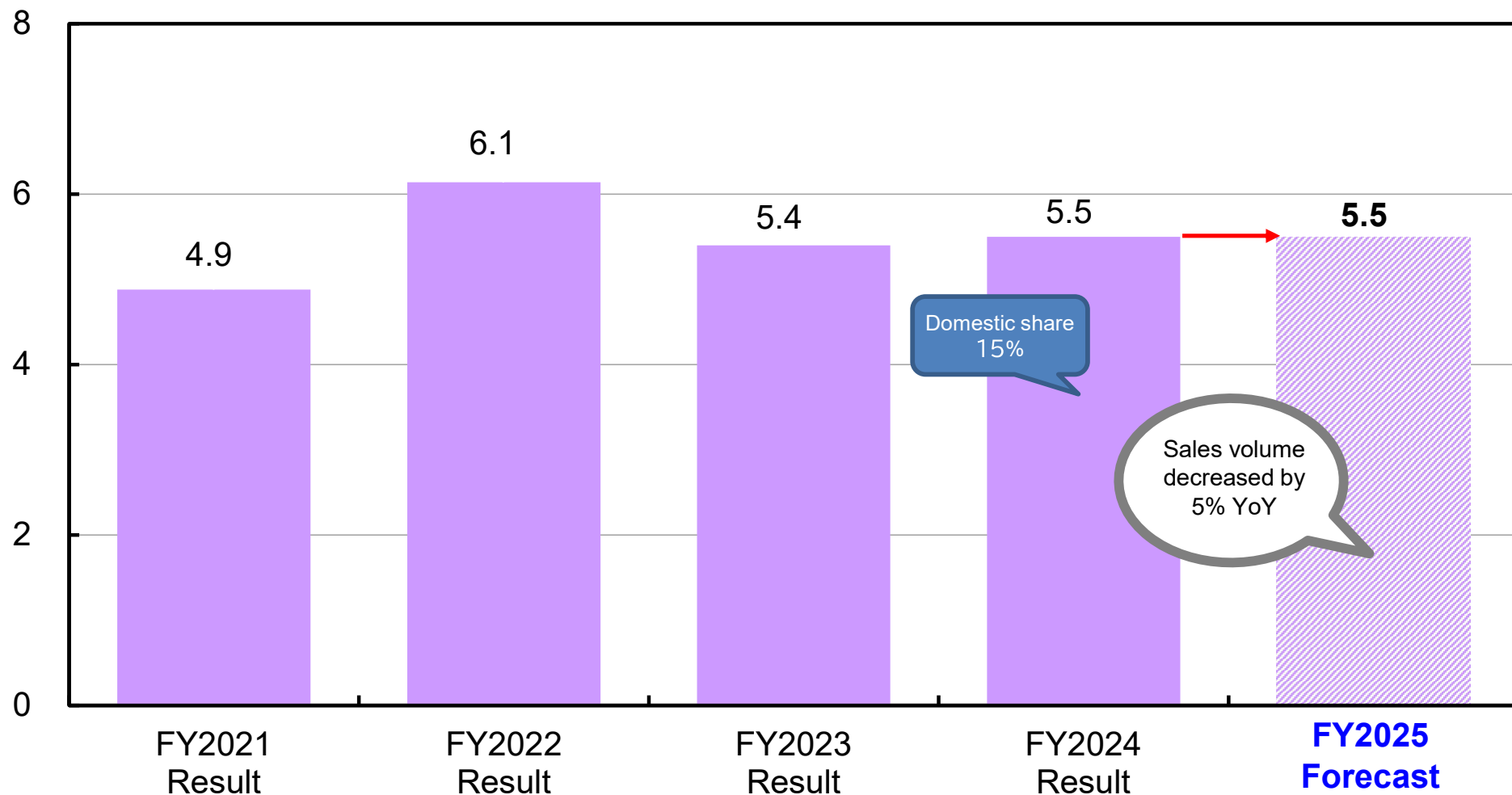


17. Net Sales of PC Steel Bars and Deformed PC Steel Bars

- New demand such as the Hokkaido Shinkansen (slab track plates) is expected
- Although sales volume is forecast to decrease by approximately 5% YoY due to delays in construction and project starts, net sales are expected to remain flat YoY, supported by the effect of price revisions



(Billion yen)



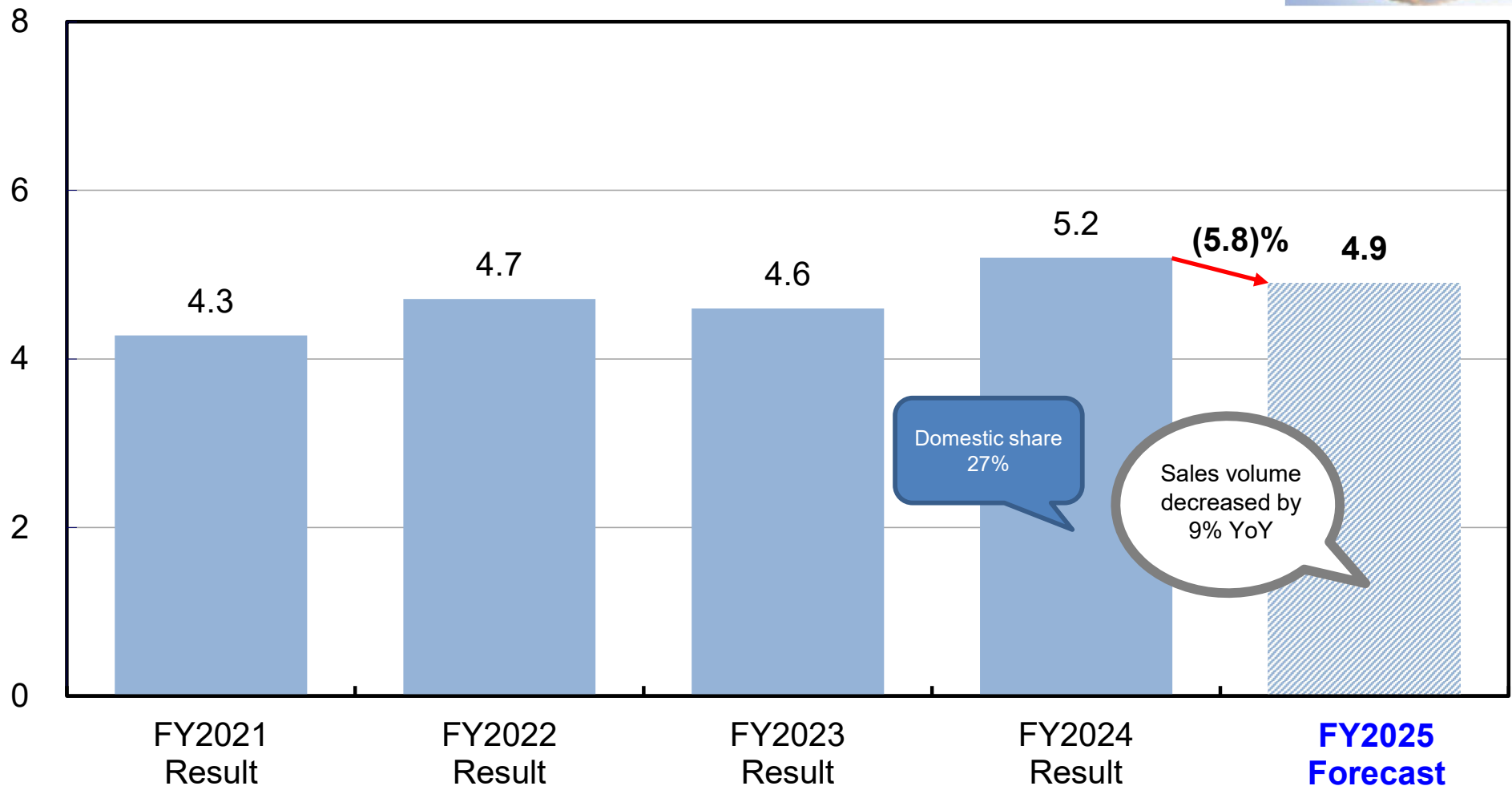
18. Net Sales of High-strength Shear Reinforcement

- Although order backlog increased, project plan revisions and construction delays became evident
- New adoption for the Hokkaido Shinkansen (elevated bridge column) was secured, but it could not offset the sales decline
- A decrease in sales of 5.8% YoY is forecast

Specialty Steel and Wire
Products Division



(Billion yen)



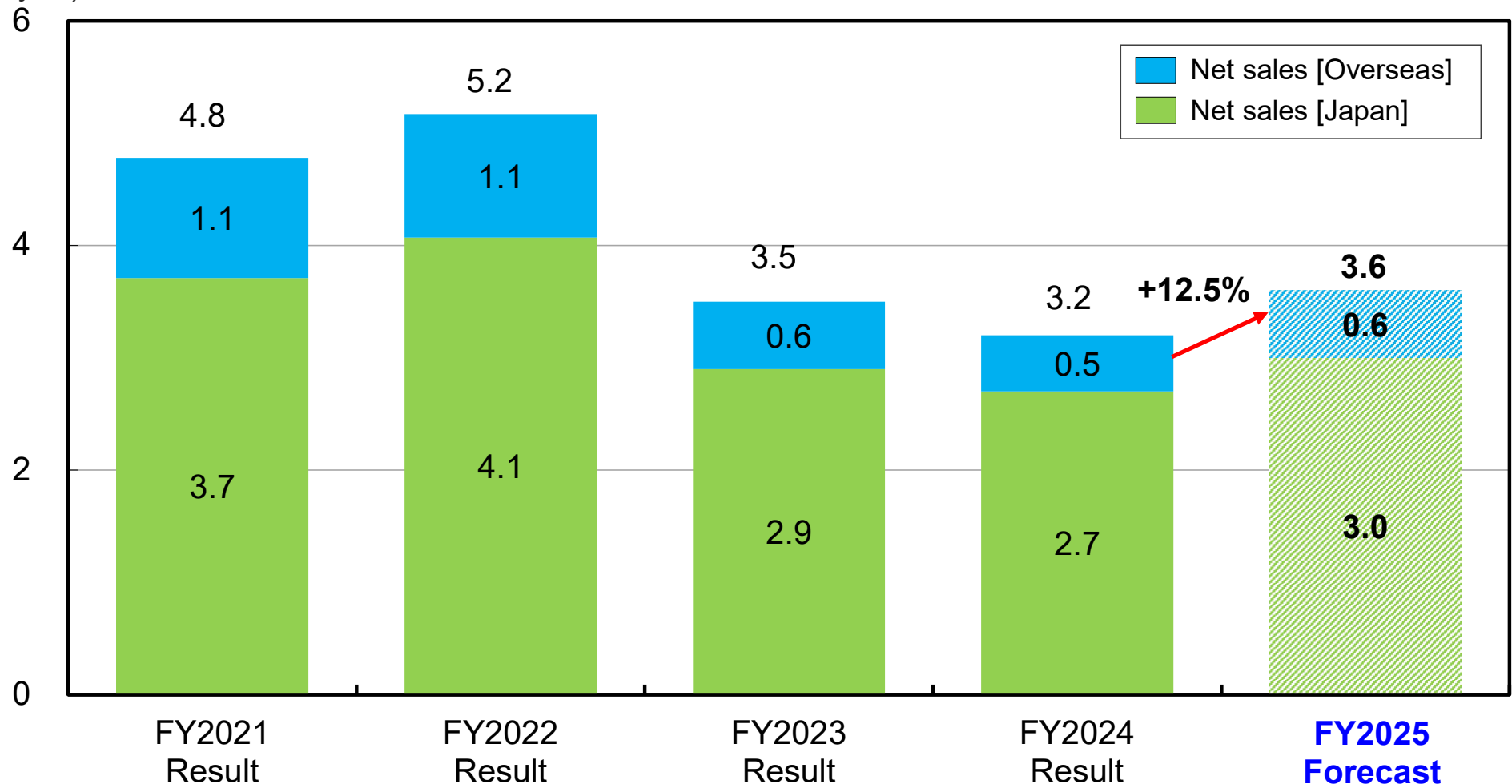
19. Net Sales of Slewing Bearings (Construction Equipment Part)

- While the construction equipment industry has yet to fully recover, overseas sales by major customers are expected to gradually pick up
- Sales are forecast to increase by 12.5% YoY

Specialty Steel and Wire
Products Division



(Billion yen)



* Includes transactions within the Group

20. Net Sales of Induction Heating Equipment / Services

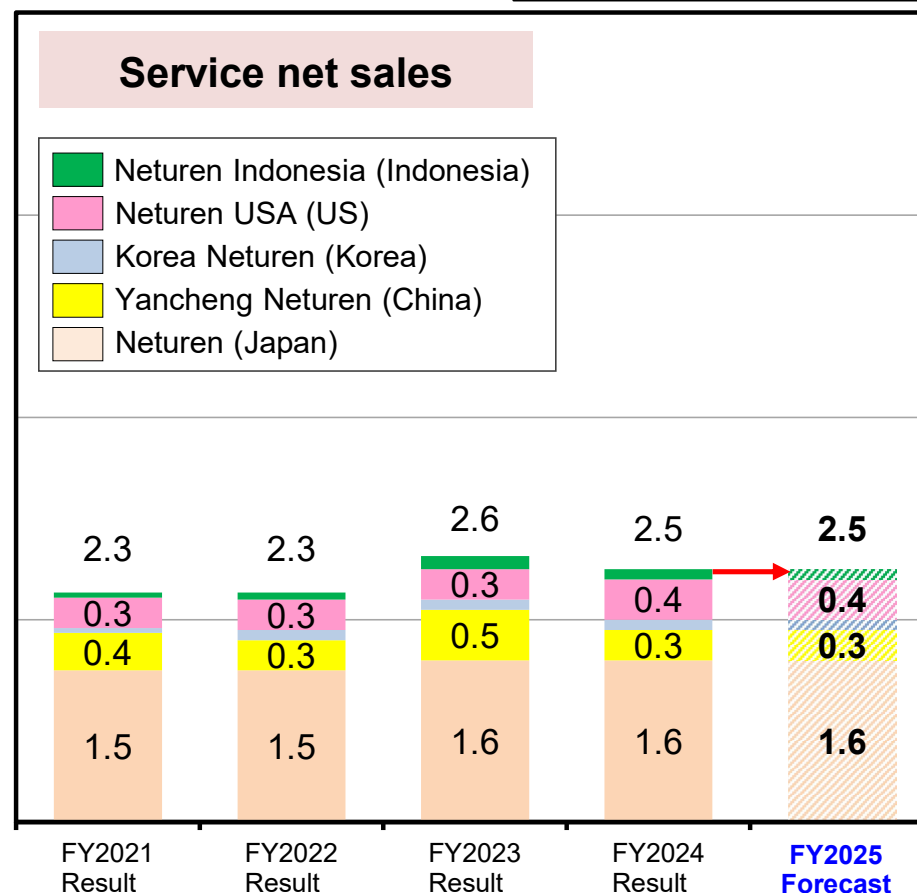
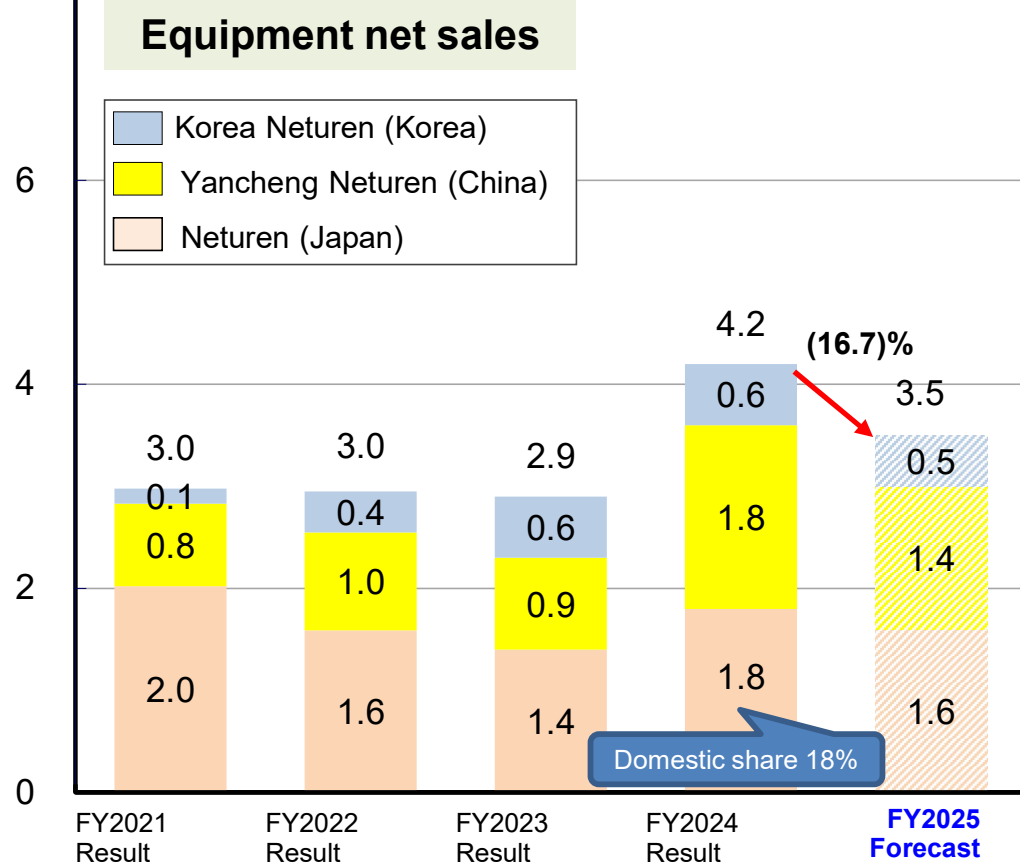
- Equipment net sales: Overseas investments were postponed due to economic slowdown. In Japan, investments were also postponed under the impact of U.S. tariffs, and sales are forecast to decrease 16.7% YoY
- Service net sales: Sales are forecast to remain flat YoY

Induction Heating Division



(Billion yen)

8



* Includes transactions within the Group

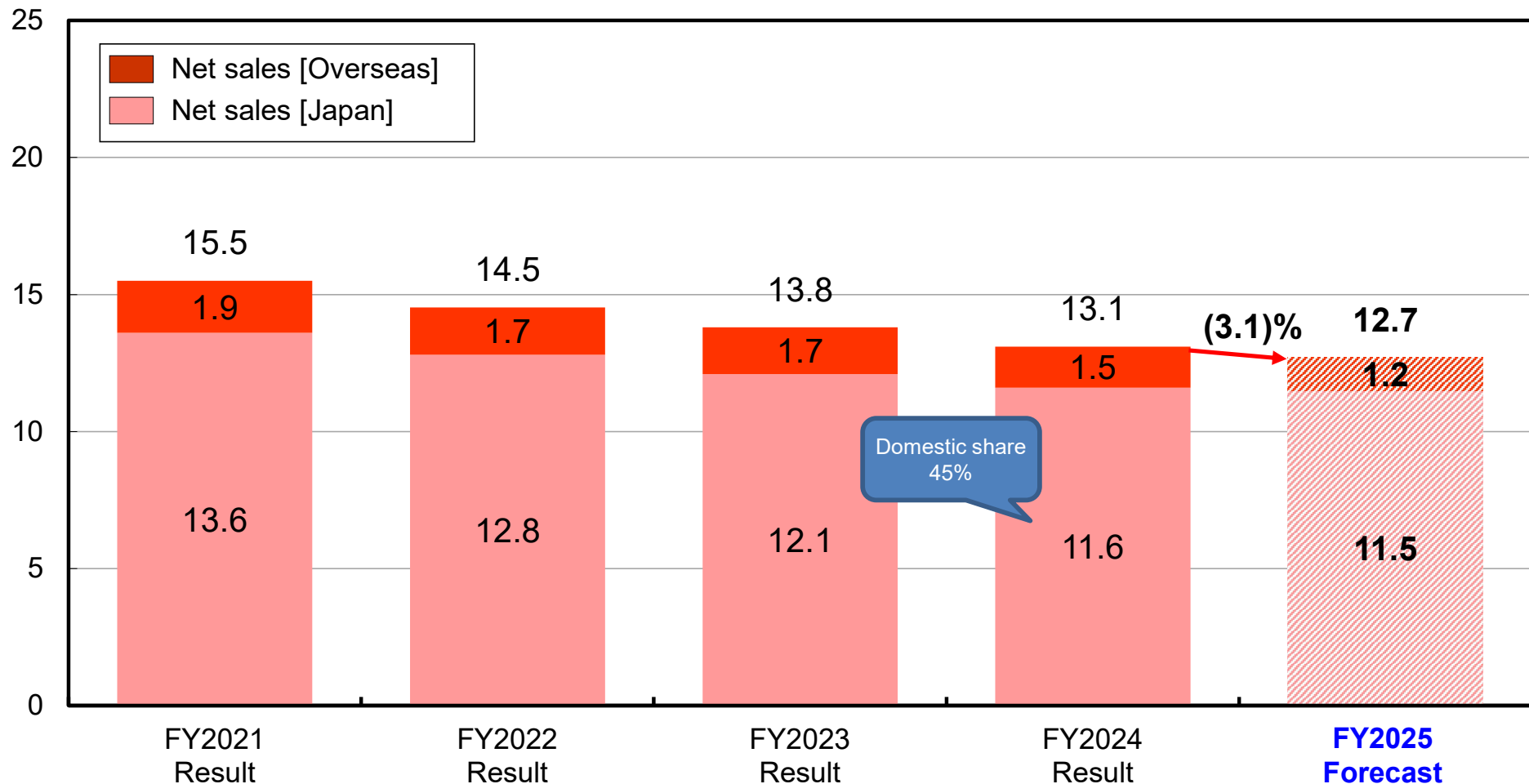
21. Net Sales of Induction Heat Treatment-related Services

- Orders in the automobile industry for contract processing for overseas increased, while domestic orders remained sluggish
- Orders in the construction equipment industry for mining applications remained sluggish
- Orders in the machine tools industry from major customers also remained sluggish
- Sales are forecast to decrease by 3.1% YoY

Induction Heating Division



(Billion yen)



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22. Progress of 16th Medium-term Management Plan (1)

- Slogan: **Aggressive Challenge One NETUREN 2026**
- Objective: Growth, Evolution, and Breakthrough
Challenge boldly and aggressively by **getting together** collective resources of whole group companies

Increased Corporate Value

Four Strategies

●Technology Development | Create New Drivers to Grow

- Create new businesses, products and technologies through **bringing together** our collective inter-group strengths using Inverted T-shaped model

●Business | Generate Growth Engines

- Providing products, services, and technologies that satisfy our customers by **bringing together** new technologies and our cultivated work-site operational expertise

●Global | Expand Market Globally

- Expand the global market including untapped areas by **bringing together** information network

●Human Resources | Develop Employees with Self-motivation at Work

- Accelerate our corporate growth through further developing personnel and **bringing together** individual activities to the entire NETUREN Group

Capital Cost Management

- Business portfolio
- Full-scale introduction and roll-out of ROIC
- Capital allocation
- Capital policy and financial strategy

FY2026 Midium-term Management Plan Targets	Net sales	Operating income	Operating income to net sales	ROE	ROA	ROIC
	70 billion yen	4.6 billion yen	6.5%	6.5% or more	5.5% or more	5.5% or more

23. Progress of 16th Medium-term Management Plan (2)

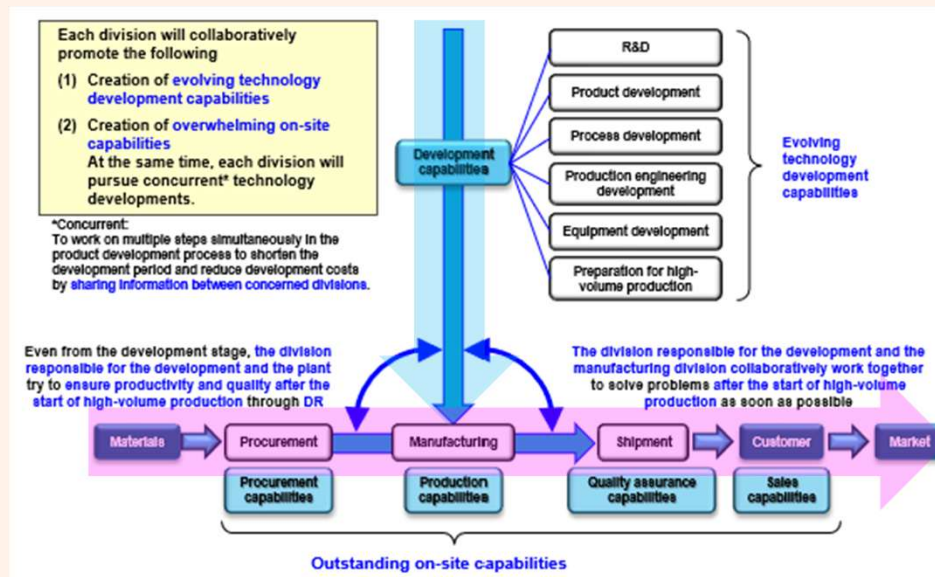
Overnight executive workshop held to discuss directions of management initiatives

Development

- Activation of joint development projects with business partners
- Business model integrating core technologies and new innovations
- Accelerated Go/Stop decision-making for development projects

Business

- Accumulation of operating income through synergies between existing businesses and new initiatives including M&A



Inverted T-shaped model



Overnight executive workshop

24. Progress of 16th Medium-term Management Plan (3) | Four Strategies (1/2)

Technology Development | Create New Drivers to Grow

Launch new businesses	<ul style="list-style-type: none">Realized our second new driver to grow through M&A (MDI Corporation)
Bring new products and new technologies to market	<ul style="list-style-type: none">Promoted joint research with universities and research institutesDeveloped mass production technology using the Neturen MB methodEnhanced heating coil performance using CAE analysis and metal 3D printing technologyDeveloped high-frequency power supplies with built-in batteriesLaunched production lines equipped with AI-based production and quality control systems

Business | Generate Growth Engines

Specialty Steel and Wire Products Division	<ul style="list-style-type: none">Double Stark adopted for the first time as main reinforcement in foundation beams for technical evaluationBuilt production systems in consideration of ROIC (Ako, Iwaki, and Hiratsuka plants)Supplied PC steel bars for the Hokkaido Shinkansen
Induction Heating Division	<ul style="list-style-type: none">Plant reorganization project “REBORN Kariya”Multi-process contract manufacturing incorporating machining capabilities (Neturen Hirakata Co., Ltd.)Started review of restructuring in the Chubu region to improve productivity

25. Four Strategies: Create New Drivers to Grow [Example 1 of 2]

Realized our second new driver to grow through M&A (MDI Corporation)

Purpose of collaboration

- MDI, with its waste heat recovery technology, has joined the Neturen Group
- By integrating Neturen's heating technology with MDI's waste heat recovery expertise, we aim to develop and deliver energy-saving products and services that contribute to creating a sustainable society



Dehumidification cooling heat exchange system



Cleaning solution



Kawasaki Head Office

Winner of Energy Conservation Grand Prize (2023 Director-General's Award, the Agency for Natural Resources and Energy), among other honors



Overview of MDI Corporation

Company Name: MDI Corporation

Location: 3-12-10 Asada, Kawasaki-ku, Kawasaki City, Kanagawa Prefecture

Business: Waste heat recovery solutions aimed at heat stress mitigation in factories, environmental improvement, CO₂ reduction, and energy conservation

Consulting services for energy-saving systems including the design, manufacturing, sales, and maintenance of various heat exchangers, heat pumps, and chillers

Capital: 10 million yen

Established: December 20, 2005

26. Four Strategies: Create New Drivers to Grow [Example 2 of 2]

Promoted joint research with universities and research institutes

Progress

- Actively promoted joint research to continue to enhance technological capabilities by leveraging cutting-edge academic knowledge
- Currently collaborating with 11 universities and technical colleges on a total of 13 academic research and new technology development projects

<Examples of conference presentations and academic publications>

Fundamental research

Applied development

Toyohashi University of Technology

Improving seizure resistance in ironing dies by induction hardening and quenching

<Rolling Contact Fatigue Properties of Steels for Machine Structural Use with Ultrafine Martensitic Structure Surface-Treated by Induction Heating and Quenching>

Sophia University

Development of induction hardening technology for medical titanium alloy

<Effect of Hybrid Surface Modification on the Fatigue Properties of Electron Beam Melted Ti-6Al-4V Alloy>

Kyushu University

Fundamental research on strengthening mechanisms of steels

- <Strengthening Mechanism in Martensitic Steels Containing Carbon>
- Strengthening Mechanism in As-Quenched Martensite
 - Strengthening Mechanism in Tempered Martensite

The University of Tokyo, Oita University

Development of flaw detection technology for wire surfaces

<Noise-Robust Method Using Sparsity for Locating a Crack in a Steel Rod Based on the Fourier Coefficients of the Leakage Magnetic Flux>

27. Four Strategies: Generate Growth Engines [Example 1 of 3]

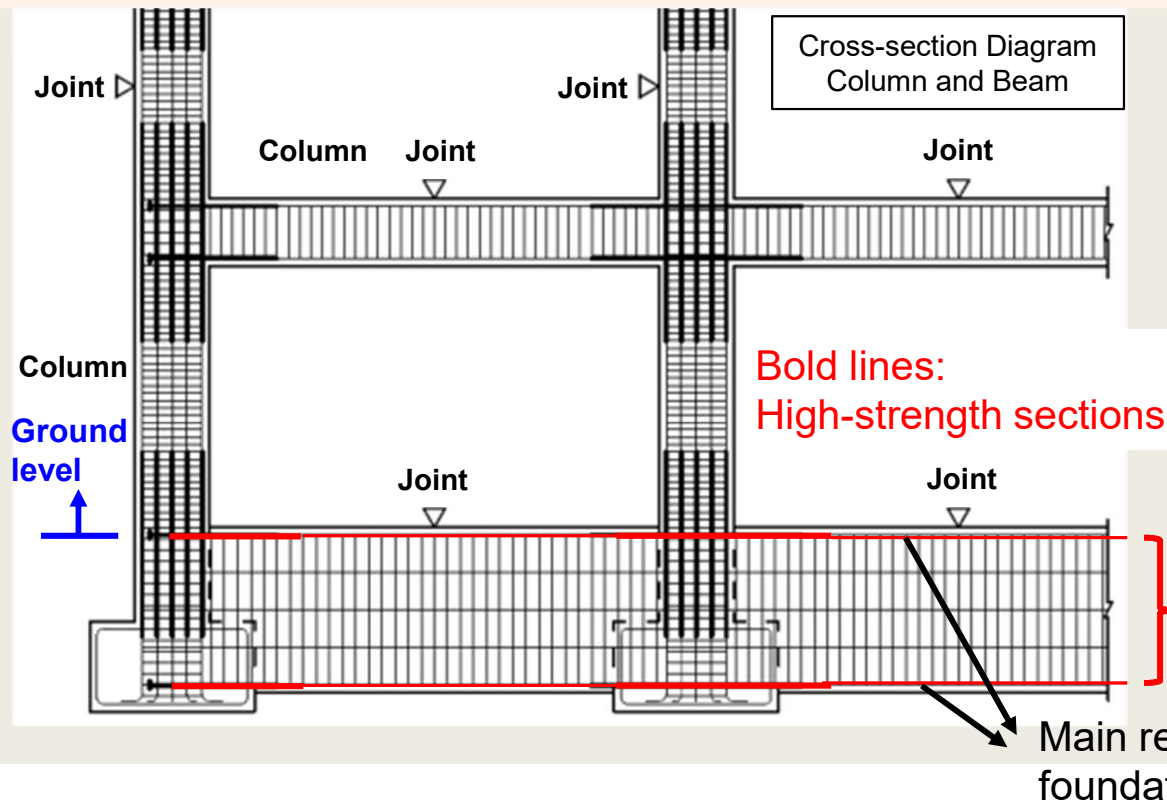
- Double Stark adopted for the first time as main reinforcement in foundation beams for general evaluation certified products

Reason for adoption and effect

Reason: In addition to reducing the amount of main reinforcement in foundation beams, it significantly reduces beam width, leading to substantial savings in construction and labor costs

Effect: Numerous trial design requests received, mainly for large-scale warehouses

- ✓ Adoption record: Adopted in 8 high-rise seismic isolation condominiums (18–33 floors) under individual certification



Individual Certification vs. General Evaluation (Concept)

	Individual Certification	General Evaluation
Target	Specific buildings	Materials and methods
Scope of use	Limited to specific buildings	Applicable to all buildings (within defined conditions)
Use cases	Super high-rise or special designs/specifications	Standard reinforced concrete structures

Market expansion potential

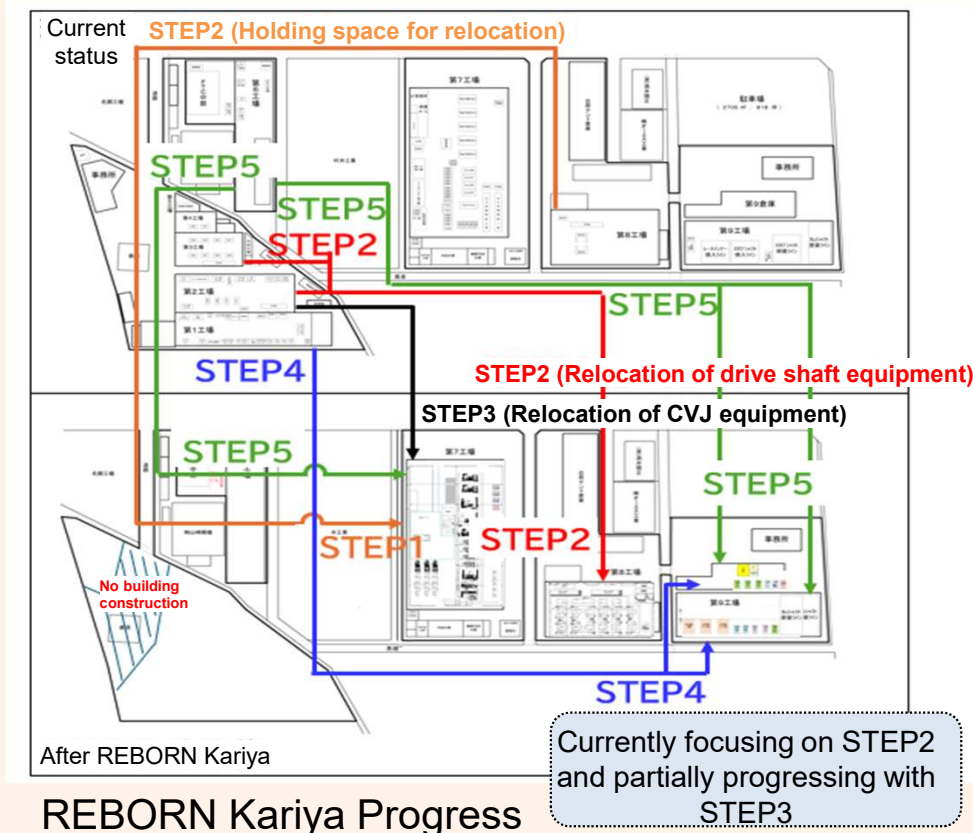
28. Four Strategies: Generate Growth Engines [Example 2 of 3]

Plant reorganization project “REBORN Kariya”

Project progress

- In FY2025, we established a dedicated plant for drive shaft manufacturing processes and installed two 4-axis quenching machines from Korea Neturen
- At the same time, we consolidated the CVJ* outer race manufacturing processes and installed a dedicated quenching and tempering machine for CVJ outer races (manufactured by Yancheng Neturen)

* CVJ: Abbreviation for Constant Velocity Joint, a component used in automotive drive shafts



Dedicated quenching and tempering machine for CVJ outer races



Dedicated drive shaft plant



4-axis quenching machine by Korea Neturen

29. Four Strategies: Generate Growth Engines [Example 3 of 3]

■ Expansion of new contract manufacturing business incorporating group company's machining capabilities (Neturen Hirakata Co., Ltd.)

Reason for implementation

- To integrate pre- and post-processes of heat treatment, we have introduced a new machining center and commenced operations
- Plans are underway to roll this out across the entire Neturen Group



Exterior view of Neturen Hirakata Co., Ltd.



State-of-the-art machining equipment

30. Progress of 16th Medium-term Management Plan (3) | Four Strategies (2/2)

Global | Expand Market Globally

Specialty Steel and Wire Products Division	<ul style="list-style-type: none"> • Expanded ITW® applications to other fields • Started construction of new bearing plant in China (operations to begin July 2026) • Exhibited at Wire & Tube 2026 – International Wire Industry Fair
Induction Heating Division	<ul style="list-style-type: none"> • Completed Guangzhou Fengdong Neturen's second plant • Commenced operations at Neturen Indonesia's second plant • Initiated trial operation of hub hardening and tempering equipment developed through Japan-China-Korea collaboration

Human Resources | Develop Employees with Self-motivation at Work

● Disseminate VISION and the Medium-term Management Plan	<ul style="list-style-type: none"> • Implemented internal initiatives to promote capital cost management / ROIC awareness among general staff • Sent out top messages based on the President's diagnosis (8 times by November)
● Foster motivation for voluntary contribution	<ul style="list-style-type: none"> • Promoted in-house and outside people exchange • Developed advanced intellectual property professionals
● Strengthen global human resources	<ul style="list-style-type: none"> • Provided technical support to overseas affiliates (July: new gate substrate / Korea) • Enrolled nine employees in language training programs
● Systematization of the skill map	<ul style="list-style-type: none"> • Introduced a personnel evaluation system for project-based activities
● Diverse group of people working comfortably	<ul style="list-style-type: none"> • Granted 10 days of annual childcare leave for eligible employees • Launched review for renewal of the Human Resource Development Center

31. Four Strategies: Expand Market Globally [Example 1 of 2]

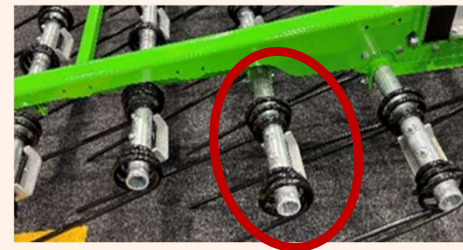
■ Expanded ITW® applications to other fields

Business expansion

- Previously focused on selling high-strength and high-performance products
- Planning to expand product variations in wire diameter (shape) and strength, and broaden sales channels to new markets beyond the automotive sector
- Aiming to expand sales channels to neighboring countries through collaboration with global bases

Examples of expansion into other markets

- ✓ Industrial-shaped wire springs
(Neturen America, Shanghai Neturen)
- ✓ Springs for agricultural machinery and furniture
(Three overseas sites)
- ✓ Large-diameter springs for stone crushers
(Neturen America, Shanghai Neturen)
- ✓ Springs for garage shutters
(Neturen America)



(Example)
Application in agricultural machinery components*



(Example)
Application of springs for garage shutters

32. Four Strategies: Expand Market Globally [Example 2 of 2]

■ Completed Guangzhou Fengdong Neturen's second plant

Business expansion

- Constructed a second plant as a strategic investment (¥0.6 billion) to expand beyond automotive parts amid the slowdown of Japanese automakers
- Introduced state-of-the-art vacuum carburizing equipment, enabling high-quality heat treatment services for a wider range of components



Exterior view of the second plant



Newly supported parts

- Motor shafts
- Small module gears
- Gear reducers, etc.

Newly introduced vacuum carburizing equipment

33. Four Strategies: Develop Employees with Self-motivation at Work [Example 1 of 2]

Held All Neturen Group Companies Technical Presentation Session

Purpose and overview

- Held a presentation session to stimulate R&D activities and promote development through the inverted T-model approach
- Aimed to foster young engineers through discussions with senior management
- Active exchange of ideas conducted on 12 cutting-edge R&D themes, focusing on practical application and commercialization

<Comparison with previous conference>

- Participants: 120 (previous) to 190 (this time)
- Average age of presenters (main authors): 39 years old (previous) to 34 years old (this time)



All Group Companies Technology Presentation Session

34. Four Strategies: Develop Employees with Self-motivation at Work [Example 2 of 2]

Implemented internal initiatives to promote capital cost management / ROIC awareness among general staff

Implementation overview

- Ongoing internal awareness initiative using manga-style tools for employees
- Internal surveys show high ratings, with many employees feeling a stronger personal connection to the topic

Phase 1

Raise awareness of ROIC and related concepts

4 episodes/
4 pages each
From Apr. to Aug.

Topics

- Epi. 1: Enhancing Corporate Value and Capital Cost Management
- Epi. 2: What is ROIC?
- Epi. 3: Improving ROIC – Receivables & Payables
- Epi. 4: Improving ROIC – Inventory & Fixed Assets



Example from Phase 1

Phase 2

Understand ROIC's relevance to daily work

1 episode/
24 pages
From Sep. to Dec.



Example from Phase 2

Completed

Phase 3

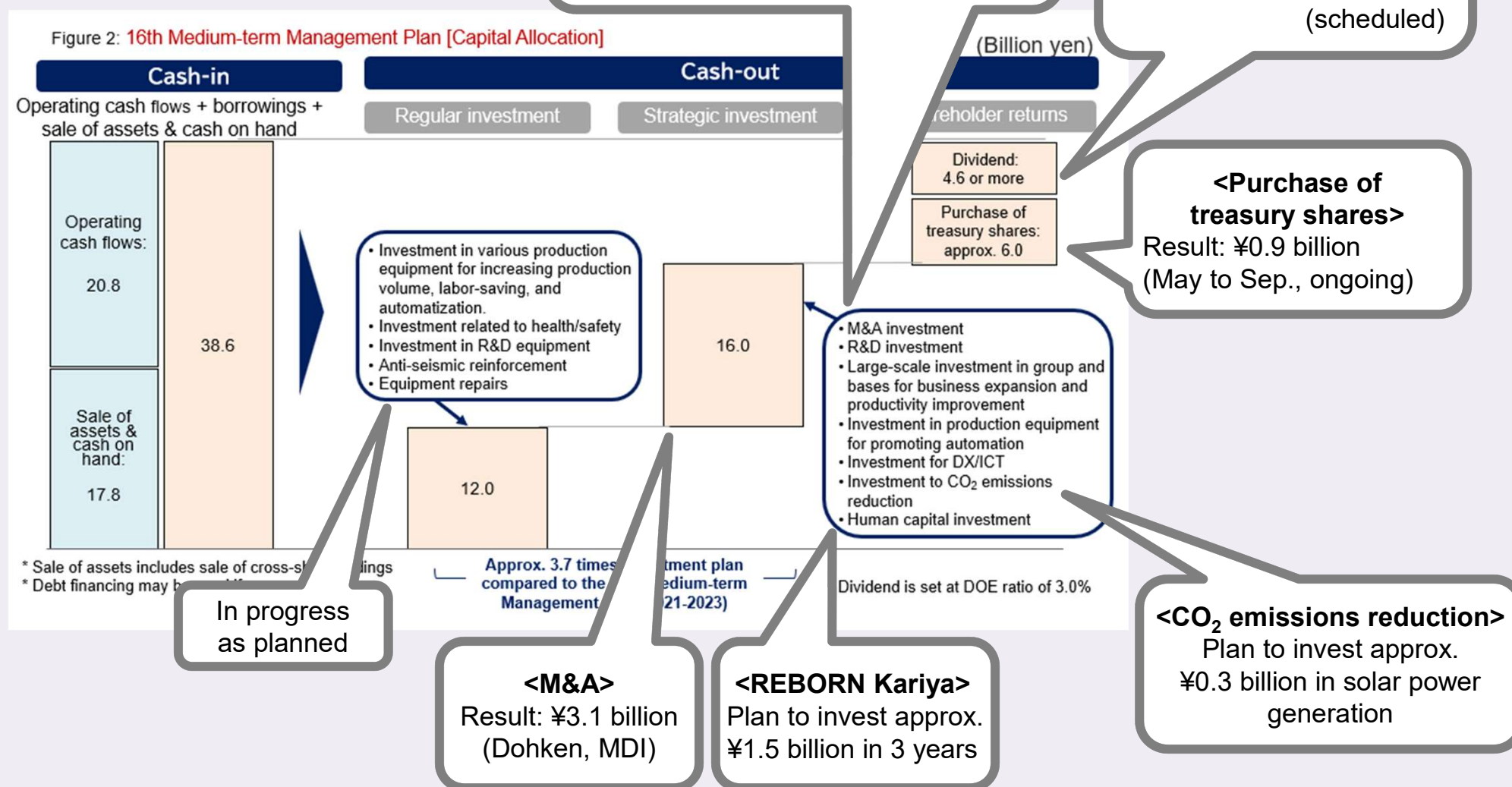
Deepen engagement

3 episodes/
4 pages each
From Jan. to Mar.

Internal best practices to be illustrated in manga format

35. Progress of 16th Medium-term Management Plan (4) [Capital Allocation]

- Excerpted from the 16th Medium-term Management Plan briefing materials



36. Poster, 16th Medium-term Management Plan



16th Medium-term Management Plan





Neturen Co., Ltd.

The Company's
Website



Integrated Report
2025



Note: Forward-looking statements contained in this document are based on judgments made in accordance with information currently available and include many uncertain factors. Actual results may differ from these forecasts due to changes in business conditions and other factors.

- I. Overview of Financial Results for the Six Months Ended September 30, 2025
- II. Trends in Business Results
- III. Progress of 16th Medium-term Management Plan
- IV. Appendix**



Company Overview

Neturen is the pioneer company that successfully commercialized and industrialized IH (induction heating) technology for the first time in Japan in 1946. With the **IH (induction heating) technology accumulated since its inauguration as the core of its business**, Neturen engages in the **metal products' manufacture and related services, and equipment sales**.

Trade Name	Neturen Co., Ltd.
Address	Oval Court Ohsaki Mark West, 2-17-1 Higashi-Gotanda, Shinagawa-ku, Tokyo
Date of Establishment	May 15, 1946 (With current company name)
Capital	¥6,418 million
Net Sales (As of Sep. 30, 2025)	Consolidated: ¥26,374 million Independent: ¥14,391 million
Number of Employees (As of Sep. 30, 2025)	Consolidated: 1,679 Independent: 889
Stock Exchange Listing	Prime Market of the Tokyo Stock Exchange Security code: 5976



Katsumi Omiya

Representative Director, Member of the Board
President and Chief Executive Officer

Domestic and Overseas Network

10 companies, **26** bases in **Japan**

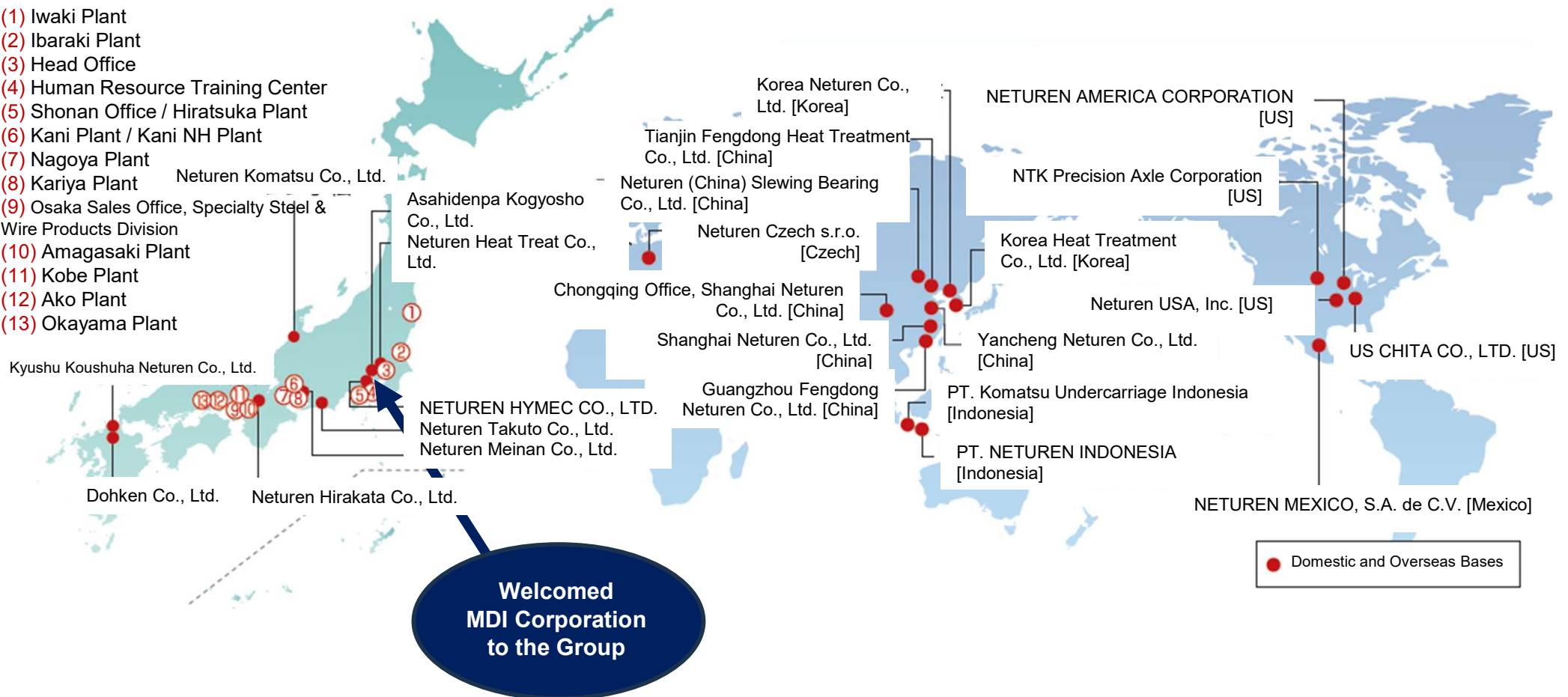
15 companies, **16** bases in **6** countries **overseas**

(US, China, Czech Republic, Indonesia, Korea, Mexico)

(As of September 30, 2025)

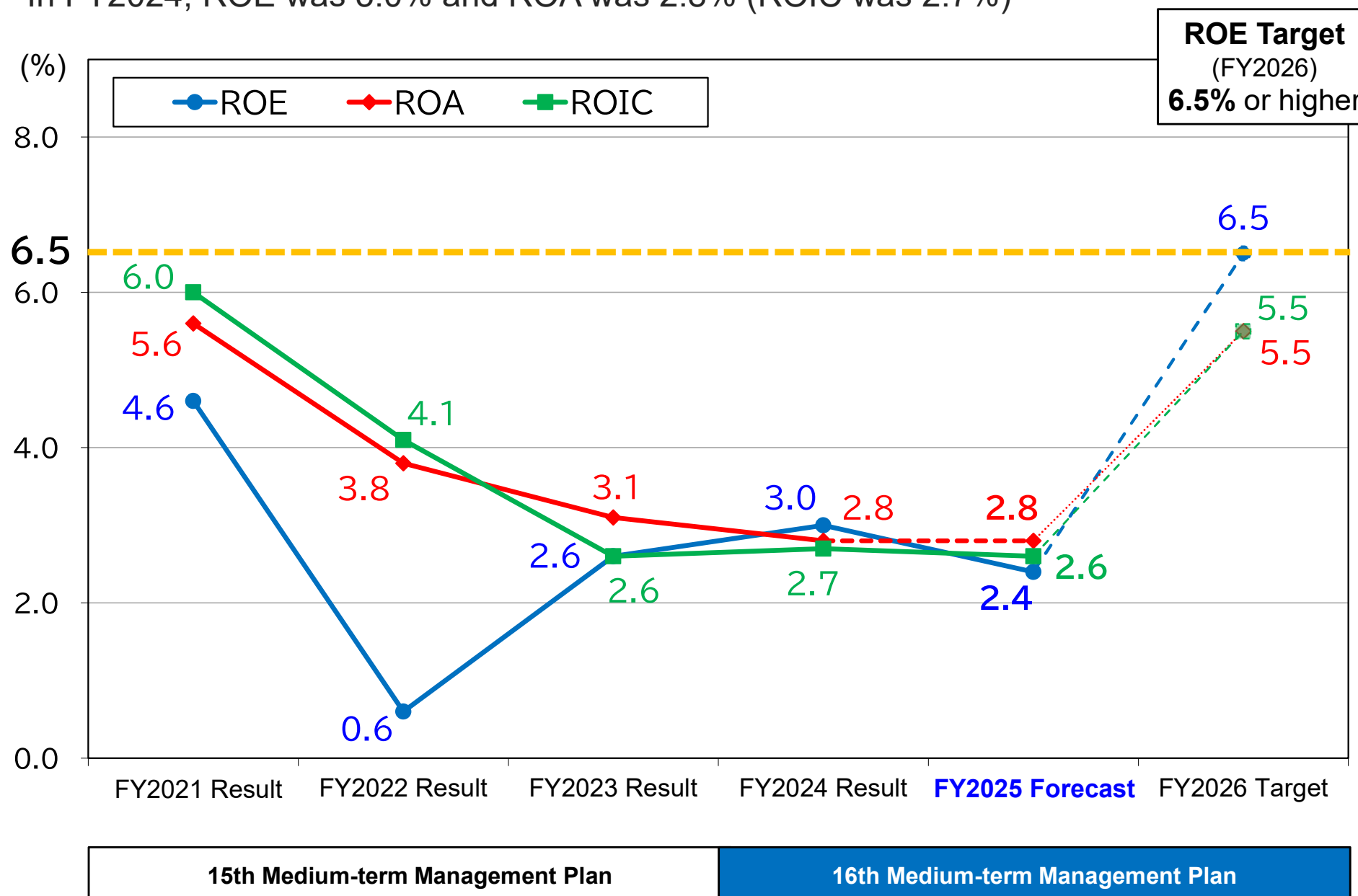
Neturen Domestic Bases

- (1) Iwaki Plant
- (2) Ibaraki Plant
- (3) Head Office
- (4) Human Resource Training Center
- (5) Shonan Office / Hiratsuka Plant
- (6) Kani Plant / Kani NH Plant
- (7) Nagoya Plant
- (8) Kariya Plant
- (9) Osaka Sales Office, Specialty Steel & Wire Products Division
- (10) Amagasaki Plant
- (11) Kobe Plant
- (12) Ako Plant
- (13) Okayama Plant



ROE / ROA

- In FY2024, ROE was 3.0% and ROA was 2.8% (ROIC was 2.7%)



Business Segments

【Specialty Steel and Wire Products Division】

High-strength
steel material
products

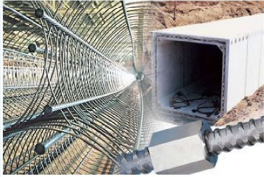
Automobiles



Construction



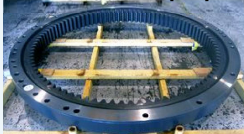
Civil engineering



Hollow rack bars (automobiles)



Slewing bearings
(construction equipment)



Inner tubes (two-
wheeled vehicles)



Integrated processed products

【Induction Heating Division】

Automobiles



Induction heat
treatment-
related services

Construction
equipment

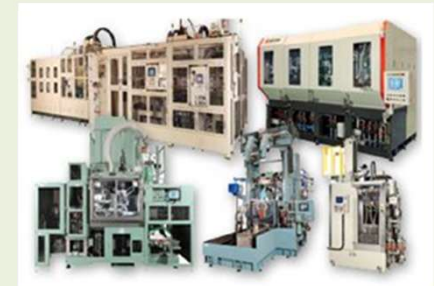


Industrial /
machine tools



Induction
Heating
Technology

High-frequency
quenching equipment



High-frequency
power supplies



Induction heating
equipment

【Others】 Leasing business, others

Net Sales Ratios by Industry

