

# Financial Results for the Year Ended March 2024

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May 24, 2024

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**Representative Director, President & CEO**

**Ichiro Uno**

**Director, Managing Executive Officer & CFO**

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**Masatoshi Ueno**

- I. Outline of Financial Results for FY2023**
- II. Medium-term Business Plan, MT2024**
- III. Financial Forecasts and Shareholder Returns for FY2024**
- IV. Financial Forecasts by Segment**
- V. Action to Implement Management that is Conscious of Cost of Capital and Stock Price**

- ✓ **Increase in earnings and profit**  
Net sales and income at every stage hit an all-time high
- ✓ **Medium-term Business Plan MT2024**  
Achieved third-year plan sooner than predicted
- ✓ **Demonstrated engineering capabilities**

Consolidated financial results for the current fiscal year exceeded initial forecasts, with increased earnings and profit, and net sales and income at every stage hitting all-time highs. We also achieved our third-year plan in the Medium-term Business Plan, MT2024, sooner than predicted, making for favorable business performance overall.

## I. Outline of Financial Results for FY2023

- Consolidated Financial Results
- Summary of Changes in Profit
- Overseas Sales Ratio
- Financial Results by Segment
- Consolidated Financial Position
- Consolidated Cash Flow

## Consolidated Financial Results

Yen in millions	FY2022	FY2023			
	Results	Forecasts at beginning of period	Results	Change from FY2022	Change from forecasts at beginning of period
Orders received	244,296	220,000	203,986	▲ 16.5%	▲ 7.3%
Net sales	153,674	180,000	187,790	+ 22.2%	+ 4.3%
Operating income	6,717	7,500	9,090	+ 35.3%	+ 21.2%
Ordinary income	7,108	8,000	9,004	+ 26.7%	+ 12.6%
Profit attributable to owners of parent	6,316	5,400	7,461	+ 18.1%	+ 38.2%
EPS (Yen)	197.30	170.47	235.33	+ 38.03	+ 64.86

\*Effective October 1, 2023, we have implemented a 3-for-1 stock split of common shares. Earnings per share is calculated assuming the stock split was undertaken at the start of the previous consolidated fiscal year.

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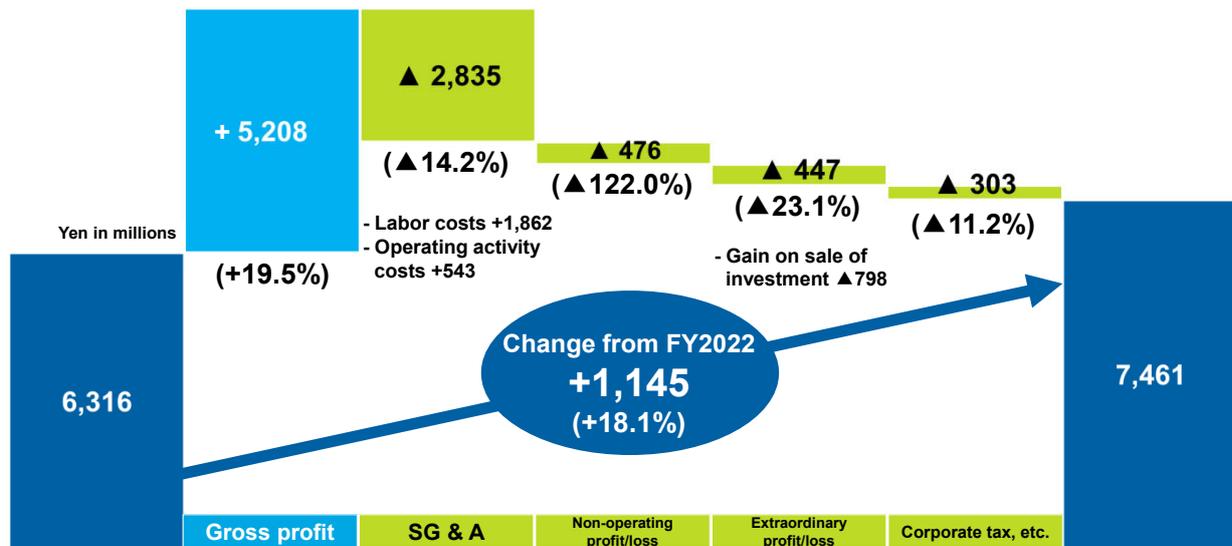
5

Consolidated financial results for the current fiscal year featured increased earnings and profit, and net sales and income at every stage hit all-time highs.

Our Energy Solutions, Automotive, and Electronics businesses were significant drivers of financial results, and in terms of areas, the Americas and Europe contributed to these results.

In the previous fiscal year, orders received exceeded 200 billion yen for the first time and remained strong in the current fiscal year at 204 billion yen.

## Summary of Changes in Profit



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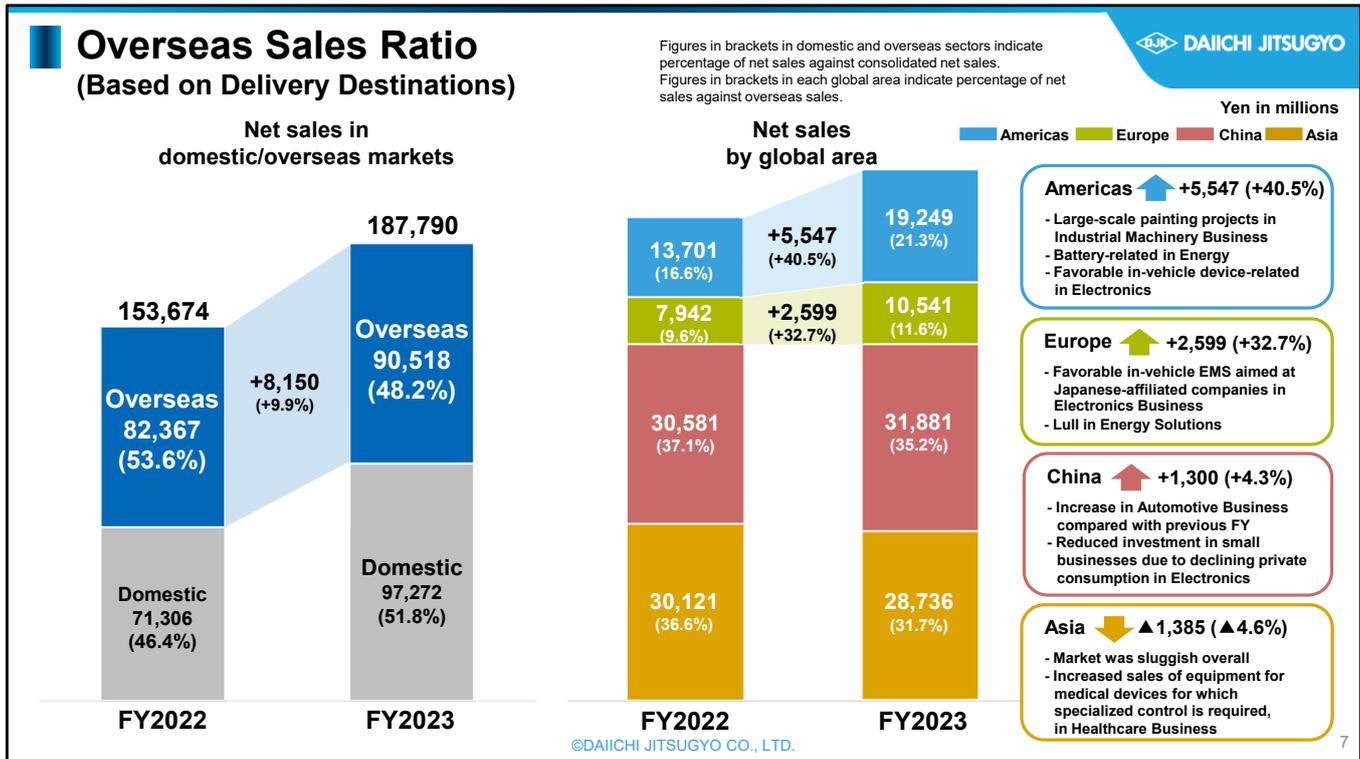
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Gross profit was plus 19.5% compared to the previous fiscal year, an increase of approximately 5.2 billion yen. About 500 million yen of this amount was due to the impact of the weak yen.

SG & A increased by approximately 2.8 billion yen.

Labor costs were the main cause of this, and with strengthening our engineering capabilities and operating structure as our primary objectives, we are continuing our recruitment efforts. As of the end of this March, the number of our consolidated employees is 1,402, which is an increase of 83 compared to the previous fiscal year.

Other factors affecting changes in profit are as per the information in this slide.



In overseas net sales for the current fiscal year, there was significant expansion in the Americas and Europe, with a 9.9% increase compared to the previous fiscal year to approximately 90.5 billion yen.

In the Americas, large-scale projects in the Energy Solutions and Industrial Machinery businesses made a significant contribution, with a 40.5% increase to approximately 19.2 billion yen.

In Europe, too, our Energy Solutions Business contributed significantly thanks to sales of large-scale projects, and in our Electronics Business, sales aimed at in-vehicle devices were also favorable. As a result, there was a 32.7% increase compared to the previous fiscal year to approximately 10.5 billion yen.

In China, we were concerned about the impact of a slowdown in the domestic economy, but in our Automotive Business, sales aimed at Japanese-affiliated companies made a contribution, and there was an increase of 4.3% to approximately 31.9 billion yen.

In Asia, because our Industrial Machinery and Electronics businesses were affected by market conditions, there was a 4.6% decrease to approximately 28.7 billion yen. On the other hand, segments such as the Automotive Business achieved more favorable sales than the previous fiscal year.

Note that in India, which we are positioning as a growth market in Asia, we established a company to manufacture transportation systems targeted at local companies in industries such as automotive, motorcycles, and consumer electronics. With this as an opportunity, we will accelerate development in the Indian market.

## Financial Results by Segment (Net Sales/Operating Income)

Yen in millions	Net sales			Operating income		
	FY2022	FY2023	Change	FY2022	FY2023	Change
Plant & Energy	17,192	15,723	▲ 8.6%	855	406	▲ 52.5%
Energy Solutions	18,509	34,188	+84.7%	▲ 68	1,033	—
Industrial Machinery	23,766	27,897	+17.4%	642	1,076	+67.6%
Electronics	48,561	50,441	+3.9%	3,215	2,873	▲ 10.7%
Automotive	31,459	38,819	+23.4%	909	1,873	+106.0%
Healthcare	11,435	12,780	+11.8%	1,192	998	▲ 16.2%
Aviation & Social Infrastructure	2,518	7,528	+199.0%	▲ 45	491	—
Total *	153,674	187,790	+22.2%	6,717	9,090	+35.3%

\*Adjustment values are included in totals.

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8

In the Plant & Energy Business, sales of various kinds of plant equipment and equipment for geothermal development decreased both domestically and overseas. Regarding operating income, recording of allowances due to the response to problems with binary power generation equipment had a significant impact and led to reduced profit.

In the Energy Solutions Business, as planned for the current fiscal year, there were sales of lithium-ion battery manufacturing equipment aimed at domestic and overseas markets, and significant increases in both net sales and operating income.

In the Industrial Machinery Business, favorable progress was made with automated assembly equipment for medical-related devices, molding machinery for plastic products and the food industry, and in the Americas, with painting-related projects, and there were significant increases in both net sales and operating income.

In the Electronics Business, despite increased sales of electronic component installation equipment aimed at in-vehicle-related in China and Europe, there were reduced profits due to reduced sales of semiconductor-related.

In the Automotive Business, in China and Asia, there were increased sales of automated assembly lines and molding equipment aimed at Japanese-affiliated companies. Its operating income hits an all-time high for the Automotive segment.

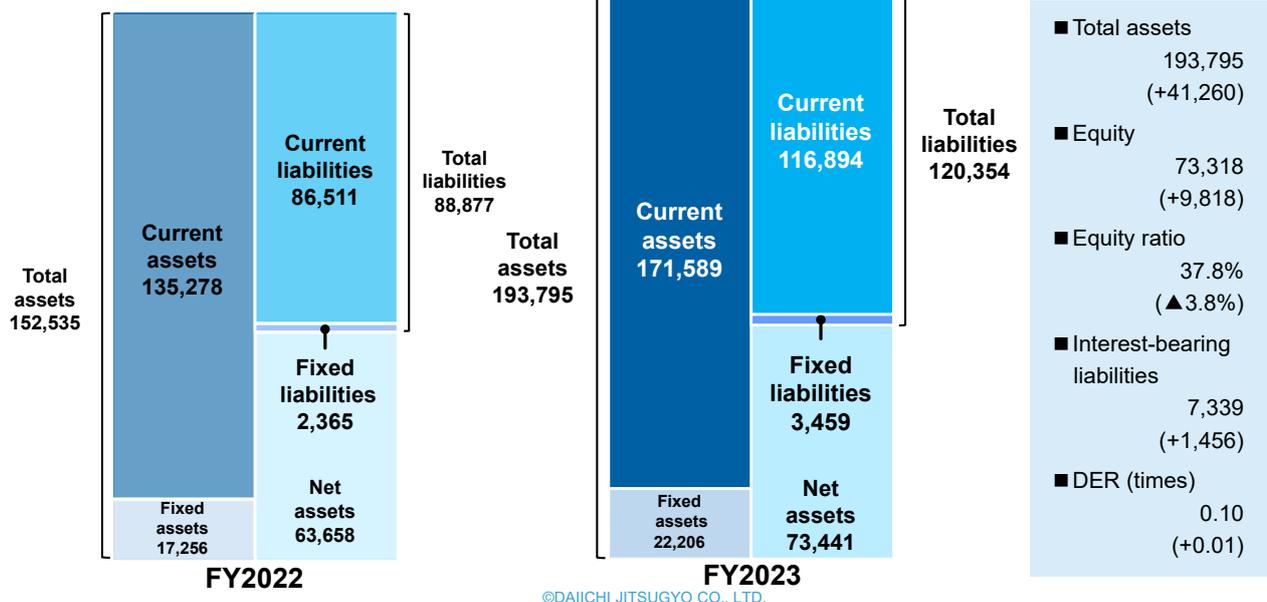
In the Healthcare Business, despite increased sales of manufacturing equipment for medical devices for which specialized controls are required, there were reduced profits due to reduced sales of tablet printing and inspection systems, etc.

In the Aviation & Social Infrastructure Business, there were sales of ground support equipment for airlines from orders due to renewed investment following the end of the COVID-19 pandemic, and both net sales and operating income increased.

## Consolidated Financial Position

Yen in millions

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



Compared to the end of the previous fiscal year, total assets at the end of the current fiscal year increased by approximately 41.3 billion yen to approximately 193.8 billion yen. Despite reduced cash and deposits, this was primarily due to an increase in notes and accounts receivable, contract assets, and advance payments.

Total liabilities increased by approximately 31.5 billion yen to approximately 120.4 billion yen. This was due to an increase in notes and accounts payable as well as advances received.

Total net assets increased by approximately 9.8 billion yen to approximately 73.4 billion yen. Although dividends were paid, this was primarily due to recording approximately 7.5 billion yen of profit attributable to owners of parent and an increase in valuation difference on available-for-sale securities.

## Consolidated Cash Flow

Yen in millions	FY2022	FY2023	Key items
Cash flows from operating activities	8,940	▲ 1,705	Decrease (increase) in advance payments to suppliers (▲23,320) Increase (decrease) in advances received (+20,607) Decrease (increase) in trade receivables and contract assets (▲15,461)
Cash flows from investing activities	660	▲ 478	Purchase of shares of subsidiaries (▲1,077) Gain on sale of investment securities (+1,254)
Cash flows from financing activities	▲ 4,569	▲ 860	Net increase (decrease) in short-term borrowings (▲1,538) Dividends paid (▲2,023)
Effect of exchange rate change on cash and cash equivalents	301	952	
Net increase (decrease) in cash and cash equivalents	5,333	▲ 2,091	
Cash and cash equivalents at beginning of period	26,782	32,309	
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	193	—	
Cash and cash equivalents at end of period	32,309	30,217	

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10

Compared to the end of the previous fiscal year, the cash and cash equivalents at the end of the current fiscal year decreased by approximately 2.1 billion yen to approximately 30.2 billion yen.

With cash flows from operating activities, there was expenditure of approximately 1.7 billion yen. Despite recording profit before income taxes and an increase in advances received, this was primarily due to a decrease in advance payments, and a decrease in trade receivables and contract assets. Because there were many large-scale projects involving advance payment, cash flows from operating activities for the current fiscal year temporarily went into the red.

With cash flows from investing activities, there was expenditure of approximately 500 million yen. This was because, at the same time as gain on sale of investment securities, there was also expenditure from the acquisition of fixed assets and from the purchase of shares of subsidiaries that accompanied changes in the scope for consolidation.

With cash flows from financing activities, there was expenditure of approximately 900 million yen. This was primarily due to the payment of dividends.

## II . Medium-term Business Plan, MT2024

# Qualitative Targets: Second-year Results

## 1. Business strategies for growth

(1) Strengthening engineering capabilities	Strengthen human resource recruitment and augment engineers Establish the dedicated department to comprehensively handle project proposals in the Engineering Division
(2) Strategic business investment	Acquire Wave Engineering Corporation Invest in the US company, MODE Inc.
(3) Expansion of business with global companies	Increased trade with companies from Europe and the Americas in Energy Solutions and Industrial Machinery Businesses
(4) Progressing digital transformation	Collaborate with consulting companies and implement training for business generation programs

## 2. Strengthening management base

(1) Deepening corporate governance	Appoint an outside director with corporate management experience, with more active discussion among the Board of Directors and Governance Committee Overhaul code of conduct
(2) Strengthening risk management	Start work on building ERM with full-fledged launch from FY2024
(3) Strengthening financial strategies	Maintain long-term issuer rating A- (stable) Sell off seven issues of cross-shareholdings and reduce by two issues
(4) Strengthening human resources strategies	Strengthen training/education through deploying foreign employees to other sites Implement overseas human resources development committees
(5) Promotion of sustainability management	Issue TCFD report

There were very favorable outcomes in the second year of the Medium-term Business Plan. We believe this to be the result of initiatives toward each of the Qualitative Targets proposed in this slide.

Particularly in terms of strengthening our engineering capabilities, we strengthened human resources, established a structure to comprehensively manage project proposals in the Engineering Division, and strengthened risk management. Thanks to these initiatives, we were able to secure sales for large-scale projects, which contributed significantly to business performance.

Furthermore, as strategic business investment and with the goal of strengthening engineering capabilities, we acquired Wave Engineering Corporation, whose strength is in simulation engineering. With the aim of accelerating factory DX, we also invested in a US start-up, MODE Inc. Going forward, we will actively continue to invest in realizing our goal of becoming the next-generation engineering trading firm.

## Quantitative Targets

Yen in millions	MT2024	FY2023	MT2024
	Second-year plan	Results	Third-year plan
<b>Orders received</b>	180,000	203,986	200,000
<b>Net sales</b>	170,000	187,790	185,000
<b>Operating income</b>	7,000	9,090	8,500
<b>Ordinary income</b>	7,200	9,004	8,700
<b>Profit attributable to owners of parent</b>	4,800	7,461	5,800
<b>ROE</b>	10%	10.9%	10%

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13

Regarding the Quantitative Targets, as well as surpassing all the numbers in our second-year plan, we achieved our third-year plan sooner than predicted. In particular, the dramatic increase in operating income was a major result.

Since the Company shifted to a business domain-based system, one of our goals has been to achieve net sales of 200 billion yen, and the current fiscal year brought us much closer to achieving that goal.



### **III. Financial Forecasts and Shareholder Returns for FY2024**

## Financial Forecasts

Yen in millions	FY2023	FY2024		
	Results	Financial forecasts	Change from FY2023	Percentage change from FY2023
Orders received	203,986	210,000	+6,014	+2.9%
Net sales	187,790	200,000	+12,210	+6.5%
Operating income	9,090	10,000	+910	+10.0%
Ordinary income	9,004	10,300	+1,296	+14.4%
Profit attributable to owners of parent	7,461	7,300	▲ 161	▲ 2.2%

Financial forecasts for FY2024 are as per this slide.

We are aiming for the highest numbers in the Company's history, with net sales of 200 billion yen, operating income of 10 billion yen, and ordinary income of 10.3 billion yen. Moreover, we forecast orders received to be 210 billion yen. Profit attributable to owners of parent is forecast to be mostly identical, and we are aiming for a 10% ROE.

Note that the Company only discloses information for the full year because financial results are managed on an annual basis.

## 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



Annual dividends	¥43.3	¥43.3	¥48.3	¥59.3	¥71.0	¥72.0
Dividend payout ratio (consolidated)	28.5%	29.2%	28.9%	30.1%	30.2%	31.3%

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.

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16

We position profit distribution to shareholders as a management policy.

Effective October 1, 2023, we have implemented a 3-for-1 stock split of common shares, and the interim dividend prior to the stock split was 78 yen, which included 15 yen of 75th's commemorative dividend.

The graph in this slide indicates dividends after the stock split, and the interim dividend per share for FY2023 was 26 yen, which is one third of 78 yen. The year-end dividend after the stock split is scheduled to be 45 yen, which is an increase of 11 yen, compared to the forecast of 34 yen.

Regarding dividends for FY2024, both the interim and year-end dividends are forecast to be 36 yen, making a yearly total of 72 yen.

## IV. Financial Forecasts by Segment

# Financial Forecasts by Segment

Yen in millions	Net sales			Operating income		
	FY2023 results	FY2024 forecasts	Percentage change from FY2023	FY2023 results	FY2024 forecasts	Percentage change from FY2023
Plant & Energy	15,723	18,900	+20.2%	406	1,414	+248.3%
Energy Solutions	34,188	47,200	+38.1%	1,033	1,962	+89.9%
Industrial Machinery	27,897	20,700	▲ 25.8%	1,076	650	▲ 39.6%
Electronics	50,441	56,400	+11.8%	2,873	2,873	+0.0%
Automotive	38,819	34,900	▲ 10.1%	1,873	1,699	▲ 9.3%
Healthcare	12,780	15,200	+18.9%	998	1,176	+17.8%
Aviation & Social Infrastructure	7,528	6,600	▲ 12.3%	491	227	▲ 53.8%
<b>Total *</b>	<b>187,790</b>	<b>200,000</b>	<b>+6.5%</b>	<b>9,090</b>	<b>10,000</b>	<b>+10.0%</b>

\*Adjustment values are included in totals.

# Plant & Energy Business

Yen in millions

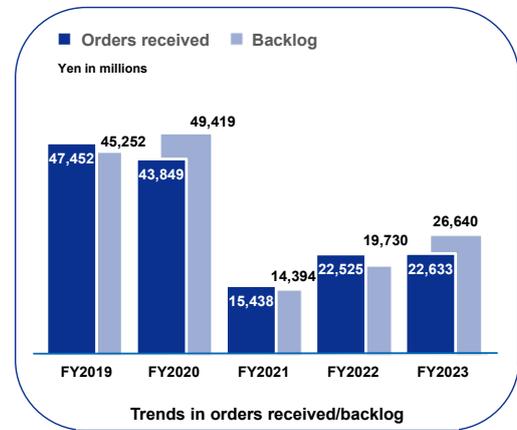
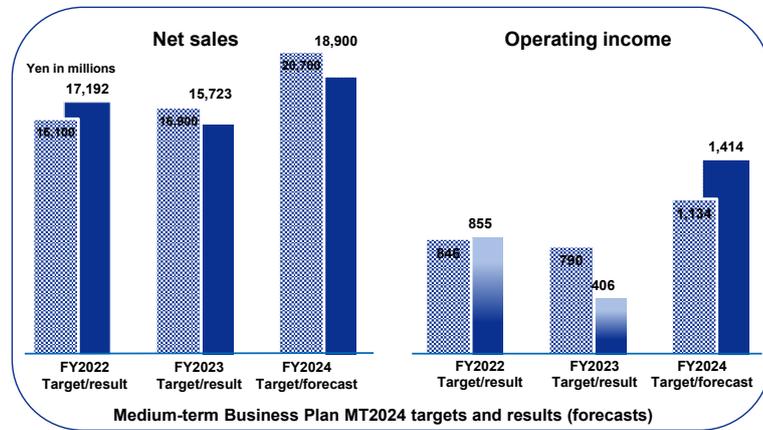
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	15,723	18,900	+ 20.2%
Operating income	406	1,414	+ 248.3%
Operating income ratio	+ 2.6%	+ 7.5%	

## Forecasts for FY2024

- Scheduled sales recording focused on petroleum/chemicals projects
- Scheduled sales of large-scale projects in H2

## Initiative themes

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



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19

This slide relates to the Plant & Energy Business.

There is scheduled sales recording focused on petroleum and chemical plants projects. There are also scheduled sales of large-scale projects in the second half of the fiscal year. Furthermore, sales recording of equipment for overseas plants is expected, so we are forecasting a significant increase in operating income.

In this business segment, we will advance rationalized proposals, etc. in line with business reorganization plans and structural reforms at partner companies and promote the development of projects aimed at non-Japanese-affiliated companies, for example, in China, Thailand, and India, with the goal of increasing business performance.

Yen in millions

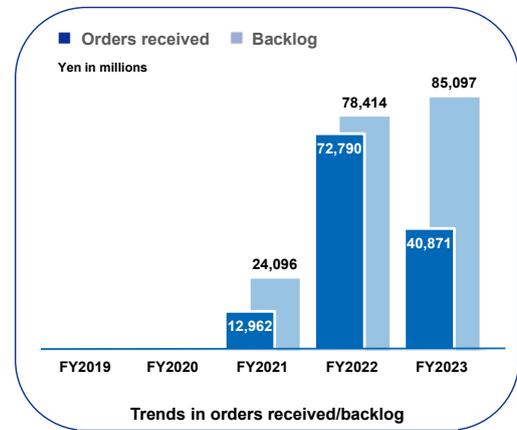
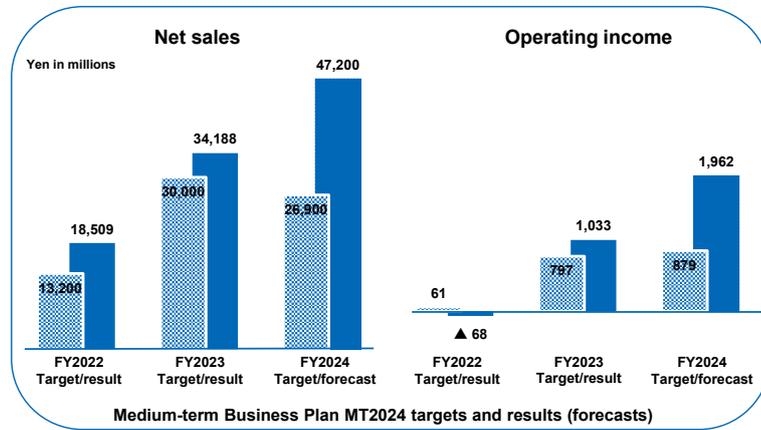
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	34,188	47,200	+ 38.1%
Operating income	1,033	1,962	+ 89.9%
Operating income ratio	+ 3.0%	+ 4.2%	

### Forecasts for FY2024

- Scheduled sales recording for multiple large-scale projects overseas

### Initiative themes

- Order activities specialized toward Japanese-affiliated customers  
 - Full-fledged initiatives toward strengthened engineering and new business (materials sales, separators, all-solid-state batteries, new techniques)



This slide relates to the Energy Solutions Business.

In the current fiscal year, there is scheduled sales recording of multiple large-scale projects, and we will ensure the realization of these projects by implementing reliable on-site management.

Amid signs that the EV market is slowing, in the current fiscal year, we will proceed with activities specialized toward Japanese-affiliated companies with ongoing, long-term investment plans aimed at electrification, and concentrate on increasing orders.

In this business segment, we will continue to strengthen engineering capabilities and accelerate initiatives toward new business, for example, in materials sales, separators, all-solid-state batteries, and new techniques.

# Industrial Machinery Business

Yen in millions

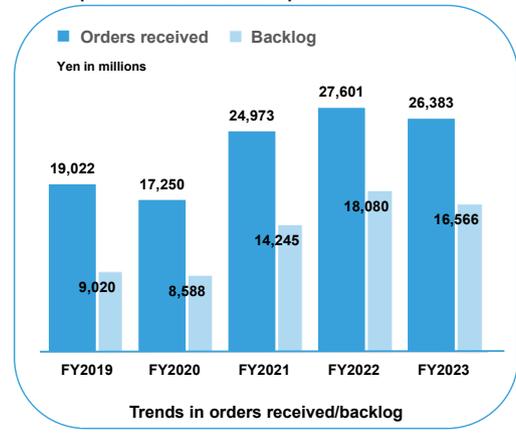
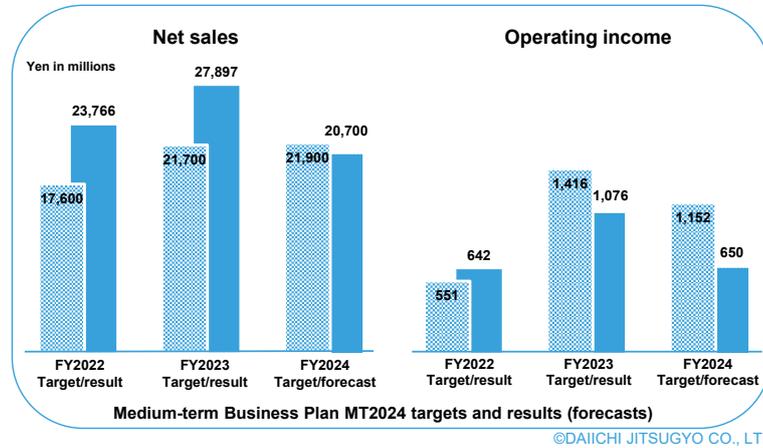
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	27,897	20,700	▲ 25.8%
Operating income	1,076	650	▲ 39.6%
Operating income ratio	+ 3.9%	+ 3.1%	

## Forecasts for FY2024

- Scheduled sales recording focused on molding machinery for food/housing equipment-related

## Initiative themes

- The themes of labor-saving/automation are increasingly relevant for solving the shortage of workers in the manufacturing industry
- In medical, we will keep pace with major American-affiliated companies, which are expanding their business to Central and South America
- Besides our existing businesses (injection, extrusion, and vacuum molding), we will make development initiative business profitable



In the current fiscal year, there are scheduled sales focused on molding machinery for food and housing equipment-related.

There is a rapid increase in themes such as labor-saving and automation, which are increasingly relevant for solving the shortage of workers in the manufacturing industry. In this business segment, we are proposing automation equipment that responds to these themes for customers in a wide variety of fields, and we will proactively implement activities with a view to obtaining orders.

Since last year, we have been focusing our energies on the medical device field, and we will keep pace with major companies in North America, which are expanding their business to Central and South America.

We also aim to make our development business profitable, for example, in agribusiness for producing strawberry seedlings in a clean environment using cutting-edge cultivation technology, as well as in additive manufacturing focused on 3D printers.

Yen in millions

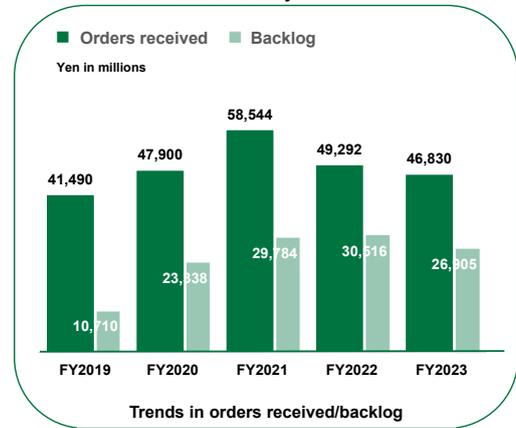
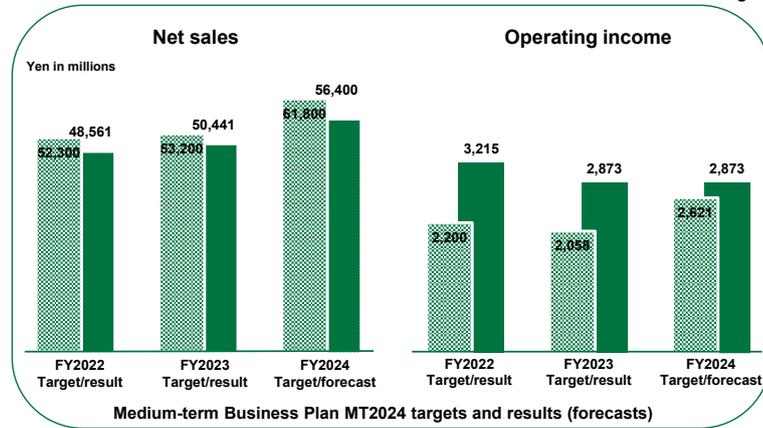
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	50,441	56,400	+ 11.8%
Operating income	2,873	2,873	+ 0.0%
Operating income ratio	+ 5.7%	+ 5.1%	

### Forecasts for FY2024

- Sales in semiconductor-related scheduled in H1
- In H2, we anticipate renewed investment in device-related and will capture that demand

### Initiative themes

- Commence full-fledged activities for entering the North African market
- With LOGITO, continued enhancement of sales promotion toward target industries
- Using investment in MODE Inc. as an opportunity, we will expand integrated solutions sales business for factory DX



This slide relates to the Electronics Business.

There are scheduled sales of semiconductor-related in the first half of the fiscal year. Renewed investment in device-related is anticipated in the second half. We are committed to capturing that demand and aim to achieve our targets.

In this business segment, we will commence full-fledged activities for entering the North African market, where we have already proceeded with market research. Furthermore, with our logistics automation solution LOGITO, we will enhance sales promotion toward target industries.

In March, we invested in a start-up, MODE Inc., which provides IoT platforms, and by strengthening this collaboration, we will accelerate sales promotion of LOGITO and integrated solutions sales business for factory DX.

Yen in millions

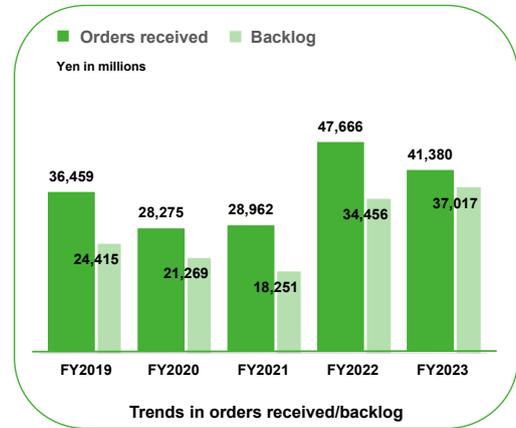
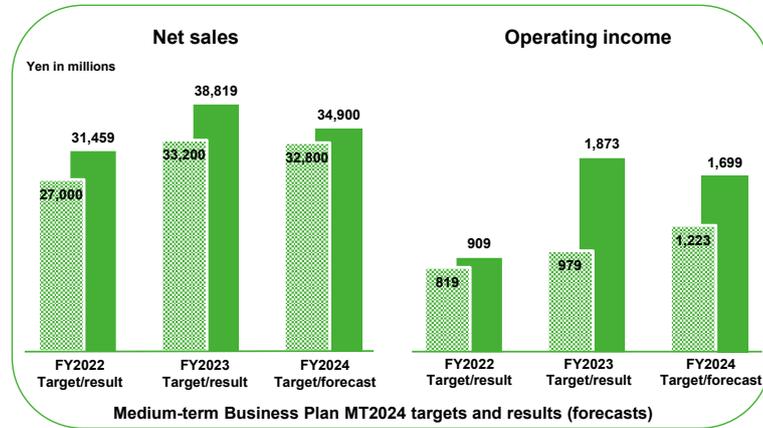
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	38,819	34,900	▲ 10.1%
Operating income	1,873	1,699	▲ 9.3%
Operating income ratio	+ 4.8%	+ 4.9%	

### Forecasts for FY2024

- Scheduled sales recording focused on painting equipment and molding machinery for overseas markets

### Initiative themes

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



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23

This slide relates to the Automotive Business.

In the current fiscal year, there is scheduled sales recording focused on painting equipment and molding machinery for overseas markets.

A trend is becoming apparent in which aspects of the shift toward EVs are being reexamined, but because we also perceive the trend toward an increased demand for hybrids, while continuing initiatives toward electrification products, we will also appeal for investment in internal combustion engines and make best efforts to acquire orders.

Yen in millions

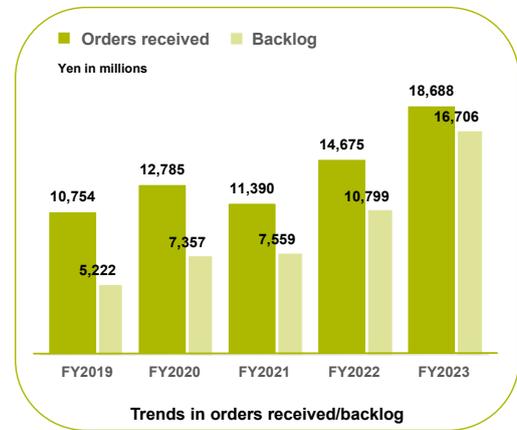
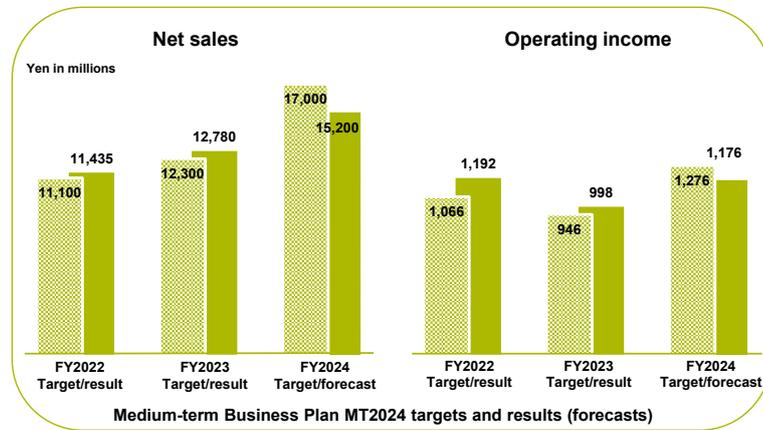
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	12,780	15,200	+ 18.9%
Operating income	998	1,176	+ 17.8%
Operating income ratio	+ 7.8%	+ 7.7%	

### Forecasts for FY2024

- Scheduled sales of manufacturing equipment and packaging machinery-related for advanced control medical devices

### Initiative themes

- Aim for increased orders for plant engineering projects



This slide relates to the Healthcare Business.

There is scheduled sales recording of manufacturing equipment for medical devices for which specialized controls are required, as well as packaging equipment.

Orders for large-scale projects that involve engineering are strong, although, going forward, we aim to acquire orders for plant engineering projects from the concept phase of product manufacturing, including constructing, optimizing factories, and proposals for enhancing productivity and quality.

Yen in millions

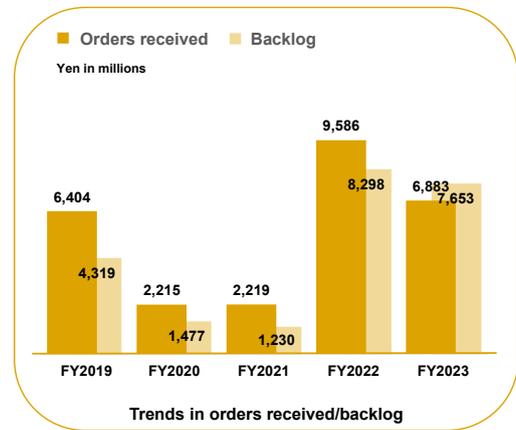
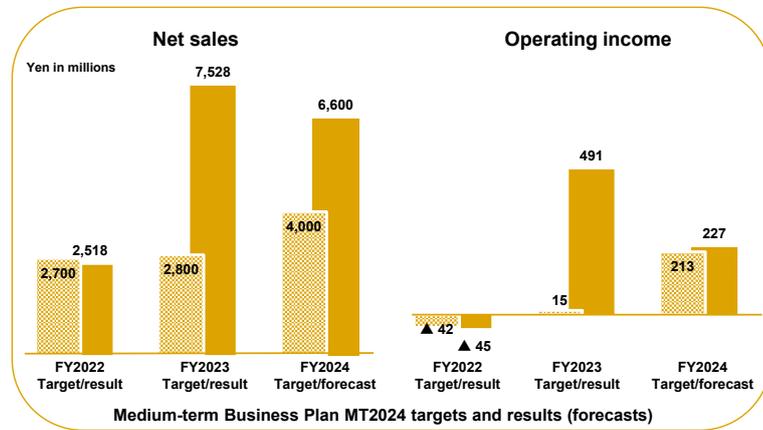
	FY2023 (results)	FY2024 (forecasts)	Percentage change from FY2023
Net sales	7,528	6,600	▲ 12.3%
Operating income	491	227	▲ 53.8%
Operating income ratio	+ 6.5%	+ 3.4%	

### Forecasts for FY2024

- Scheduled sales of ground support equipment for aircraft and various related equipment, for example, cargo high loaders and passenger steps

### 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



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This slide relates to the Aviation and Social Infrastructure Business.

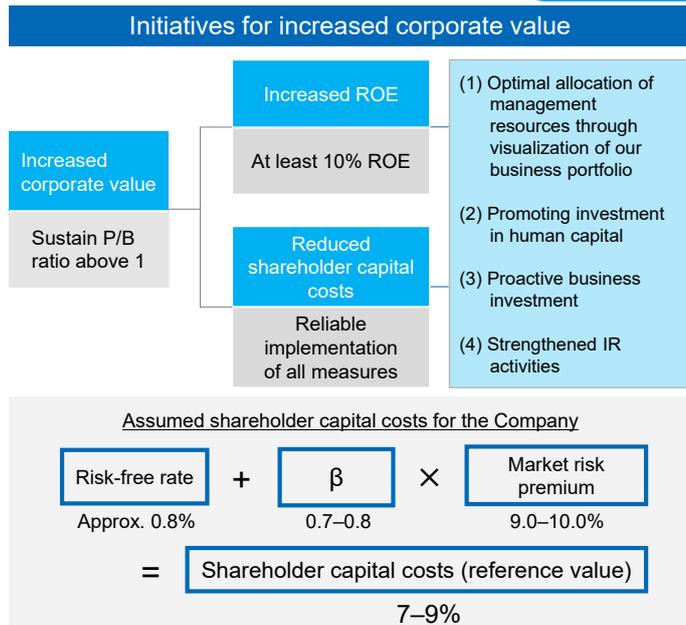
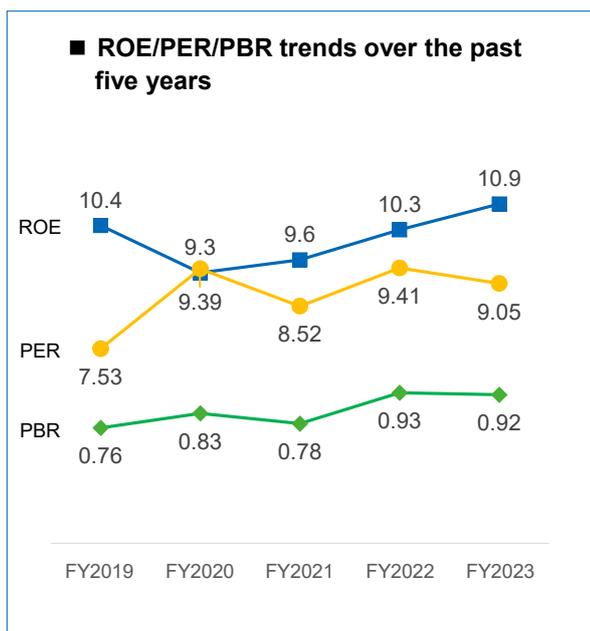
In the current fiscal year, there is scheduled sales recording of ground support equipment for aircraft and various related equipment, such as cargo high loaders and passenger steps.

Due to the impact of COVID-19, the need for labor-saving, automation, IoT, ICT, and DX utilization has increased significantly.

Our company will propose products that meet this demand.

In the infrastructure field, we aim to expand our business by proposing our products to other industries.

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



The graph on the left of this slide shows trends in ROE, PER, and PBR over the past five years.

During two years of our Medium-term Business Plan MT2024, we have achieved our goal of at least 10% ROE. This exceeds the cost of equity of between 7% and 9% conceived of by the Company, but we would like to promote business with a greater awareness of our equity spread.

Note that the Company’s cost of equity is calculated using CAPM as the principal framework.

We are approaching a P/B ratio of 1, but in order to consistently accomplish and maintain a P/B ratio above 1, as well as increasing earnings, we recognize the need for measures that bring about enhanced numbers anticipated by the market.

Taking this into account and as a result of considering measures to improve corporate value, with the two approaches of improving ROE and reducing the cost of equity, we have decided to work on the themes (1) to (4) listed in the upper right of this slide.

We are also promoting dialog with the market through the strengthening of IR activities, etc. and endeavoring to reduce the cost of equity.

# ROE Present Analysis and Future Initiatives

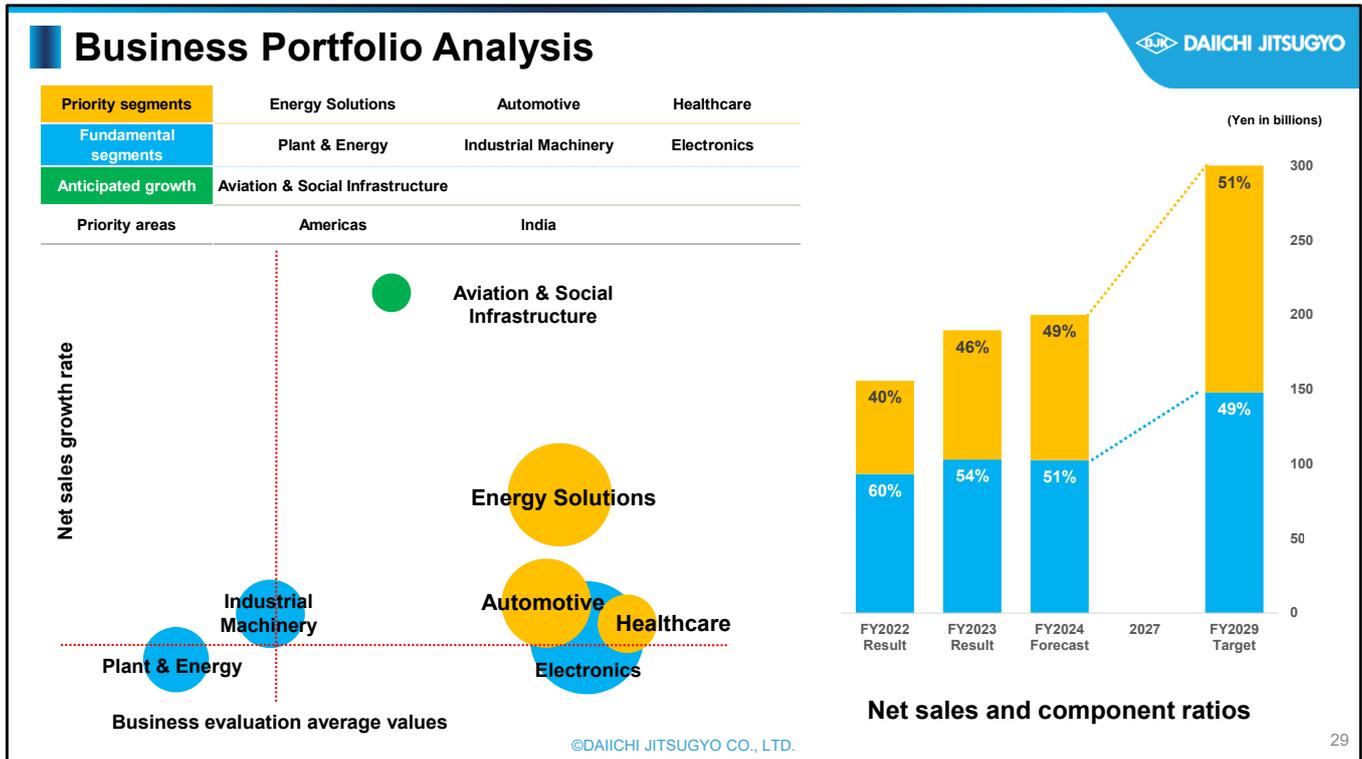
$$\begin{array}{|c|} \hline 10.9\% \\ \hline ROE \\ \hline \end{array} = \begin{array}{|c|} \hline 4.0\% \\ \hline \text{Net profit margin} \\ \hline \end{array} \times \begin{array}{|c|} \hline 1.1 \text{ turnover} \\ \hline \text{Total assets} \\ \text{turnover rate} \\ \hline \end{array} \times \begin{array}{|c|}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

	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

ROE was 10.9% in FY2023.

From the three structural elements listed in the table in the lower half of this slide, we believe that the issues we should prioritize tackling involve improving net sales and net profit margin, which are dependent on transient earnings.

In order to stably improve earnings in our main business, we will visualize our business portfolio and determine priority segments for the optimal allocation of management resources.



The figure on the left of this slide is a bubble chart that uses unique indexes to visualize the Company's seven business segments. These indexes, which are unique to the Company, take into account net sales growth on the vertical axis, and profitability, stability, and growth on the horizontal axis.

As a result of this analysis, we determined the Automotive, Healthcare, and Energy Solutions businesses as priority segments, and the Plant & Energy, Industrial Machinery, and Electronics businesses as fundamental segments. We have positioned Aviation & Social Infrastructure as a business in which growth is anticipated.

The graph on the right of this slide shows net sales and component ratios looking toward 2030. Although net sales percentages in priority segments and fundamental segments are different, looking toward 2030, we are aiming for growth in all segments.

The environment that surrounds corporate management will change depending on the era and business fields, but we believe that our seven business segments have a mutually complementary relationship that is one of the Company's strengths. Even at times when the external environment deteriorated considerably, such as during the 2008 global financial crisis and the COVID-19 pandemic, we believe that our portfolio contributed to preserving comparatively stable financial results.

Going forward, with the maintenance and development of the seven segments in the Company's business portfolio as prerequisites, we would like to deepen discussions relating to the optimum allocation of management resources.

# 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

- **Segment Overview**

- **Trends in Consolidated Financial Performance**

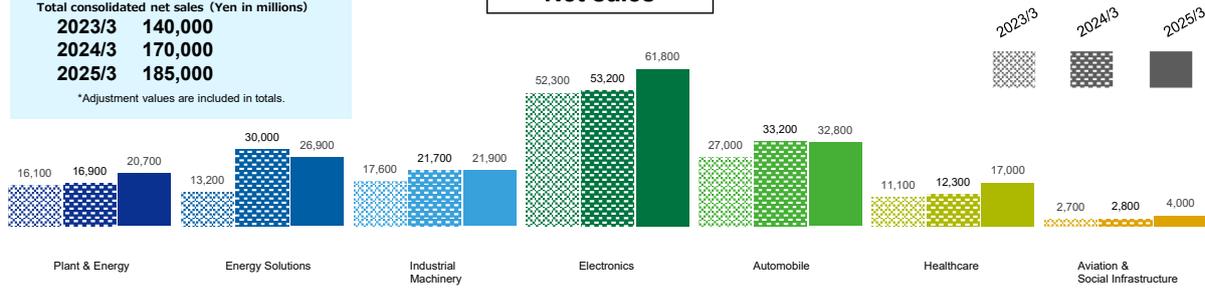
- **Trends in Consolidated Financial Position**

# 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

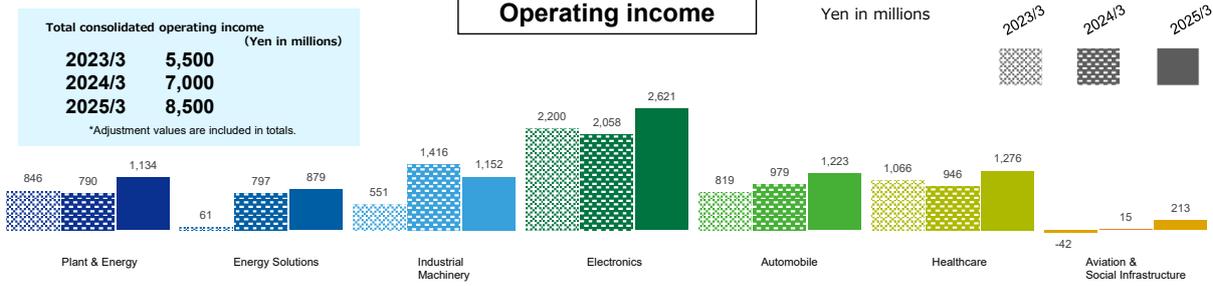
Yen in millions



**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.

## 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)



## 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

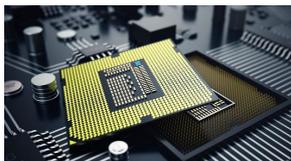
## Main products

- Electronic component mounting-related systems(SMT) , SMT peripheral inspection equipment and post-process automation equipment
- Semiconductor device-related systems, Display-related systems
- Coating and dispensing equipment
- Laser marking equipment (CO2, YA laser, and blue laser)
- Various types of inspection equipment (Visual, X-ray, characteristic)
- IoT/software
- Logistics automation equipment, 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

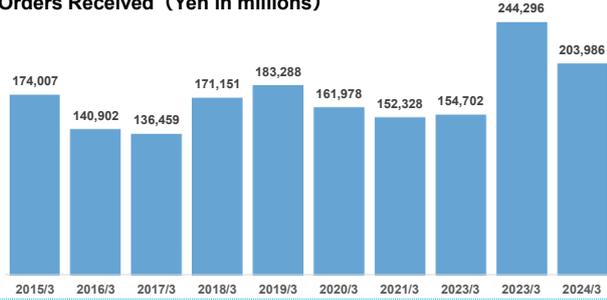


Customer Support

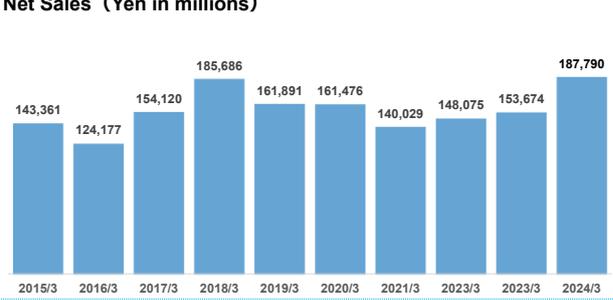


# Trends in Consolidated Financial Performance

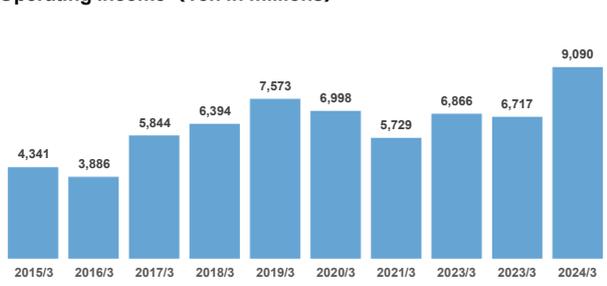
**Orders Received (Yen in millions)**



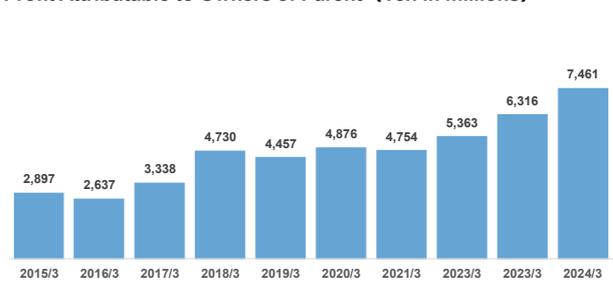
**Net Sales (Yen in millions)**



**Operating Income (Yen in millions)**

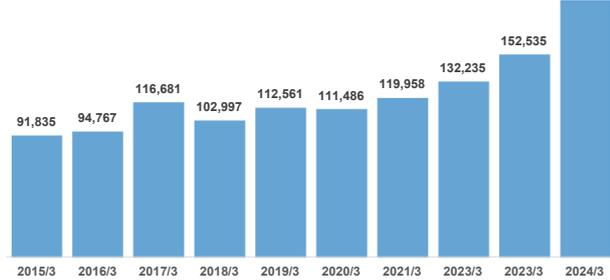


**Profit Attributable to Owners of Parent (Yen in millions)**

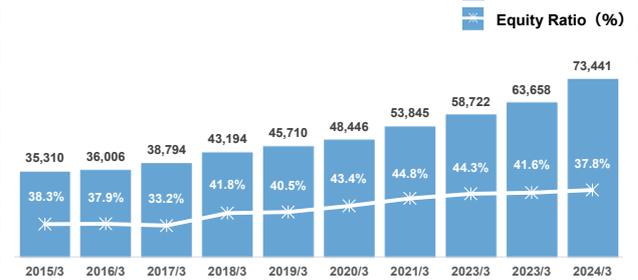


# Trends in Consolidated Financial Position

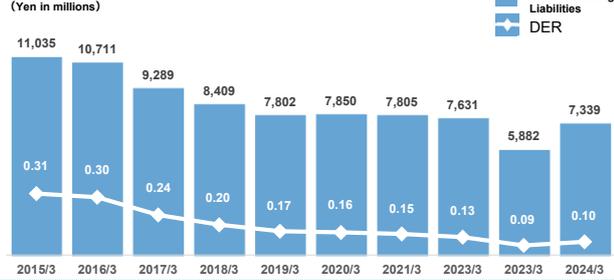
**Total Assets (Yen in millions)**



**Net Assets (Yen in millions) /Equity Ratio(%)**



**Interest-bearing Liabilities/DER (Times)**



**Current Assets/Liabilities/Current Ratio**

