

Financial Results for the Second Quarter of the Year Ending March 31, 2025



November 22, 2024

Today's Speakers

Representative Director, President & CEO

Ichiro Uno

Director, Managing Executive Officer & CFO

Osamu Fukawa

**Director, Managing Executive Officer,
Corporate Strategy Representative & CDO**

Masatoshi Ueno

**Executive Officer, General Manager
Electronics Business Division**

Keiji Yamamoto

- I. Outline of Financial Results
for the Second Quarter of FY2024**
- II. Financial Forecasts and
Shareholder Returns for FY2024**
- III. Financial Results Forecasts by Segment**
- IV. Topic
Logistics Automation Solutions (LOGITO)**



I. Outline of Financial Results for the Second Quarter of FY2024

- **Consolidated Financial Results**
- **Summary of Changes in Profit
for the Second Quarter**
- **Overseas Net Sales**
- **Financial Results by Segment**
- **Consolidated Financial Position**
- **Consolidated Cash Flow**

Consolidated Financial Results

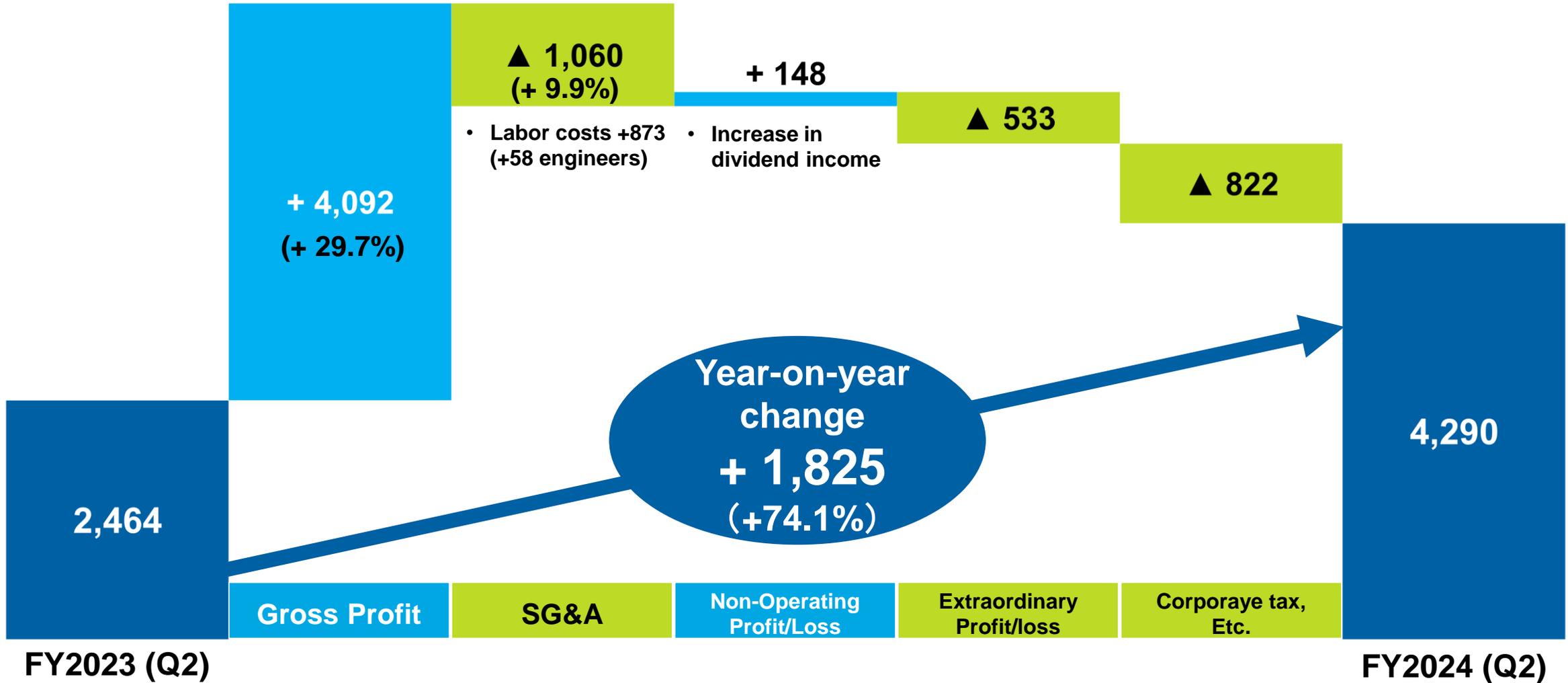
Yen in millions	FY2023(Q2)	FY2024(Q2)	
	Results	Results	Change from FY2023(Q2)
Orders received	108,404	102,924	▲ 5.1%
Net sales	78,638	101,288	+ 28.8%
Operating income	3,094	6,126	+ 98.0%
Ordinary income	3,033	6,214	+ 104.9%
Profit attributable to Owners of Patent	2,464	4,290	+ 74.1%
EPS (Yen)	77.76 Yen	135.23 Yen	+ 57.47 Yen

Key points

- ✓ Increased sales and profit
Record-high net sales and income at every stage
- ✓ In Energy Solutions Business, the Americas contributed significantly to results
- ✓ Automotive Business and Healthcare Business contributed through operating income

Summary of Changes in Profit for the Second Quarter

Yen in millions

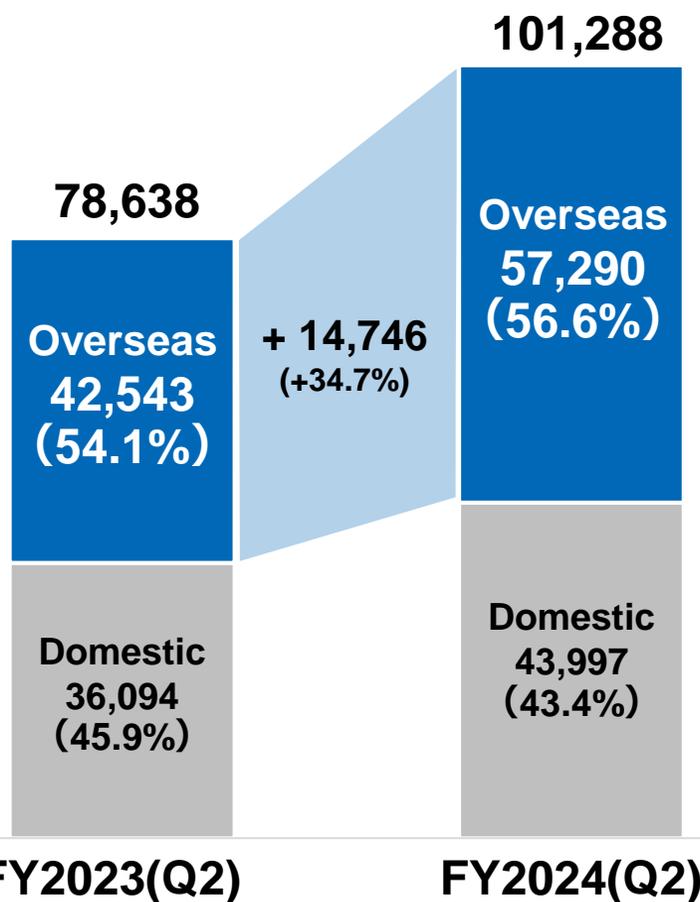


Overseas Net sales (Based on Delivery Destinations)

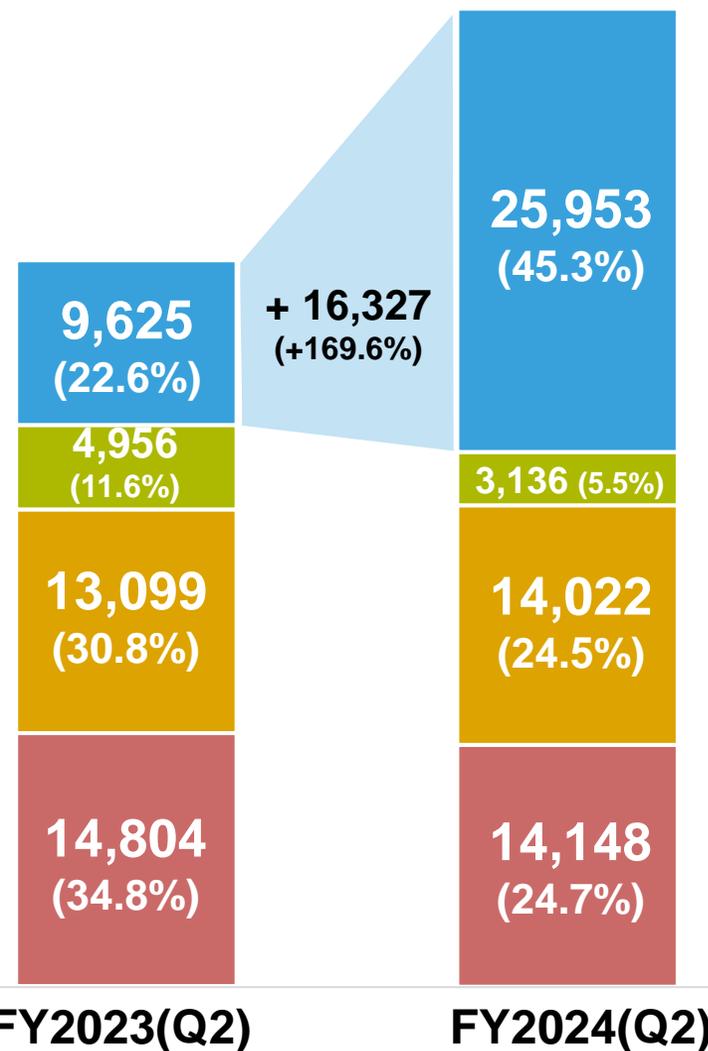
Figures in brackets in domestic and overseas sectors indicate percentage of net sales against consolidated net sales.
Figures in brackets in each global area indicate percentage of net sales against overseas sales.

Yen in millions

Net sales in domestic/overseas markets



Net sales by global area



Americas Europe China Asia

Americas ↑ +16,327 (+169.6%)

- In the Energy Solutions Business, lithium-ion battery manufacturing equipment has performed well

Europe ↓ ▲ 1,819 (▲ 36.7%)

- Lithium-ion batteries have experienced a lull
- In the Plant & Energy Business, we recognized sales for large-scale plant projects

Asia ↑ +922 (+7.1%)

- In the Healthcare Business, we recognized sales of large-scale projects associated with engineering projects

China ↓ ▲ 655 (▲ 4.4%)

- There was a decrease in sales to Japanese customers in the Automotive Business

Financial Results by Segment (Net Sales/Operating Income)

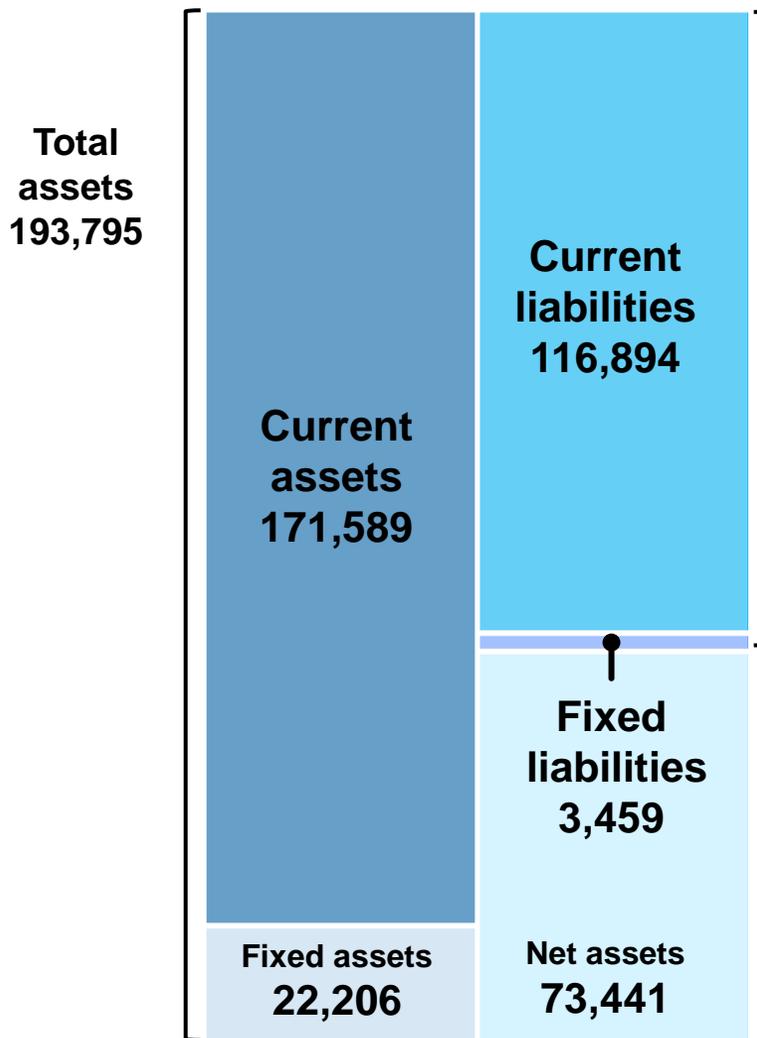
Yen in millions	Net Sales			Operating Income		
	FY2023(Q2)	FY2024(Q2)	Change	FY2023(Q2)	FY2024(Q2)	Change
Plant & Energy	7,840	11,042	+40.8%	▲ 56	839	-
Energy Solutions	10,245	24,092	+135.2%	11	1,286	-
Industrial Machinery	11,389	15,182	+33.3%	493	544	+10.4%
Electronics	23,525	23,957	+1.8%	1,242	1,102	▲ 11.3%
Automotive	17,305	17,119	▲ 1.1%	664	778	+17.1%
Healthcare	6,175	7,184	+16.3%	443	761	+71.9%
Aviation & Social Infrastructure	2,055	2,642	+28.6%	67	149	+121.7%
Total *	78,638	101,288	+28.8%	3,094	6,126	+98.0%

*Adjustment values are included in totals.

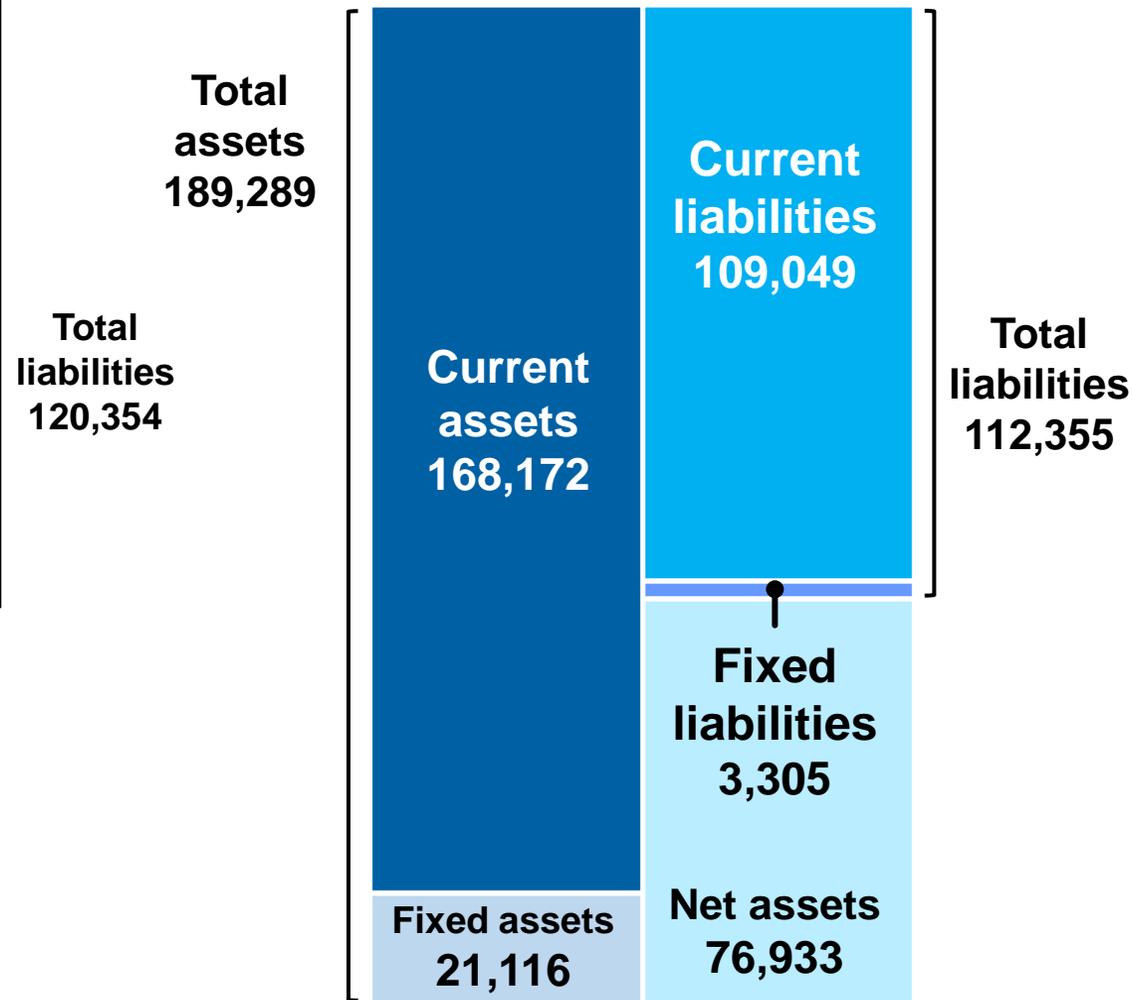
Consolidated Financial Position

Yen in Millions

Figures in brackets are ratios compared with the end of the previous FY



FY2023



FY2024 (Q2)

■ Total assets	189,289 (▲ 4,506)
■ Equity	76,783 (+ 3,465)
■ Equity ratio	40.6% (+ 2.7%)
■ Interest-bearing liabilities	2,848 (▲ 4,490)
■ DER (times)	0.04 (▲ 0.06)

Consolidated Cash Flow

Yen in millions	FY2023(Q2)	FY2024(Q2)	Description
Cash flows from operating activities	2,342	6,360	Income before income taxes (+6,296) Increase (decrease) in advances received (+2,641) Increase (decrease) in working capital (+1,185)
Cash flows from investing activities	▲ 2,906	▲ 1,142	
Cash flows from financing activities	▲ 3,376	▲ 6,002	Net increase (decrease) in short-term borrowings (▲4,436) Dividends paid (▲1,423)
Foreign currency translation adjustments on cash and cash equivalents	598	1,030	
Net increase in cash and cash equivalents (▲ decrease)	▲ 3,341	245	
Cash and cash equivalents at beginning of year	32,309	30,217	
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in conclusion	-	185	
Cash and cash equivalents at end of period	28,968	30,648	



II. Financial Forecasts and Shareholder Returns for FY2024

Financial Forecasts

Yen in millions	FY2024		
	Financial forecasts	FY2024(Q2) Result	Progress rate
Orders received	210,000	102,924	49.0%
Net sales	200,000	101,288	50.6%
Operating income	10,000	6,126	61.3%
Ordinary income	10,300	6,214	60.3%
Profit attributable to Owners of Patent	7,300	4,290	58.8%

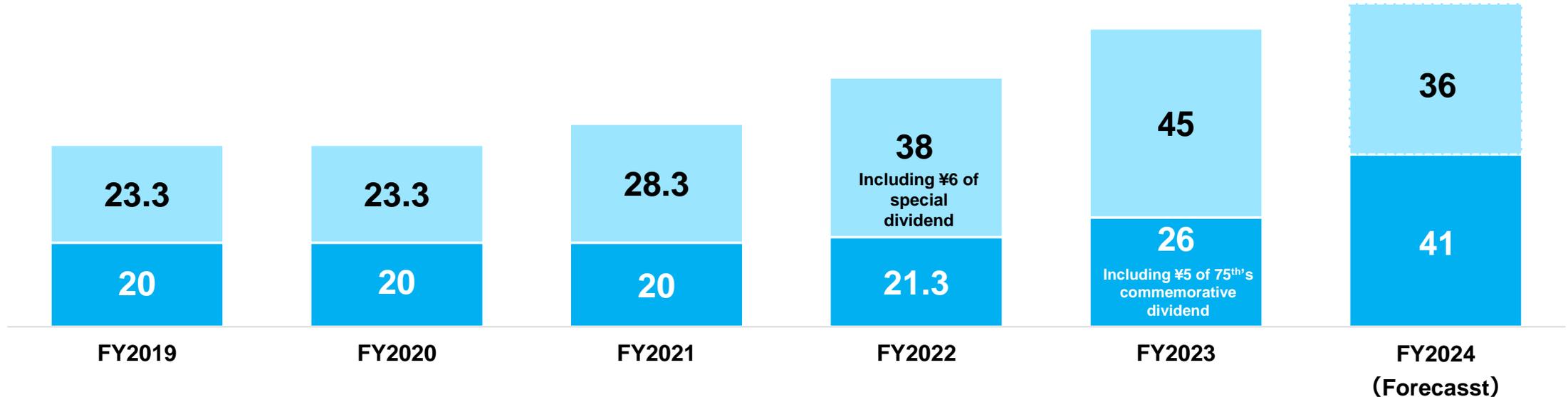
Shareholder Returns

Dividend Policy (Consolidated)

We will pay out appropriate levels of dividends in accordance with our business performance. As a standard guide, the dividend payout ratio will be 30% of profit attributable to owners of parent.

■ Interim dividend ■ Year-end dividend

Yen



Annual dividends	¥43.3	¥43.3	¥48.3	¥59.3	¥71.0	¥77.0
Dividend payout ratio (consolidated)	28.5%	29.2%	28.9%	30.1%	30.2%	32.8%

Notes: (1) Effective October 1, 2023, we have implemented a 3-for-1 stock split of common shares. Dividends from March 2020 to mid-March 2024 are calculated assuming the stock split was undertaken.
 (2) Special dividends come from ad-hoc extraordinary profit.



III. Financial Results Forecasts by Segment

Financial Results Forecasts by Segment

Yen in millions	Net sales			Operating Income		
	FY2024 forecast	FY2024(Q2) results	Progress rate	FY2024 forecast	FY2024(Q2) results	Progress rate
Plant & Energy	18,900	11,042	58.4%	1,414	839	59.4%
Enegy Solutions	47,200	24,092	51.0%	1,962	1,286	65.6%
Industrial Machinery	20,700	15,182	73.3%	650	544	83.8%
Electronics	56,400	23,957	42.5%	2,873	1,102	38.4%
Automotive	34,900	17,119	49.1%	1,699	778	45.8%
Healthcare	15,200	7,184	47.3%	1,176	761	64.8%
Aviation & Social Infrastructure	6,600	2,642	40.0%	227	149	65.9%
Total *	200,000	101,288	50.6%	10,000	6,126	61.3%

*Adjustment values are included in totals.

Plant & Energy Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	7,840	11,042	+ 40.8%	18,900	58.4%
Operating income	▲ 56	839	-	1,414	59.4%
Operating income ratio	▲ 0.7%	+ 7.6%	-		

Factors contributing to YoY increase/decrease

- Sales of equipment for plants to overseas markets increased significantly

Forecasts for FY2024

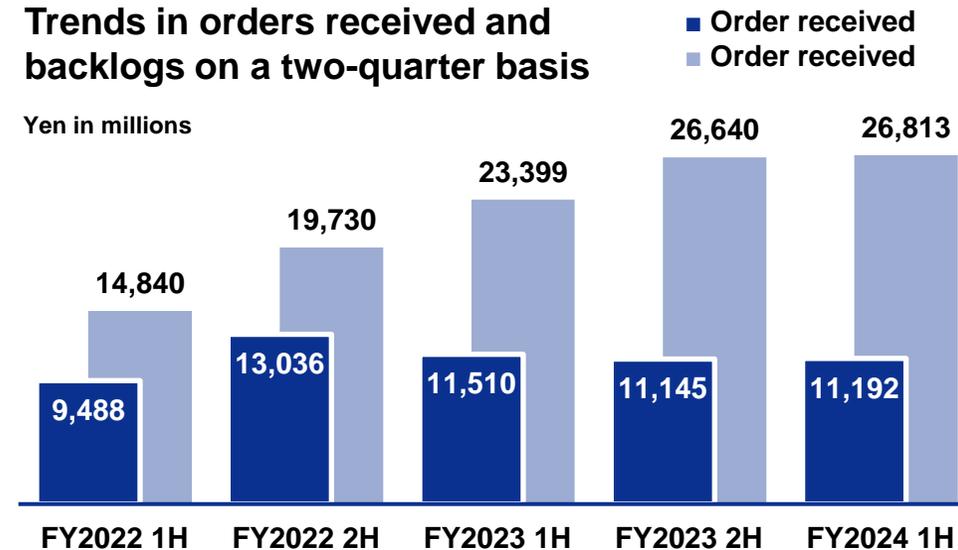
- Scheduled to record sales of equipment for a biomass power plant in Tahara City, Aichi Prefecture
- Scheduled to record sales of a large-scale project of drilling rigs for geothermal development

Initiative themes

- Rationalized proposals in line with business reorganization plans and structural reforms at partner companies
- Develop projects aimed at non-Japanese-affiliated customers, for example, in China, Thailand, and India

Trends in orders received and backlogs on a two-quarter basis

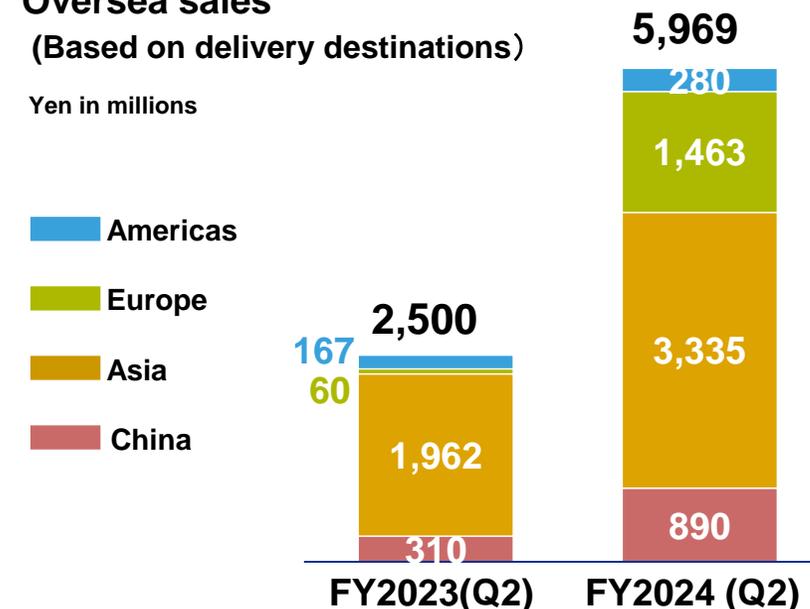
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions



Energy Solutions Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	10,245	24,092	+ 135.2%	47,200	51.0%
Operating income	11	1,286		1,962	65.6%
Operating income ratio	+ 0.1%	+ 5.3%	-		

Factors contributing to YoY increase/decrease

- Sales for large-scale projects such as lithium-ion battery manufacturing facilities for the Americas increased

Forecasts for FY2024

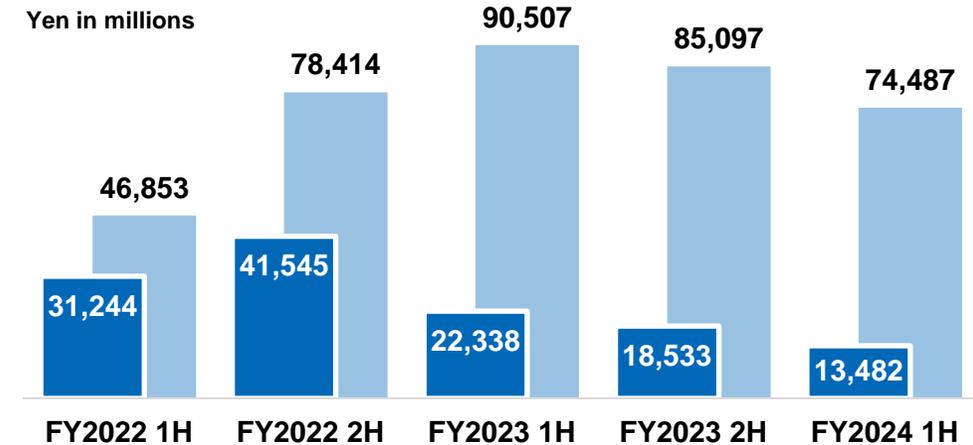
- Continuing to record sales of multiple overseas projects

Initiative themes

- Sales activities specialized in working with Japanese clients
- Strengthening engineering capabilities and accelerating initiatives toward new businesses (materials sales, separators, all solid-state batteries, new techniques)

Trends in orders received and backlogs on a two-quarter basis

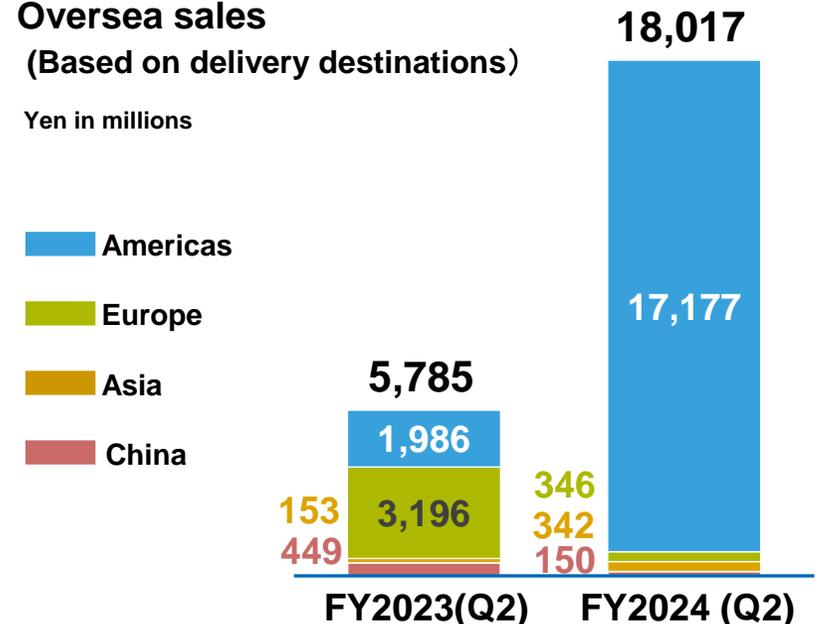
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions



Industrial Machinery Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	11,389	15,182	+ 33.3%	20,700	73.3%
Operating income	493	544	+ 10.4%	650	83.8%
Operating income ratio	+ 4.3%	+ 3.6%	-		

Factors contributing to YoY increase/decrease

- Sales to medical equipment and food-related industries increased

Forecasts for FY2024

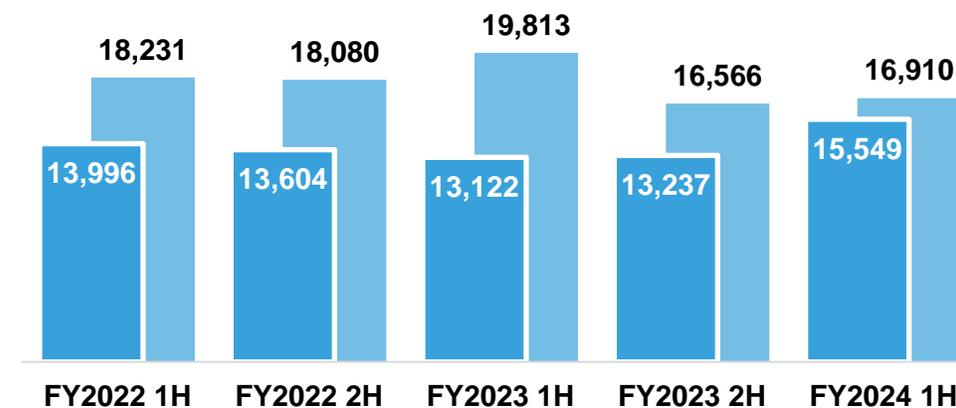
- Sales to medical equipment and food-related industries continue to be recorded in the second half of the fiscal year

Initiative themes

- Increased focus on the themes of labor-saving/automation to solve the shortage of workers in the manufacturing industry
- In medical, follow major American-affiliated companies' business expansions into Central and South America
- Besides our existing businesses (injection, extrusion, and vacuum molding), make development initiative business profitable

Trends in orders received and backlogs on a two-quarter basis

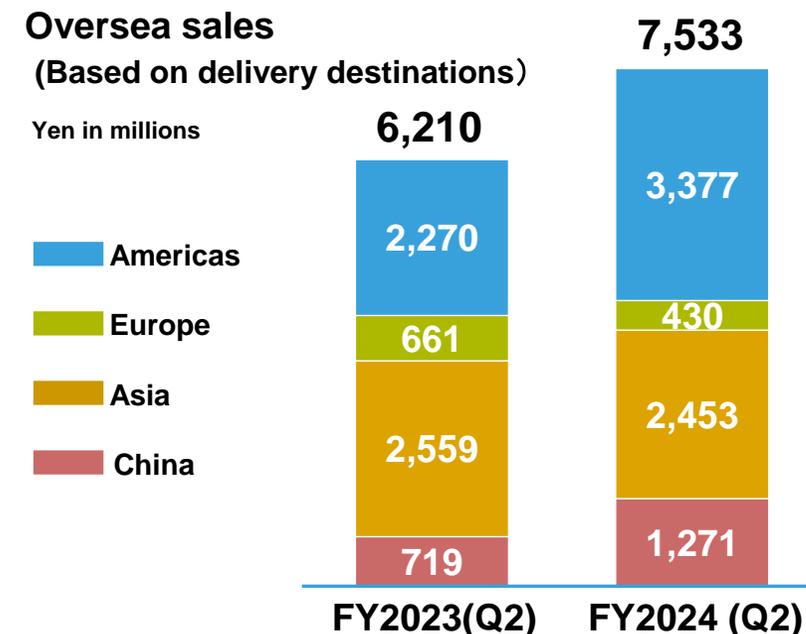
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions



Electronics Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	23,525	23,957	+ 1.8%	56,400	42.5%
Operating income	1,242	1,102	▲ 11.3%	2,873	38.4%
Operating income ratio	+ 5.3%	+ 4.6%			

Factors contributing to YoY increase/decrease

- Car-mounted device-related products held firm, but installation equipment-related products performed sluggishly
- Sales of semiconductor facilities in China and automation facilities for semiconductor clients in Japan increased

Forecasts for FY2024

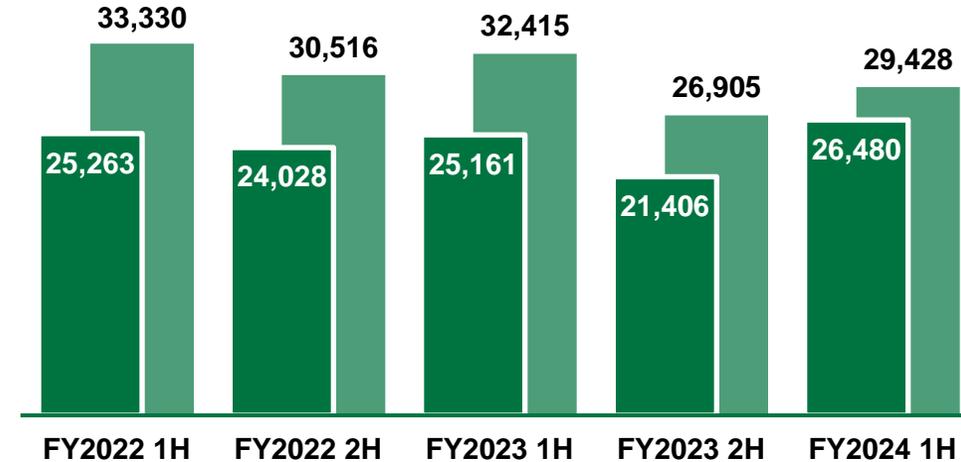
- In the second half of the fiscal year, expect a recovery in device-related investment in installation equipment, and anticipate capturing this demand

Initiative themes

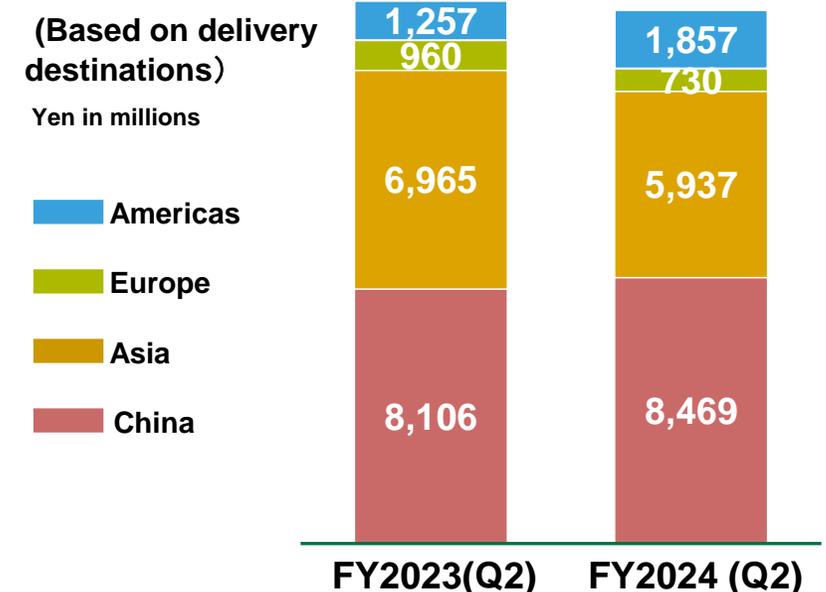
- Commence full-fledged activities for entering the North African market
- With LOGITO, continue to enhance sales promotion toward target industries
- By taking advantage of our investment in MODE, Inc., expand integrated solutions sales business for factory DX

Trends in orders received and backlogs on a two-quarter basis

Yen in millions



Overseas sales (Based on delivery destinations) 17,349 (FY2023(Q2)) / 17,024 (FY2024(Q2))



Automotive Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	17,305	17,119	▲ 1.1%	34,900	49.1%
Operating income	664	778	+ 17.1%	1,699	45.8%
Operating income ratio	+ 3.8%	+ 4.5%			

Factors contributing to YoY increase/decrease

- Recorded sales of inspection equipment for power semiconductors for car-mounted applications and coating-related equipment, although there were no large projects

Forecasts for FY2024

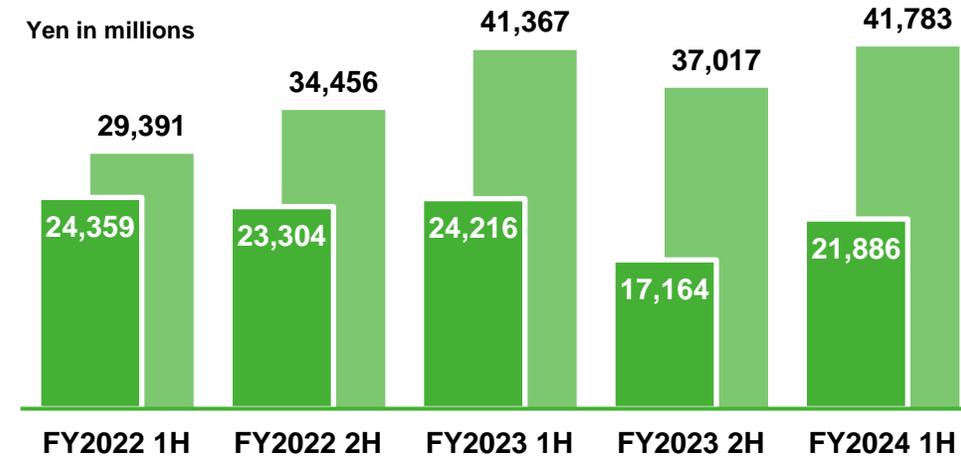
- Scheduled to continue recording sales of automatic inspection systems for semiconductors
- Scheduled to record sales of coating lines and ECU assembly and inspection lines for the US market

Initiative themes

- Ongoing initiatives toward electrification products while also appealing for investment in internal combustion engines

Trends in orders received and backlogs on a two-quarter basis

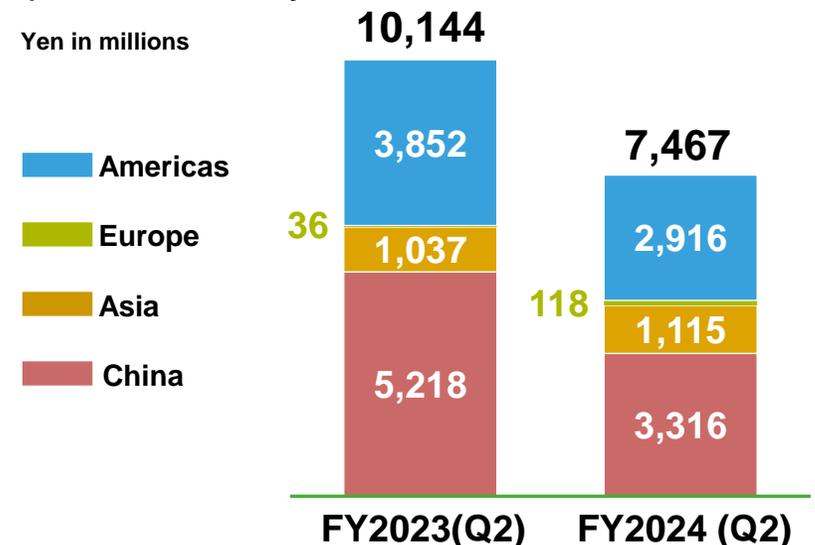
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions



Healthcare Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	6,175	7,184	+ 16.3%	15,200	47.3%
Operating income	443	761	+ 71.9%	1,176	64.8%
Operating income ratio	+ 7.2%	+ 10.6%			

Factors contributing to YoY increase/decrease

- Recorded sales of manufacturing equipment for advanced control medical devices and packaging machine lines

Forecasts for FY2024

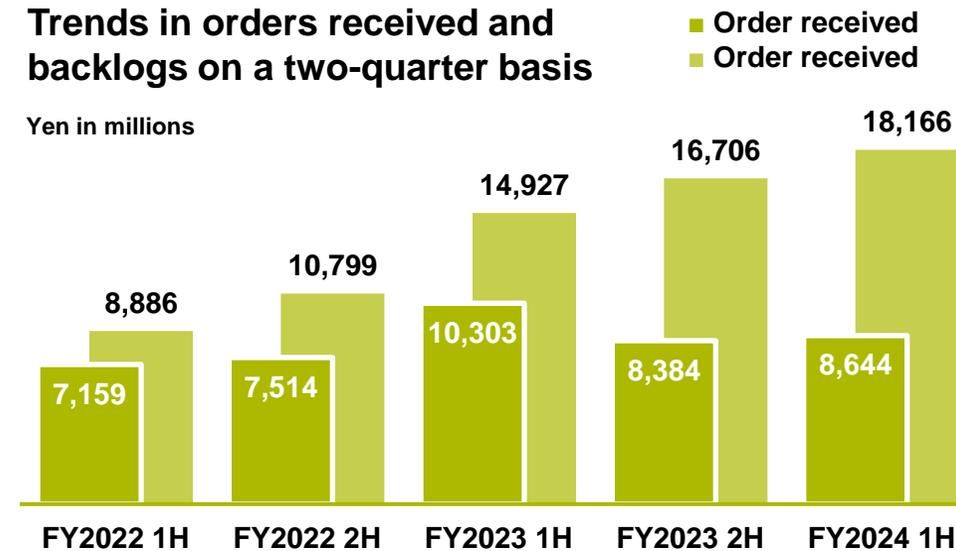
- Scheduled to continue recording sales of manufacturing equipment for advanced control medical devices, tablet appearance inspection machines and tablet printing inspection machines

Initiative themes

- Aim for increased orders for plant engineering projects

Trends in orders received and backlogs on a two-quarter basis

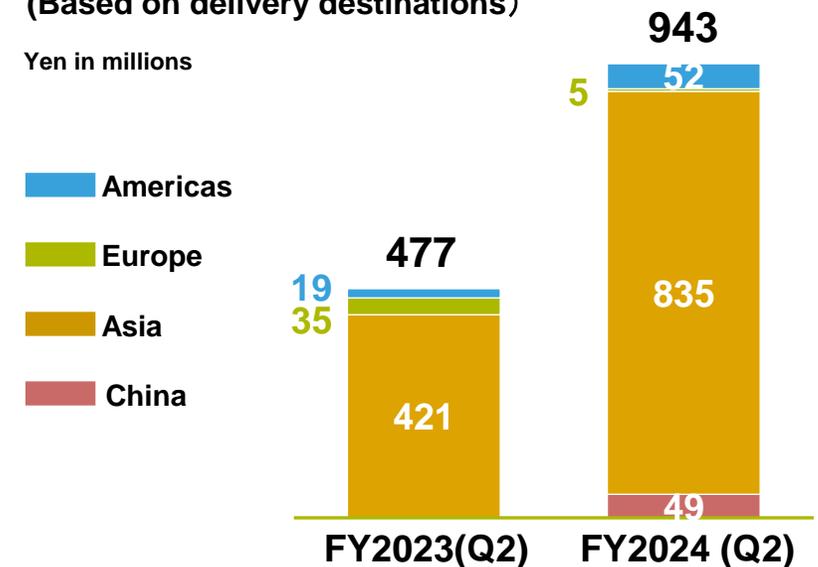
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions



Aviation & Social Infrastructure Business

Yen in millions

	FY2023(Q2)	FY2024(Q2)	Change	Financial forecast	Progress rate
Net Sales	2,055	2,642	+ 28.6%	6,600	40.0%
Operating income	67	149	+ 121.7%	227	65.9%
Operating income ratio	+ 3.3%	+ 5.7%			

Factors contributing to YoY increase/decrease

- Recorded sales of ground support equipment for aircraft such as cargo high loaders and passenger steps to airlines

Forecasts for FY2024

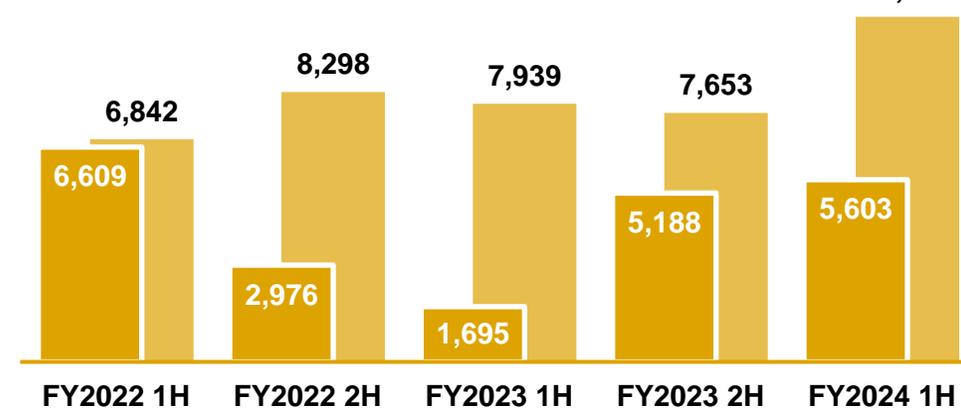
- Expect to sell ground support equipment for aircraft and related equipment such as sweeper snowplows and deicers

Initiative themes

- Product proposals that capture demand relating to labor-saving/automation and the utilization of digital transformation
- In the infrastructure field, aim for item development toward other industries and business expansion

Trends in orders received and backlogs on a two-quarter basis

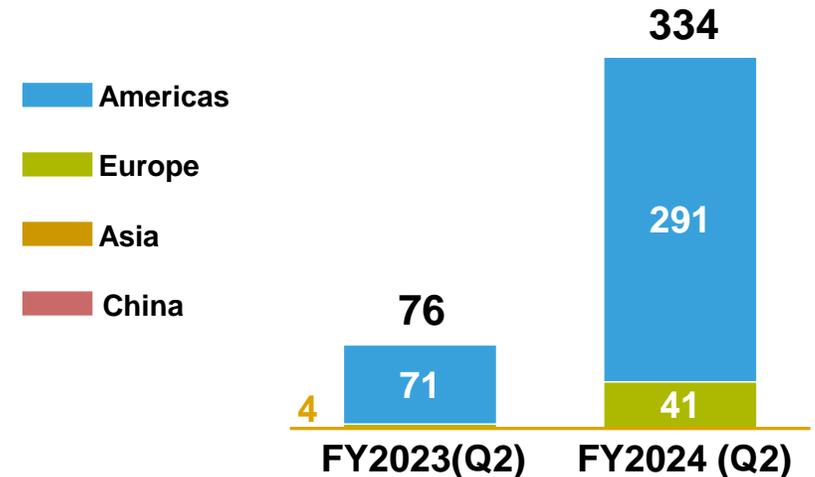
Yen in millions



Overseas sales

(Based on delivery destinations)

Yen in millions





IV. Topic

Logistics Automation Solutions, LOGITO

Keiji Yamamoto
Executive Officer, General Manager
Electronics Business Division

- I. Overview of the Electronics Business**
- II. Logistics Automation Solutions, LOGITO**
- III. Business Expansion Strategy**
- IV. Future Goals**

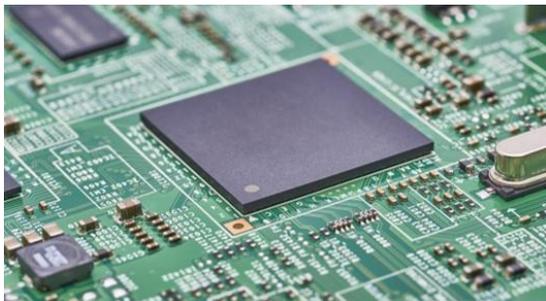
I. Overview of the Electronics Business

Provide solutions to facilitate the reformation of the manufacturing process through cutting-edge technology and experience

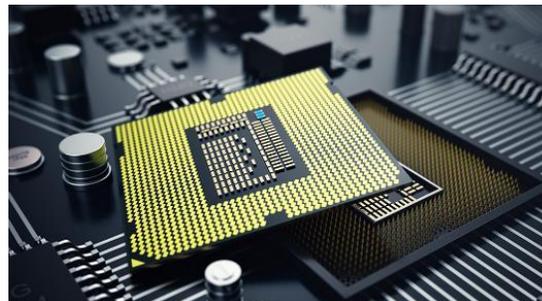
Main products

- Electronic component mounting-related systems(SMT) , SMT peripheral inspection equipment and post-process automation equipment
- Semiconductor device-related systems
- Various types of inspection equipment (Visual, X-ray, characteristic)
- Factory DX and logistics management systems, production management systems
- Logistics Automation Solutions, LOGITO

Surface Mount Technology (SMT)



Semiconductor device



Logistics Automation Solutions, LOGITO



II. Logistics Automation Solutions, LOGITO

- **Concept**
- **Background of the Launch**
- **Advantages**
- **Results**

Design custom smart logistics

LOGITO

Background of the launch of LOGITO

Issue 01

The 2030 Workforce Crisis
Currently 70 million
→ 63 million in 2030

Issue 02

Individual-dependent worksites
Experience and knowledge
Passing on technique

Issue 03

Cost competitiveness
Improving the working environment

Issue 04

Business continuity

Solutions enabled by promotion of factory automation

- Cost reductions through labor and manpower savings
- Increasing production volume (sales) by improving productivity
- Improving quality value by reducing human error

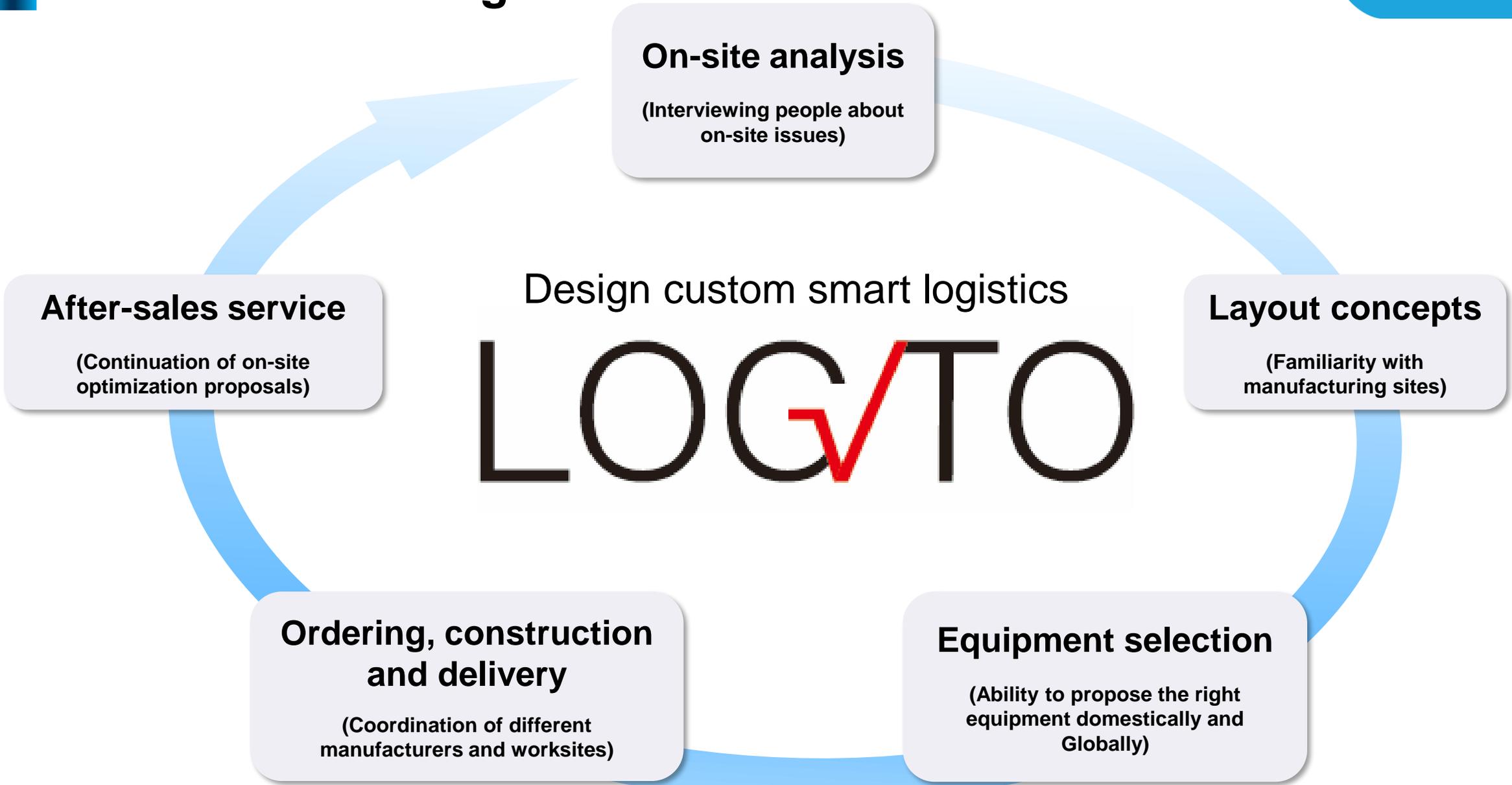
On-site issues

Insecurity due to lack of a track record

Lack of specialized human resources for implementing automation

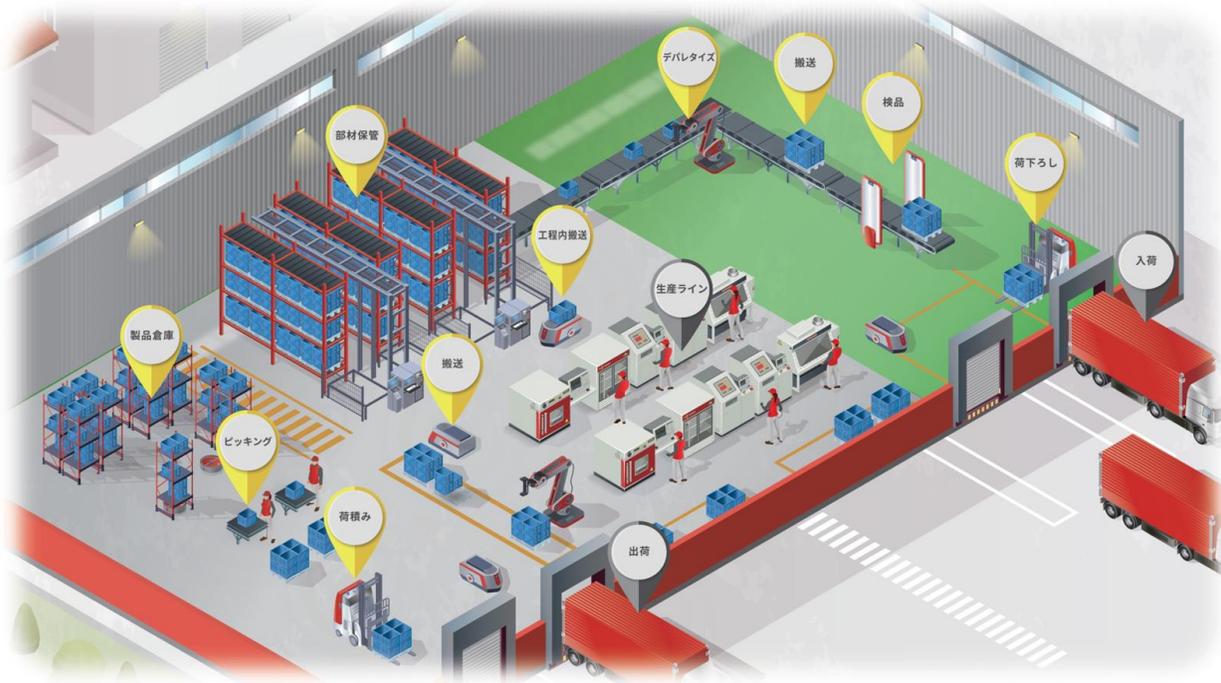
DAIICHI JITSUGYO's experience and knowledge accumulated over the years provide solutions

LOGITO's Advantages

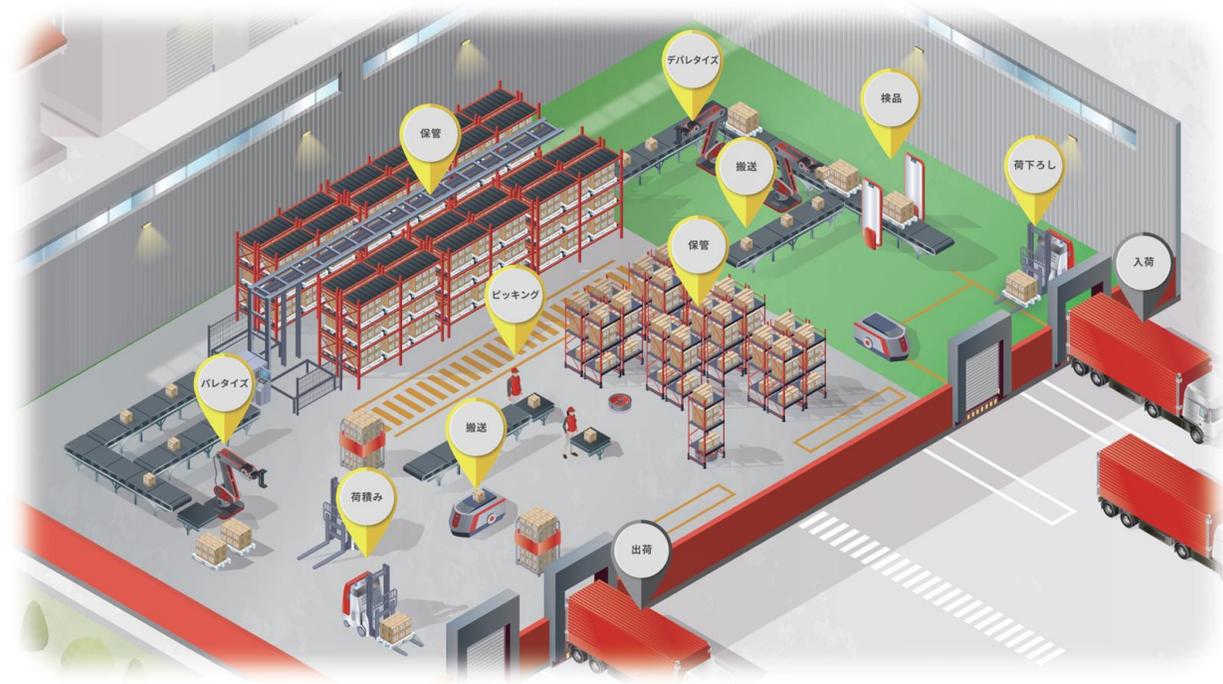


Scope of LOGITO's Offerings

In-factory



Logistics warehouse



Logistics warehouse automation

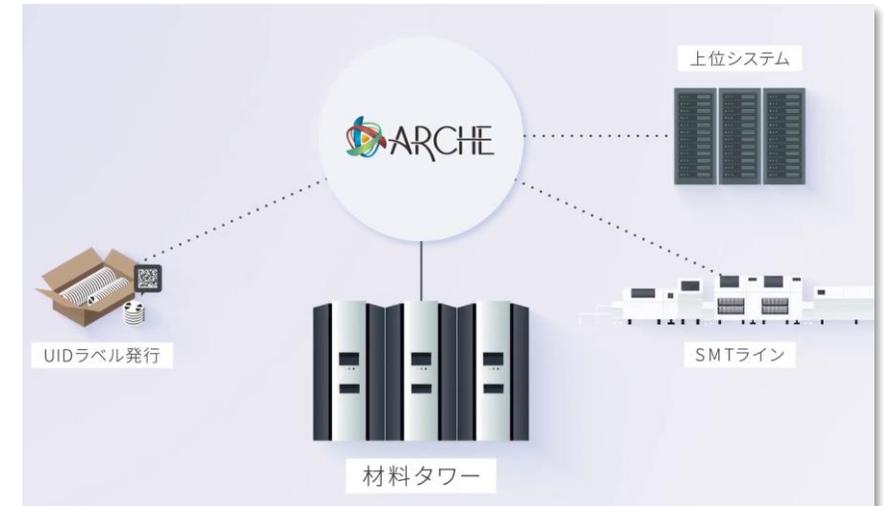


Achieved labor savings through shelf transport by AGV

Electronic component mounting lines



Automation of material incoming and outgoing



Control of material management equipment and linking on-site and upstream systems



III. Business Expansion Strategy

- **Electronics lab**
- **Collaboration with MODE, Inc.**
- **Launch of LOGITO SMT**

Electronics Lab

June 27, 2023

Opened Electronics Lab in Tsurumi-ku,
Yokohama City, Kanagawa Prefecture



Research and development into cutting-edge and next-generation technologies in manufacturing

Widely disseminating comprehensive proposal capabilities as a next-generation engineering trading company

Making a giant leap forward to become a group that provides new technologies and techniques 5 to 10 years into the future

Development of LOGITO, launch and co-creation of consortiums, and creation of new markets

Development Themes

1. Automation of electronic component incoming and outgoing at production sites
2. Software development enabling predictive maintenance through visualization of factory production processes, issue analysis and environmental measures
3. Developing WCS for centralized management of in-process transportation and backyard warehouse operations at factories
 - * WCS: Warehouse Control Systems
4. Leading line analysis of people and goods using AI cameras
System development to verify waste reduction and efficiency improvement

Investment Details

Capital 1.00 Million USD
* 145 million yen (@ 145 yen/USD)

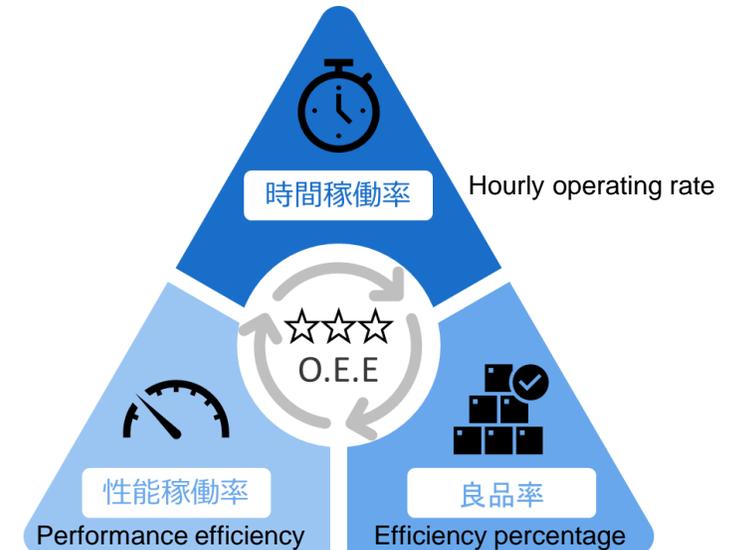
Investment Objectives

By seeking to improve collaboration with MODE, Inc. and thus more fully develop the integrated solutions sales business for factory DX, we aim to expand sales focused on the manufacturing and logistics industries.
By utilizing our overseas network, we will also capture mainly Asian overseas commercial rights.

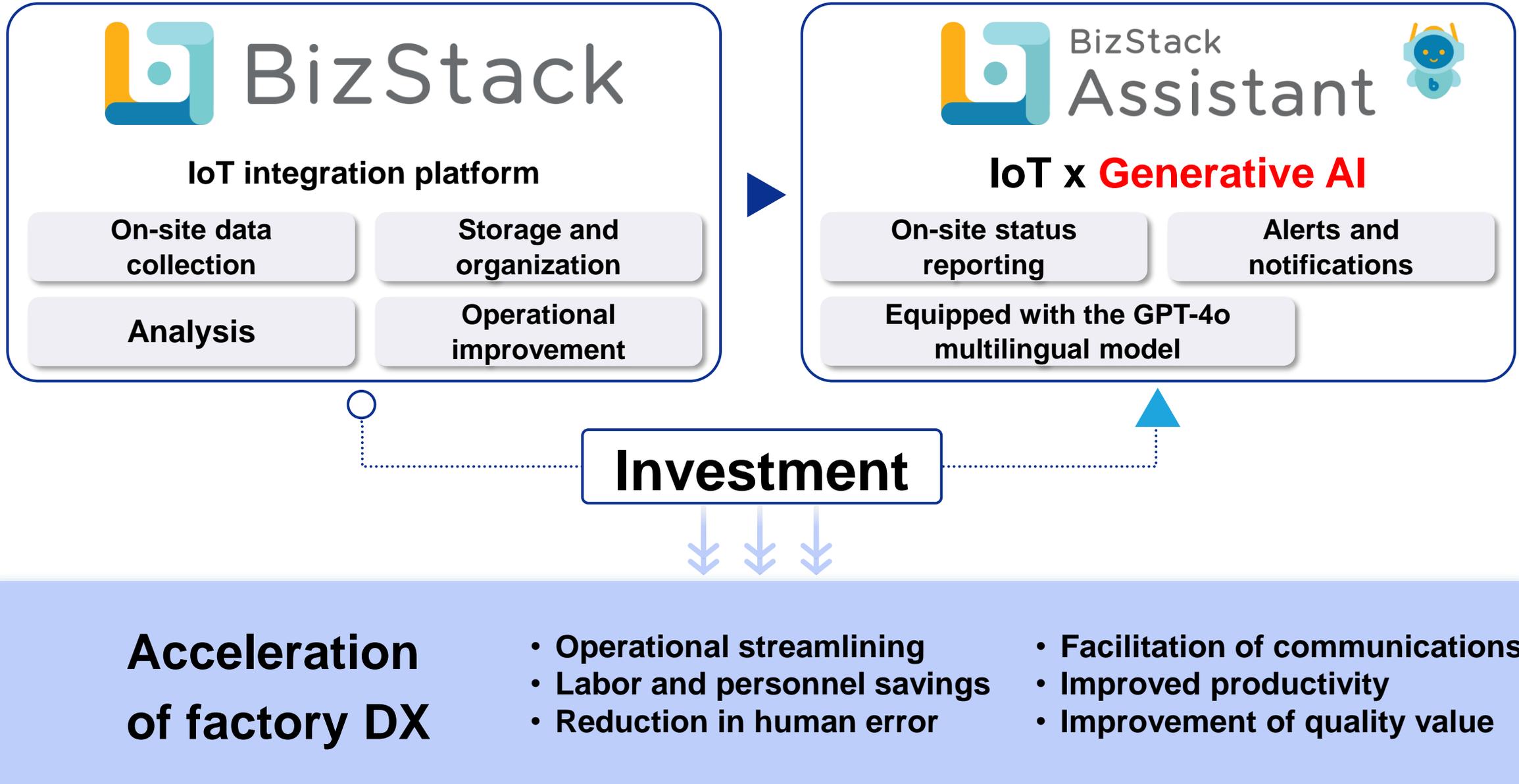
Company Profile

Name MODE, Inc.
Establishment Founded in 2014 (Japan branch office opened in 2017)
Location San Francisco/Tokyo
Founder Gaku Ueda (Former Google engineer)
Ethan Kan (Former Yahoo! engineer)
Number of employees 37 (11 in the US, 26 in Japan)

1. Achieving **predictive maintenance** by surfacing equipment operating quality
2. Realizing **carbon-neutral management** by surfacing energy consumption and CO₂ emissions
3. Realizing **OEE** indicator management by managing equipment operation data and production volumes



Investment in MODE, Inc.





Realize automated storage and transport around the mounting line by utilizing the know-how of the LOGITO automation solution

Propose automation and labor saving in materials storage and retrieval, materials transportation from storage location to line, and magazine transfer to subsequent processes



Parts receiving area



Electronic component mounting area



Post-mounting processes Assembly and packing area



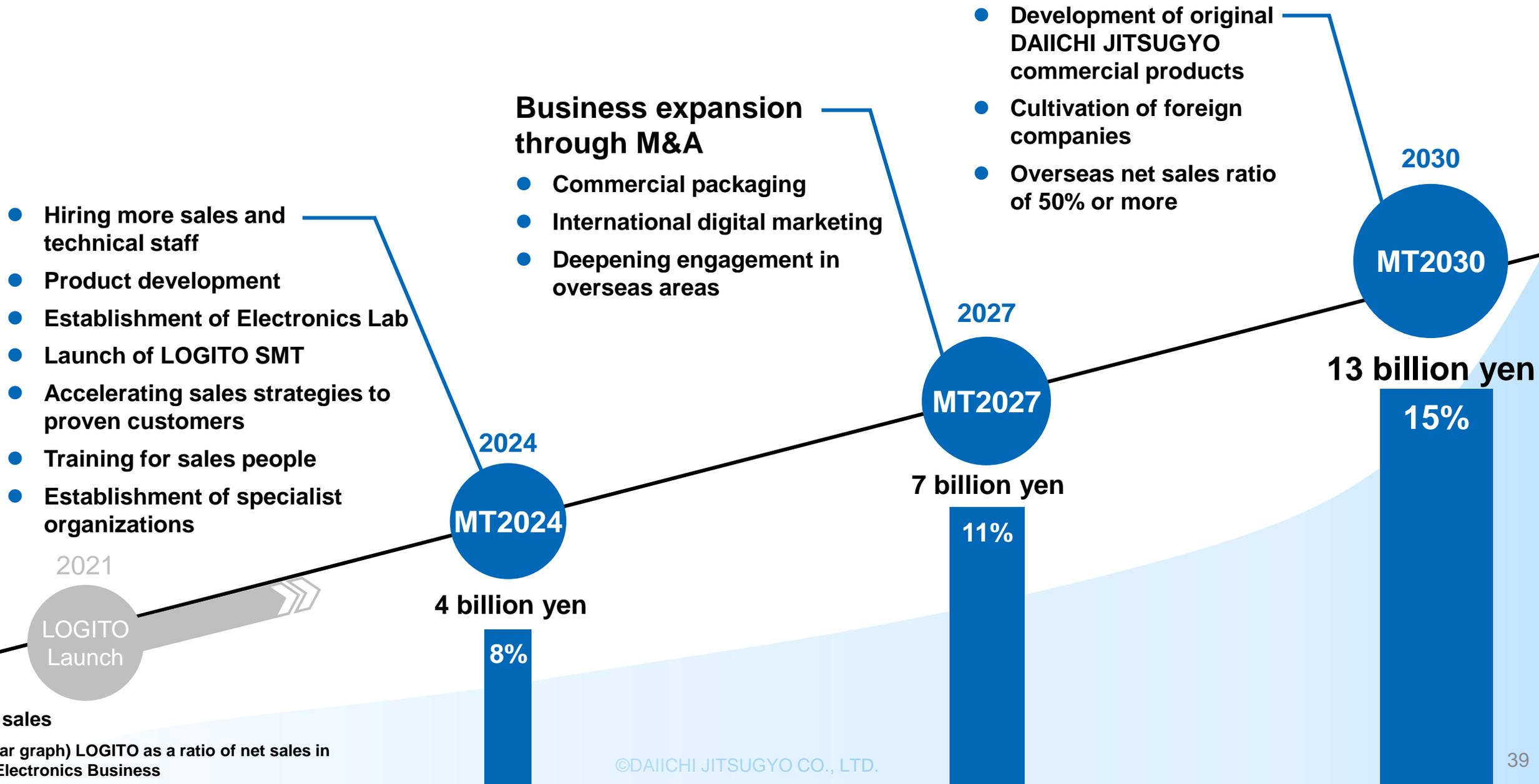
Shipping area





IV. Numerical Targets

Numerical Targets and Strategies to 2030



Design custom smart logistics

LOGVTO

Keiji Yamamoto
Executive Officer, General Manager
Electronics Business Division

Thank you for your attention.

Contact for inquiries relating to this documentation

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Data, strategies, and projections contained in this documentation are based on the information available at the time of publication, and various factors could cause actual results to differ significantly from those presented. The statements herein do not guarantee the accomplishment of these targets and forecasts or future financial results.

Appendix

- **Medium-term Business Plan MT2024**
 - Financial Targets by Segment
 - Themes Focused by Segment
- **Action to Implement Management that is Conscious of Cost of Capital and Stock Price**
- **Segment Overview**
- **Trends in Consolidated Financial Performance**
- **Trends in Consolidated Financial Position**

MT2024 Financial Targets by Segment

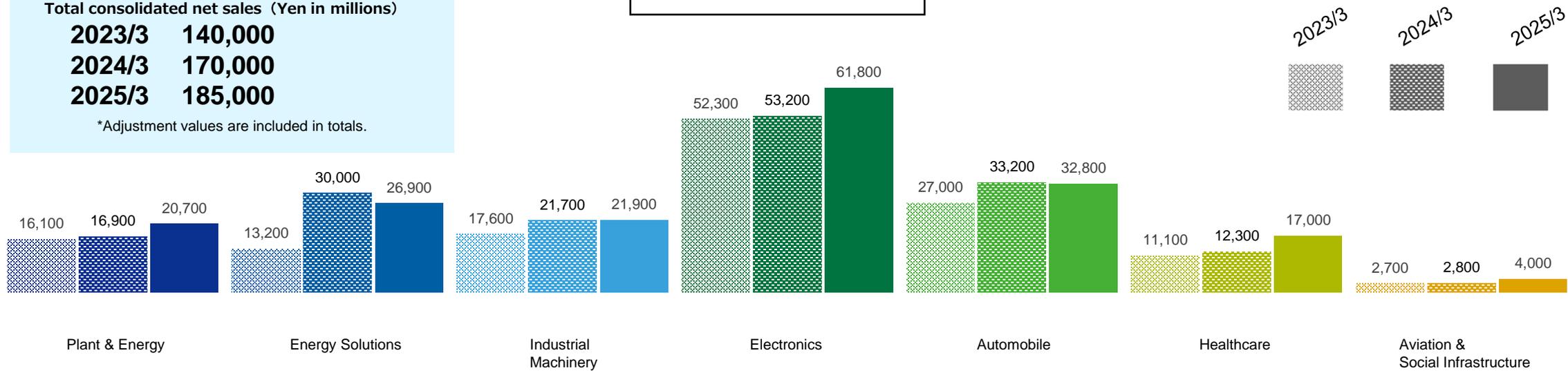
Total consolidated net sales (Yen in millions)

2023/3	140,000
2024/3	170,000
2025/3	185,000

*Adjustment values are included in totals.

Net sales

Yen in millions



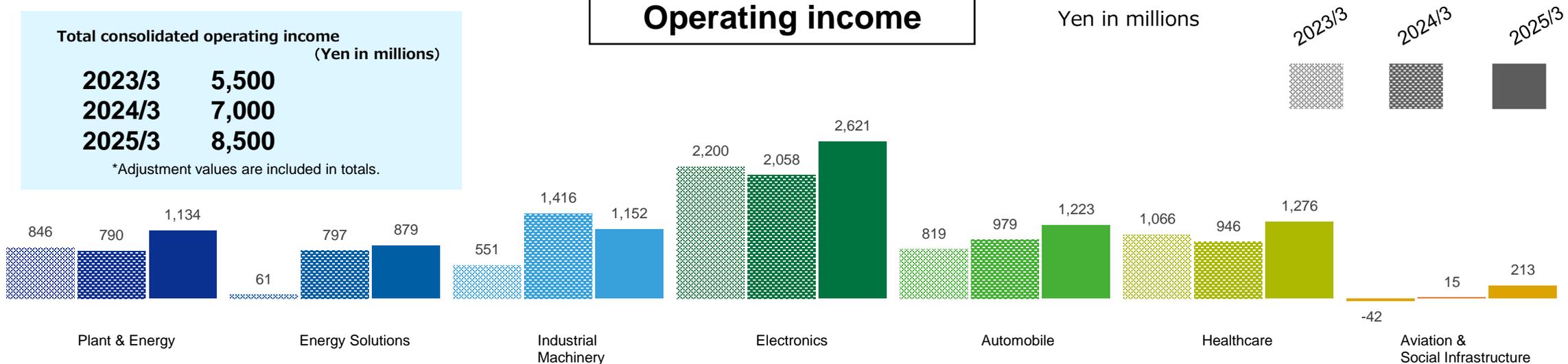
Total consolidated operating income (Yen in millions)

2023/3	5,500
2024/3	7,000
2025/3	8,500

*Adjustment values are included in totals.

Operating income

Yen in millions



MT2024 Themes Focused by Segment

Plant & Energy

Proactively expand business for various plants, as well as creating-energy business, to solve social issues. (Decarbonization × Digital transformation × Green transformation)

Energy Solutions

Address the next-generation energy field on a global scale. Provide an array of solutions, leveraging strengths such as engineering capabilities.

Industrial Machinery

Build earth-friendly supply chains, by providing environmental technologies such as biodegradable plastics, and by capitalizing on engineering capabilities.

Electronics

Stably grow core business and promote smart factories. Provide LOGITO, logistic automation solutions.

Automobile

Envision changes accompanied by electrification and autonomous driving, as business opportunities, and promptly address carbon neutral-related business.

Healthcare

Machine engineering `` Competitive development of equipment
Production engineering `` Engineering business's expansion
Business engineering `` Expand Multifaceted business.

Aviation & Social Infrastructure

Capture an across-the-industry transformation as business opportunities, and provide products with high added-value and high efficiency, and wide-ranging services.



Action to Implement Management that is Conscious of Cost of Capital and Stock Price

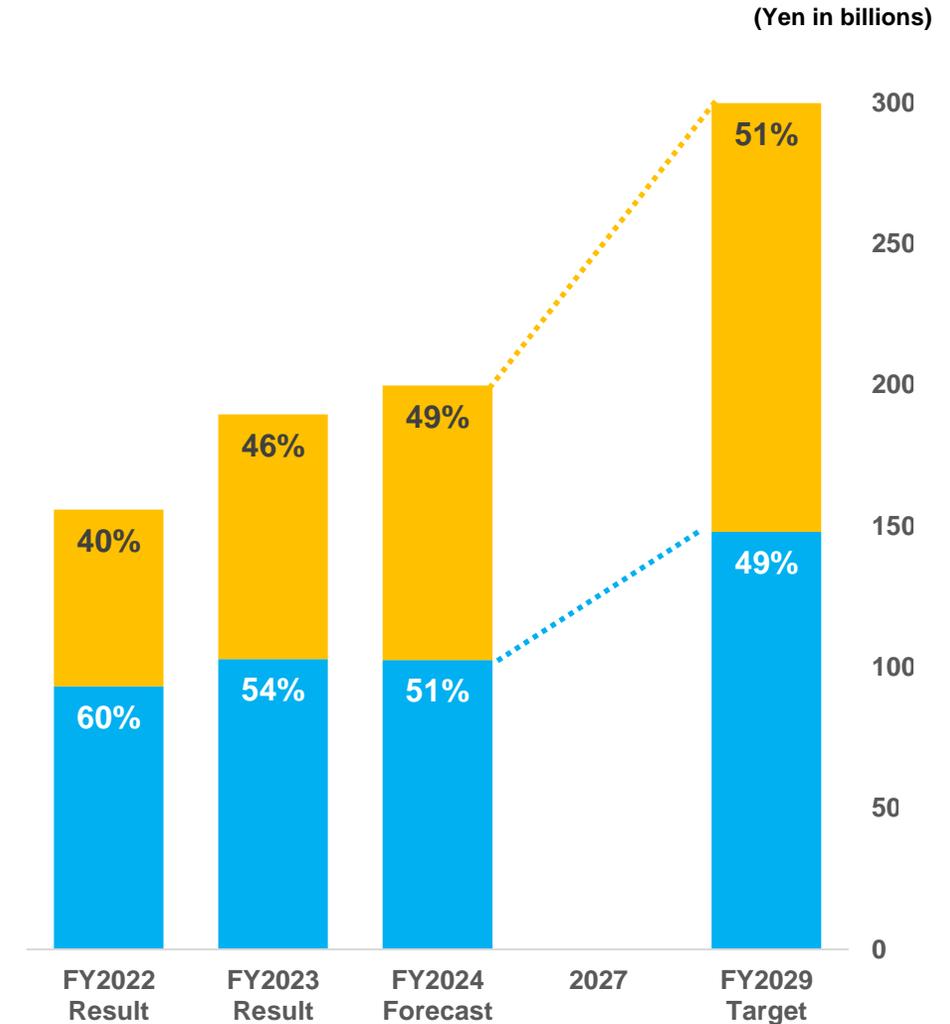
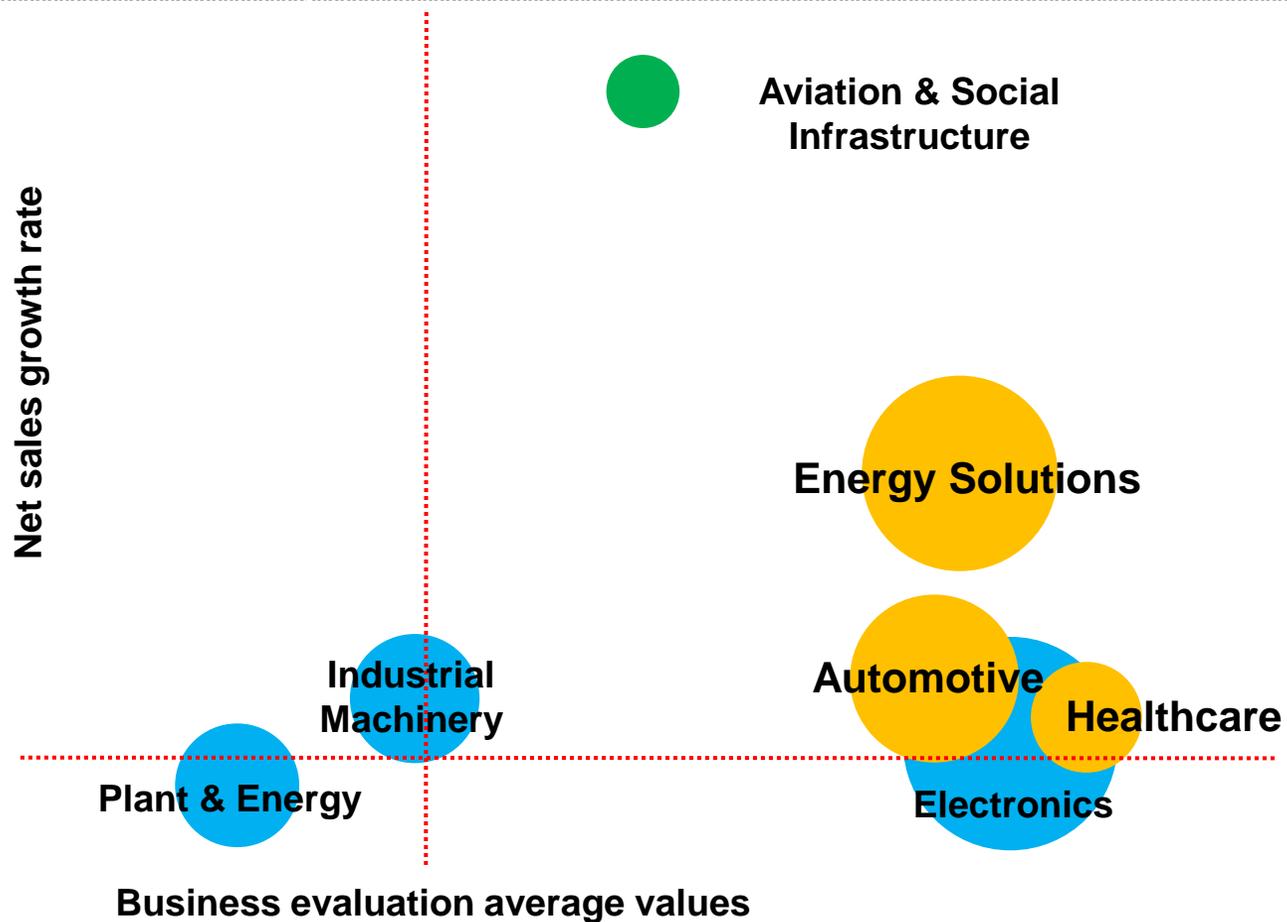
ROE Present Analysis and Future Initiatives

$$\begin{array}{|c|} \hline 10.9\% \\ \hline \text{ROE} \\ \hline \end{array} = \begin{array}{|c|} \hline 4.0\% \\ \hline \text{Net profit margin} \\ \hline \end{array} \times \begin{array}{|c|} \hline 1.1 \text{ turnover} \\ \hline \text{Total assets} \\ \text{turnover rate} \\ \hline \end{array} \times \begin{array}{|c|} \hline 2.5 \text{ times} \\ \hline \text{Financial leverage} \\ \hline \end{array}$$

	Net profit margin	Total assets turnover	Financial leverage
Present analysis	Despite being part of an underlying upward trend, this is dependent on transient earnings	Turnover on a downward trend due to increased total assets	Maintained sound finances
Future initiatives	Visualize portfolio and improve earnings structure through optimal allocation of management resources	Reduce inventories, cross-shareholdings, etc.	Maintain appropriate balance of equity and interest-bearing liabilities

Business Portfolio Analysis

Priority segments	Energy Solutions	Automotive	Healthcare
Fundamental segments	Plant & Energy	Industrial Machinery	Electronics
Anticipated growth	Aviation & Social Infrastructure		
Priority areas	Americas	India	



Net sales and component ratios

Plant & Energy Business

Provide equipment to key industries underpinning social infrastructure

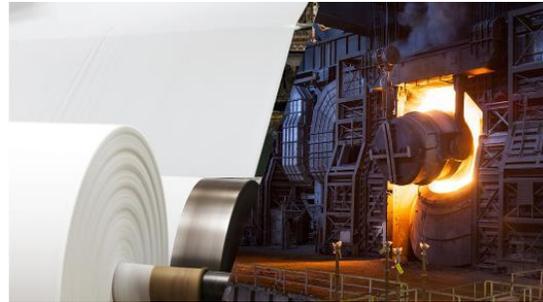
Main products

- Petroleum refinery, Chemistry, petrochemical plant equipment
- Oil, gas, and geothermal production facilities, well drilling equipment and drilling rig packages
- Power generation infrastructure, Renewable energy-related equipment
- AI/IoT-related equipment
- Environmental protection facilities, analysis and measurement equipment, safety monitoring equipment

Resources/petroleum/
chemistry



Papermaking/steelmaking



Decarbonization



DX(Digital Transformation)



Energy Solutions Business

Leading supplier of secondary battery manufacturing equipment

Main products

- Battery materials production equipment, Cell electrode manufacturing equipment, Cell/module assembly equipment, charge/discharge inspection equipment
- Powder processing equipment ▪ Fuel cell manufacturing equipment ▪ Battery recycling equipment

Lithium-ion Battery



Fuel Cell



Recycling



Next-generation Battery



Industrial Machinery Business

Engineering equipment with every facet of manufacturing process

Main products

- Injection molding machines, Extrusion machines, Pressure and vacuum thermoforming machines,
- Automatic assembly equipment, material-handling robot systems
- 3D printer systems for plastic and sand molds
- Strawberry seedlings (Growing seedlings)
- Die-casting, Metal processing machines, Ceramics processing machines
- Coating, Surface decoration equipment
- Filling and packaging equipment

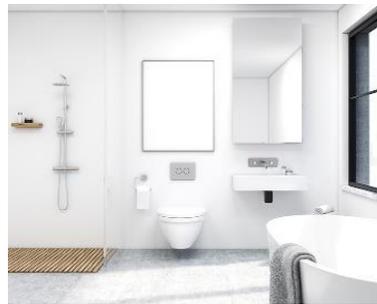
Home appliances/
Office appliances



Food packaging



Housing Equipment



Logistic materials



Medical Equipment



Growing seedlings



Electronics Business

Provide solutions to facilitate the reformation of the manufacturing process through cutting-edge technology and experience

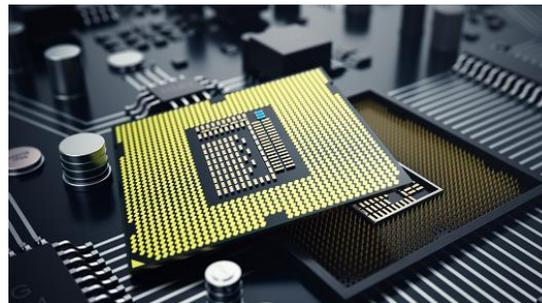
Main Products

- Electronic component mounting-related systems(SMT) , SMT peripheral inspection equipment and post-process automation equipment
- Semiconductor device-related systems
- Various types of inspection equipment (Visual, X-ray, characteristic)
- Factory DX and logistics management systems, production management systems
- Logistics Automation Solutions, LOGITO

Surface Mount Technology (SMT)



Semiconductor device



Logistics Automation Solution, LOGITO



Automotive Business

Conduct business with industry-leading OEM(Original Equipment Manufacturing) and Mega suppliers on a global scale

Main Products

- Molding machines
- Metal-processing machines, plastic-processing machines
- Coating/surface decoration equipment
- Various types of inspection equipment
- IoT-related equipment and devices
- Automated assembly equipment
- Module support equipment

Interior and Exterior Parts Area



Powertrain Area



Device Area



Healthcare Business

Engineering of production equipment and lines for medicine, health food, cosmetics, and regenerative medicine

Main products

- Tablet visual inspection systems, tablet ink-jet printing and inspection systems, capsule visual inspection systems
- Blister lines, sachet packaging lines, various types of packaging lines
- Vial filling lines, syringe filling lines, powder filling lines
- Tablet pressing machines
- Automatic cell culture systems

Pharmaceuticals



Cosmetics



Food



Aviation & Social Infrastructure Business

Contribute to the safety of the skies and the local area

Main Products

- Ground support equipment for aircraft
- Equipment used in airport
- Specialized vehicles for disaster relief
- Ground support equipment for airports
- Equipment to reduce workforce and workload

Airline



Airport



**Disaster Preparedness/
Defense**

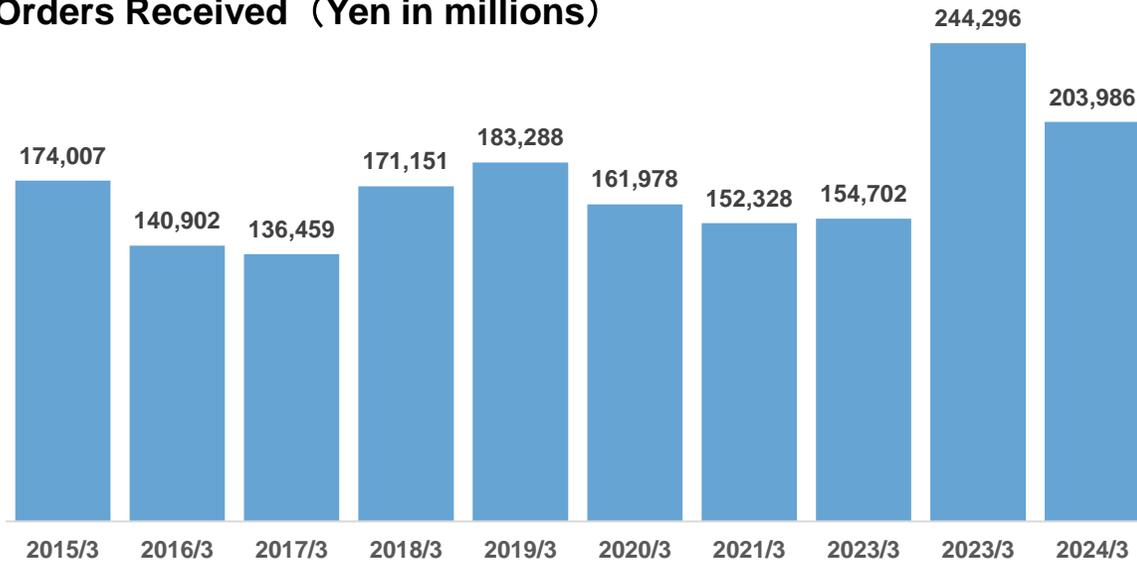


Customer Support

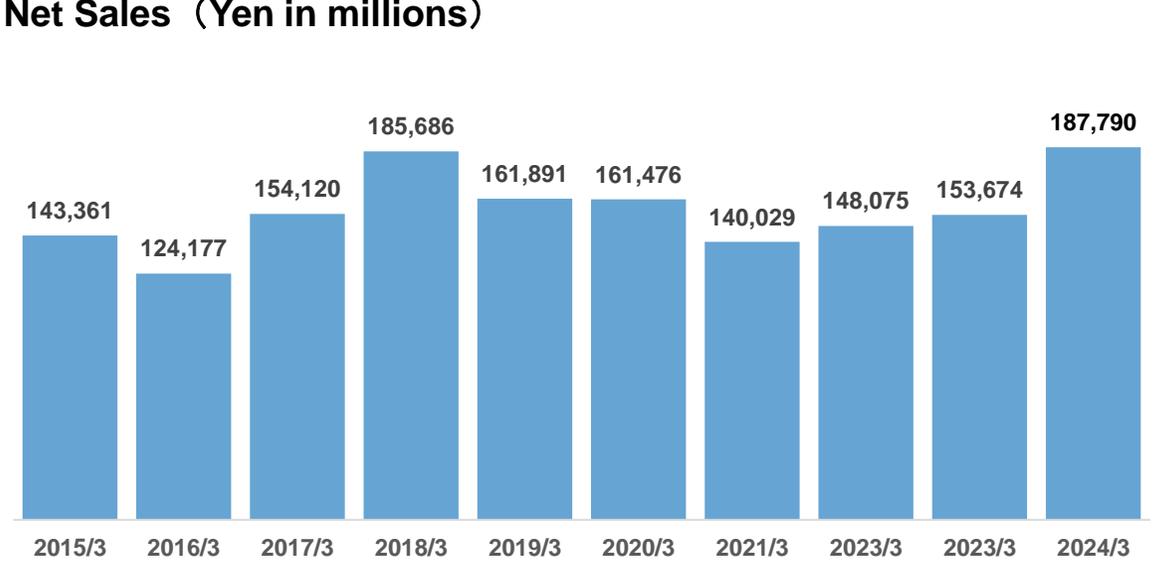


Trends in Consolidated Financial Performance

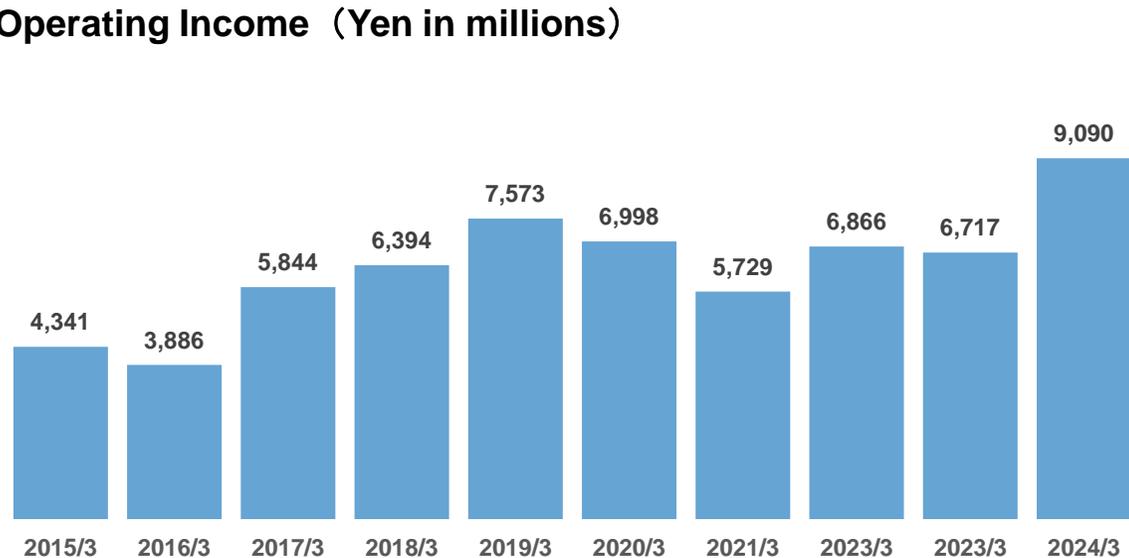
Orders Received (Yen in millions)



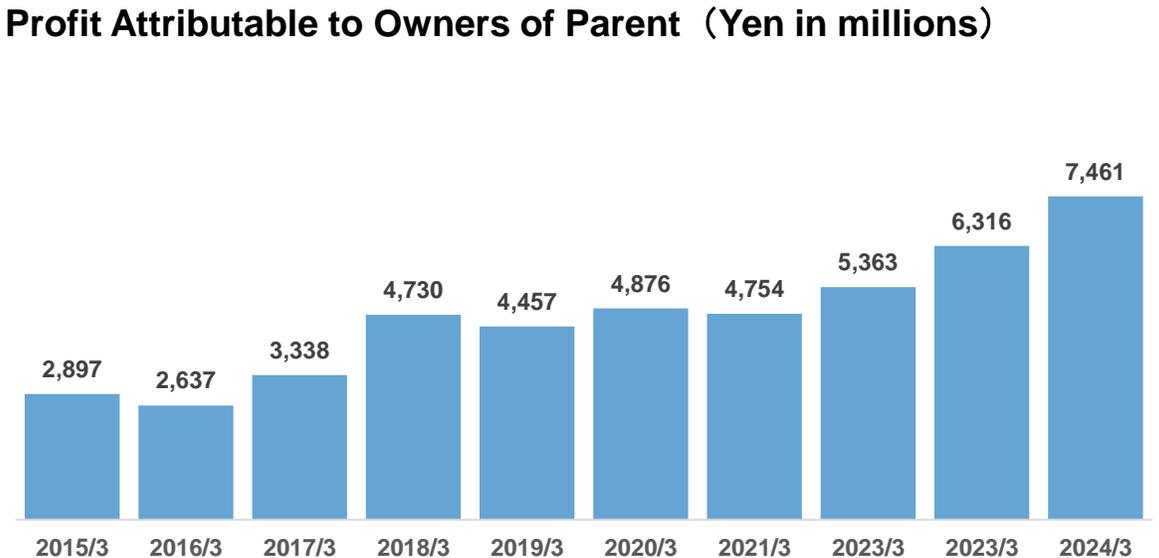
Net Sales (Yen in millions)



Operating Income (Yen in millions)



Profit Attributable to Owners of Parent (Yen in millions)



Trends in Consolidated Financial Position

