

# **Financial Results**

## **for the Year Ended March 31, 2023**

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**May 26, 2023**

# Today's Speakers

**Representative Director,  
President & CEO**

**Ichiro Uno**

**Director, Managing  
Executive Officer & CDO**

**Masatoshi Ueno**

**Director, Managing  
Executive Officer & CFO**

**Osamu Fukawa**

- I. Outline of Financial Results for FY2022**
- II. Financial Forecasts for FY2023**
- III. Medium-term Business Plan, MT2024**
- IV. Strategic Business Investments  
and Implementation of Digital Transformation**



# I . Outline of Financial Results for FY2022

- Summary of Financial Results
- Consolidated Financial Results
- Summary of Changes in Profit
- Financial Results by Segment
- Overseas Sales Ratio
- Consolidated Financial Position
- Consolidated Cash Flow
- Profitability and Challenges
- Orders Received & Backlog by Segment
- Trends in Orders Received by Segment

## **Increase in both net sales and profit**

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- Gross profit and profit attributable to owners of parent hit all-time high.

## **Achieved first-year quantitative targets in Medium-term Business Plan, MT2024**

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- Orders received record all-time high. (first time over two hundred billion)  
Energy Solutions produced a favorable result in terms of orders received.
- ROE 10.3%

## **Earnings driven by Electronics and Healthcare**

### **Asian region saw significant growth**

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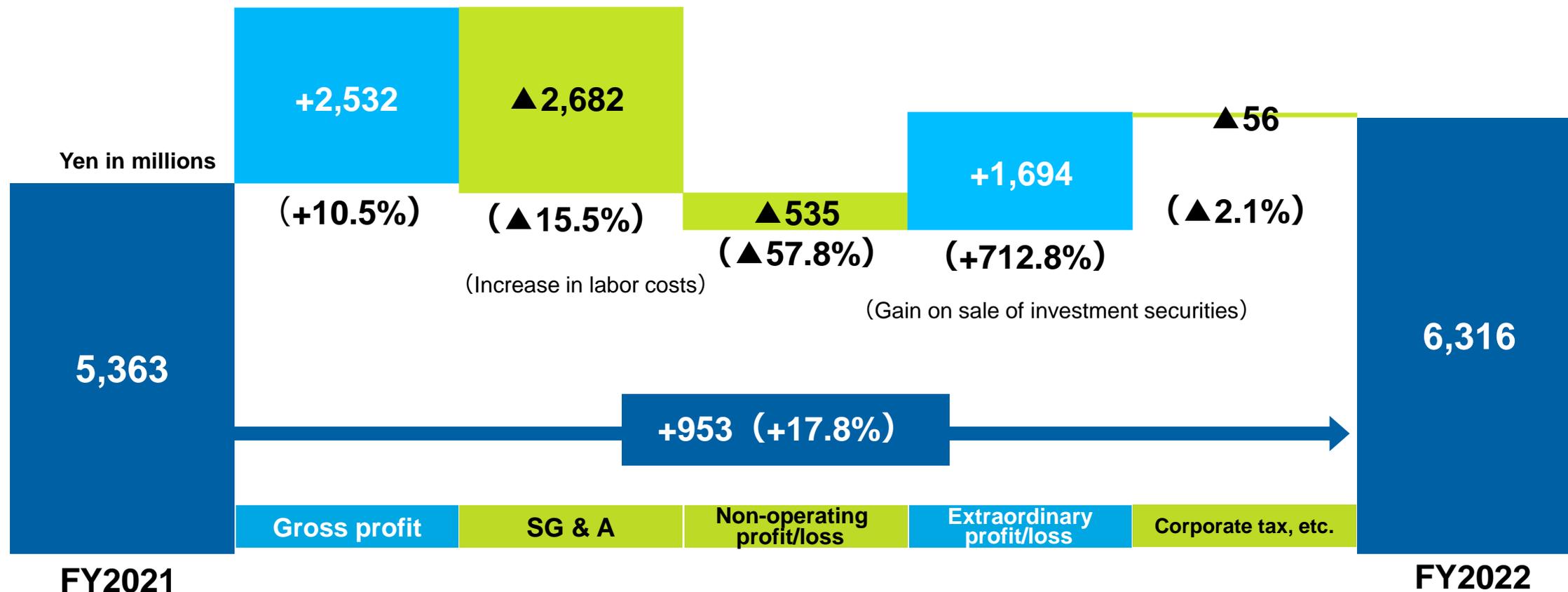
- Operating income driven by Electronics and Healthcare.
- High demand in air-conditioning equipment in India.  
Auto-related market recovery in Indonesia.

# Consolidated Financial Results

	FY2021	FY2022				
	Results	Previous forecasts (MT2024/ first year)	Revised forecasts	Results	Change from FY2021	Change from revised forecasts
Yen in millions						
Orders received	154,702	170,000	209,000	244,296	+ 57.9%	+ 16.9%
Net sales	148,075	140,000	151,000	153,674	+ 3.8%	+ 1.8%
Operating income	6,866	5,500	5,500	6,717	▲ 2.2%	+ 22.1%
Ordinary income	7,792	5,800	5,900	7,108	▲ 8.8%	+ 20.5%
Profit attributable to owners of parent	5,363	3,900	5,200	6,316	+ 17.8%	+ 21.5%
E P S	501.02 Yen	364.18 Yen	485.30 Yen	591.91 Yen	+ 90.89 Yen	+106.61 Yen

# Summary of Changes in Profit

- ✓ Set a record-high due to an increase in gross profit and the recording of an extraordinary profit.
- ✓ Significant increase in selling, general and administrative expenses, with labor as a substantial cost.



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

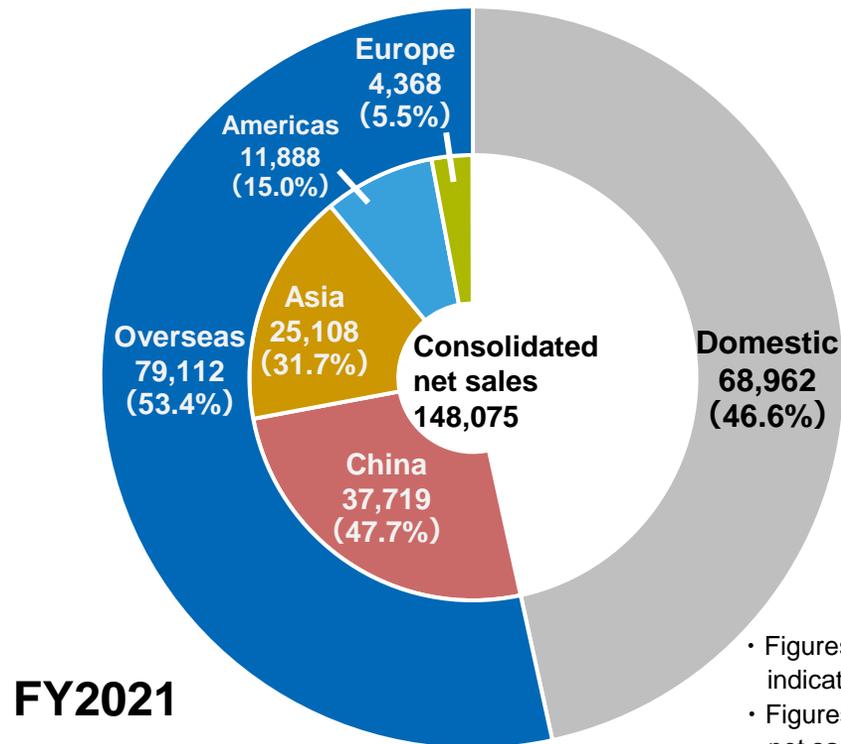
Yen in millions	Net sales				Operating income			
	FY2021	FY2022	Increase/decrease in amount	Increase/decrease rate	FY2021	FY2022	Increase/decrease in amount	Increase/decrease rate
Plant & Energy	11,881	17,192	+ 5,311	+ 44.7%	610	855	+ 245	+ 40.2%
Energy Solutions	19,004	18,509	▲ 495	▲ 2.6%	696	▲ 68	▲ 764	—
Industrial Machinery	19,275	23,766	+ 4,491	+ 23.3%	646	642	▲ 4	▲ 0.7%
Electronics	52,098	48,561	▲ 3,537	▲ 6.8%	3,125	3,215	+ 90	+ 2.9%
Automobile	31,980	31,459	▲ 520	▲ 1.6%	1,238	909	▲ 329	▲ 26.6%
Healthcare	11,189	11,435	+ 246	+ 2.2%	1,161	1,192	+ 30	+ 2.7%
Aviation & Social Infrastructure	2,466	2,518	+ 51	+ 2.1%	▲ 79	▲ 45	+ 34	—
<b>Total</b>	<b>148,075</b>	<b>153,674</b>	<b>+ 5,599</b>	<b>+ 3.8%</b>	<b>6,866</b>	<b>6,717</b>	<b>▲ 149</b>	<b>▲ 2.2%</b>

(Note) The total includes adjustment values.

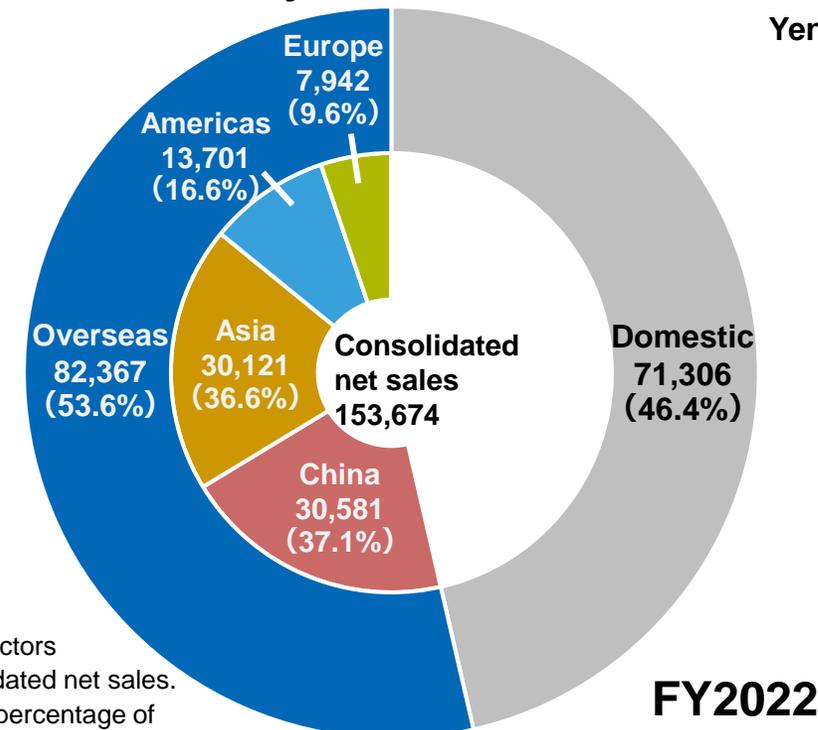
# Overseas Sales Ratio and Net Sales by Global Area

(Based on delivery destinations)

Yen in millions



- 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.



## FY2022

**China** ↓ ▲ 7,138  
 Electronics:  
 Decrease in sales of electronic components mounting machines

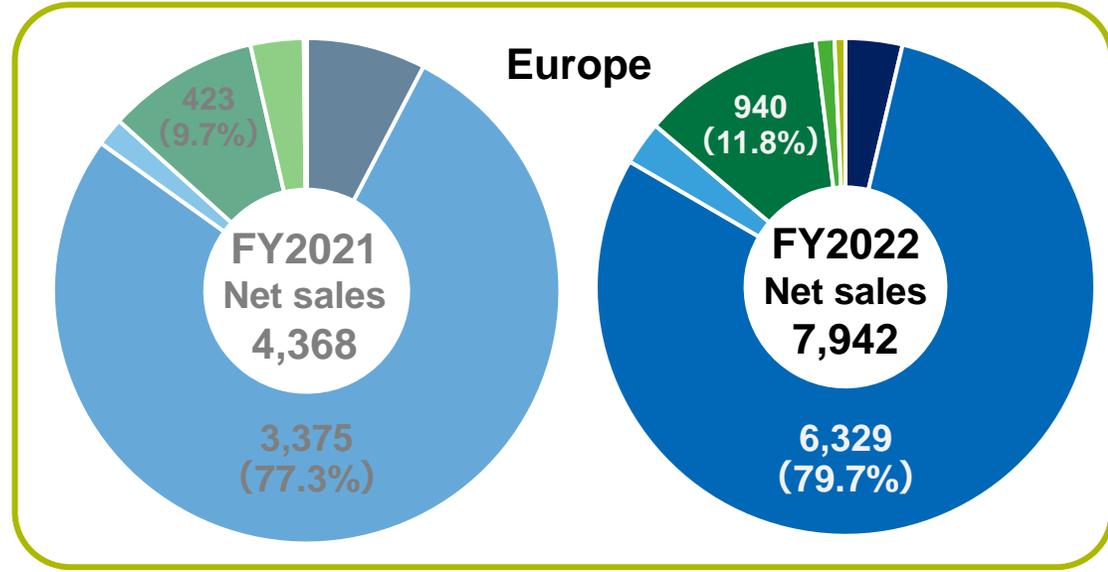
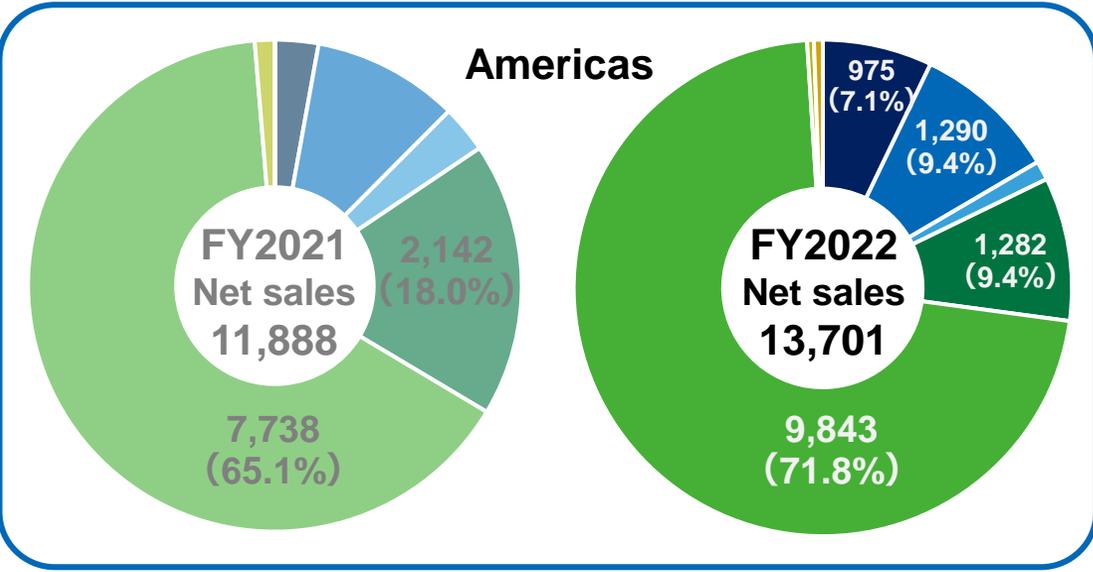
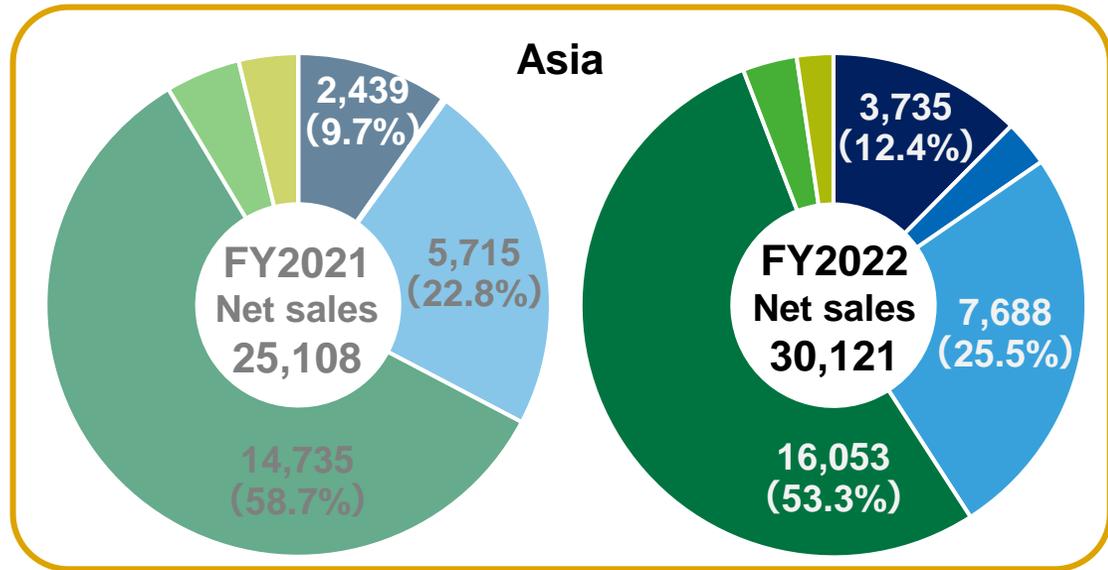
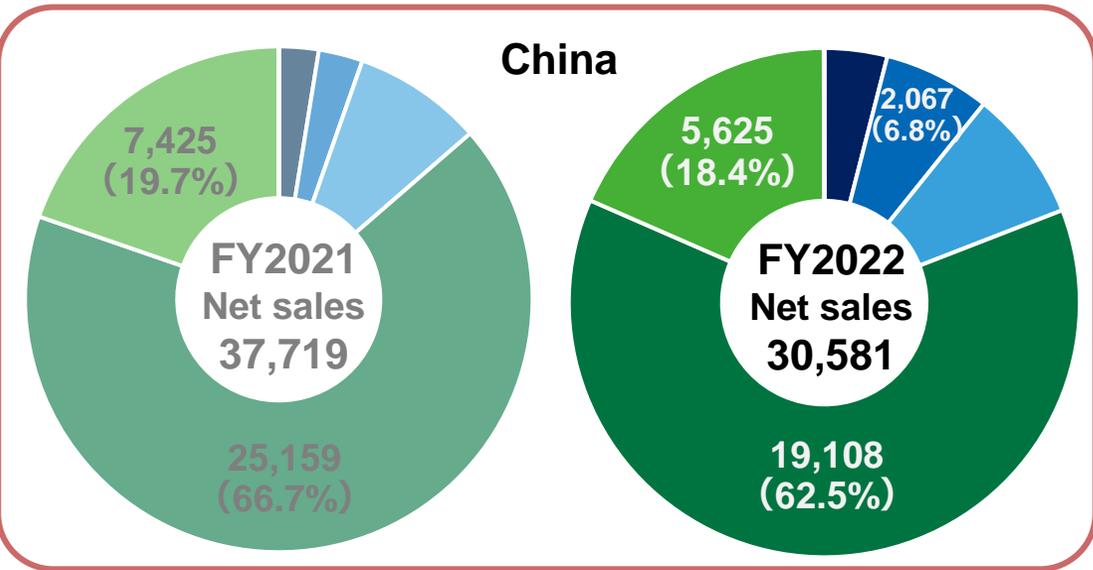
**Asia** ▲ + 5,013  
 India: Sharp increase in demand in air-conditioning-related equipment  
 Indonesia: Auto-related capital investments got recovery

**Americas** ▲ + 1,812  
 Mexico: Sales recording in large-scale painting systems

**Europe** ▲ + 3,573  
 Favorable performance throughout FY2022 in LIB-related business

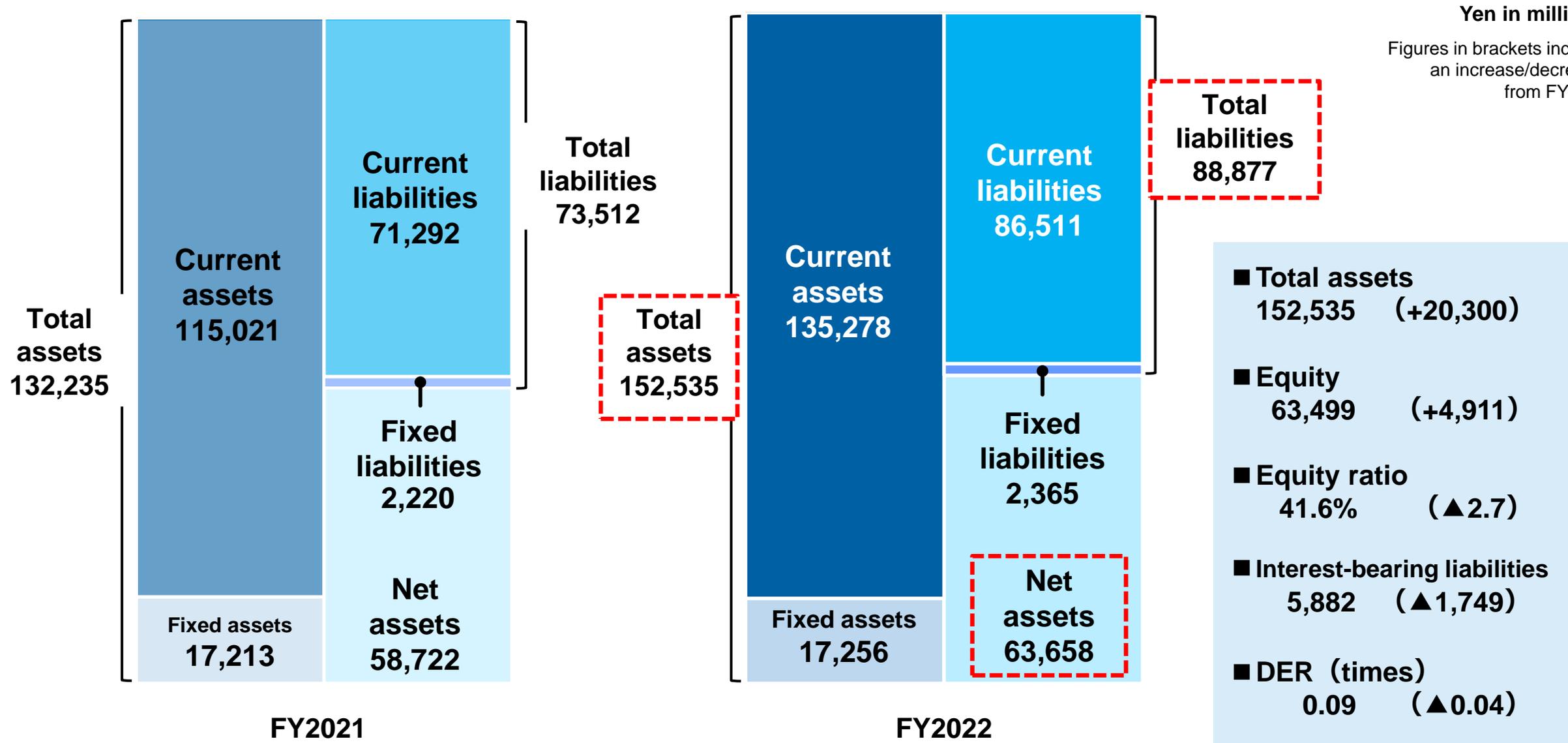
# Overseas Sales Ratio Segment's Sales Ratio by Global Area

Yen in millions



Figures in brackets in each global area indicate percentage of net sales against overseas sales.

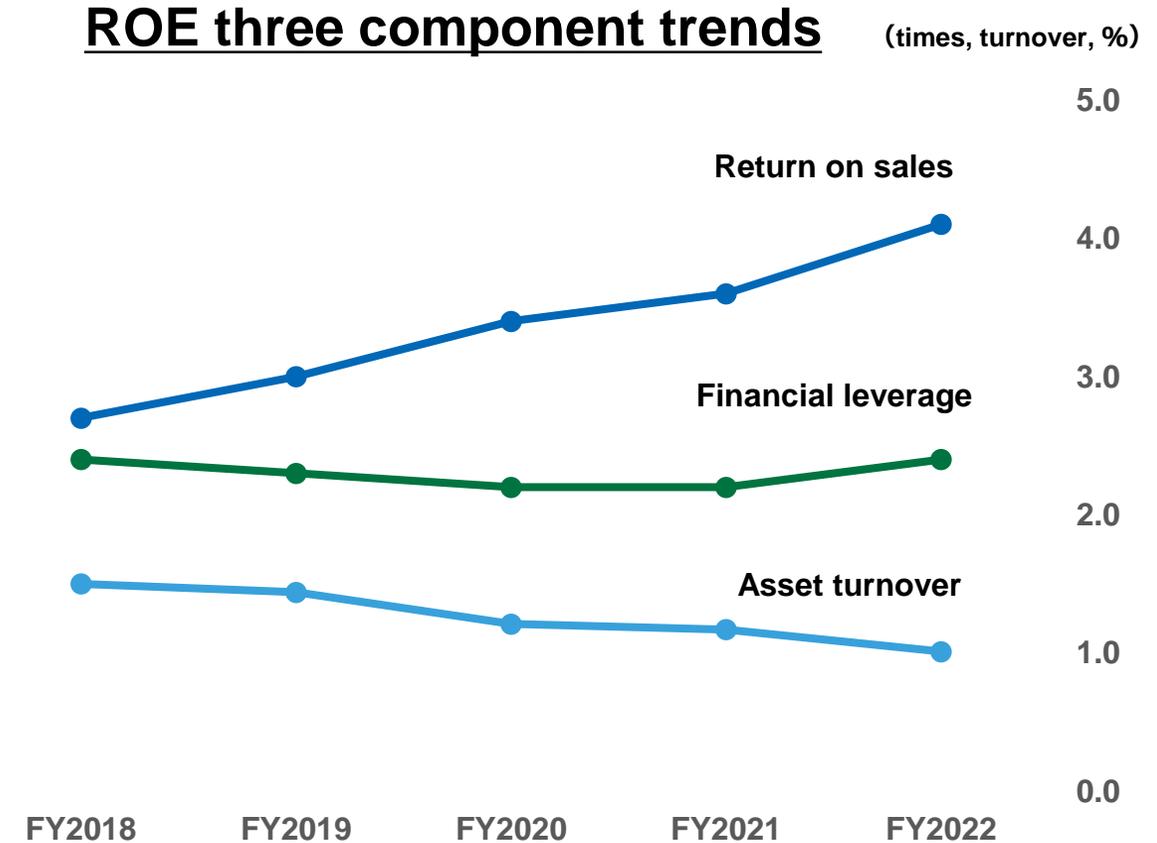
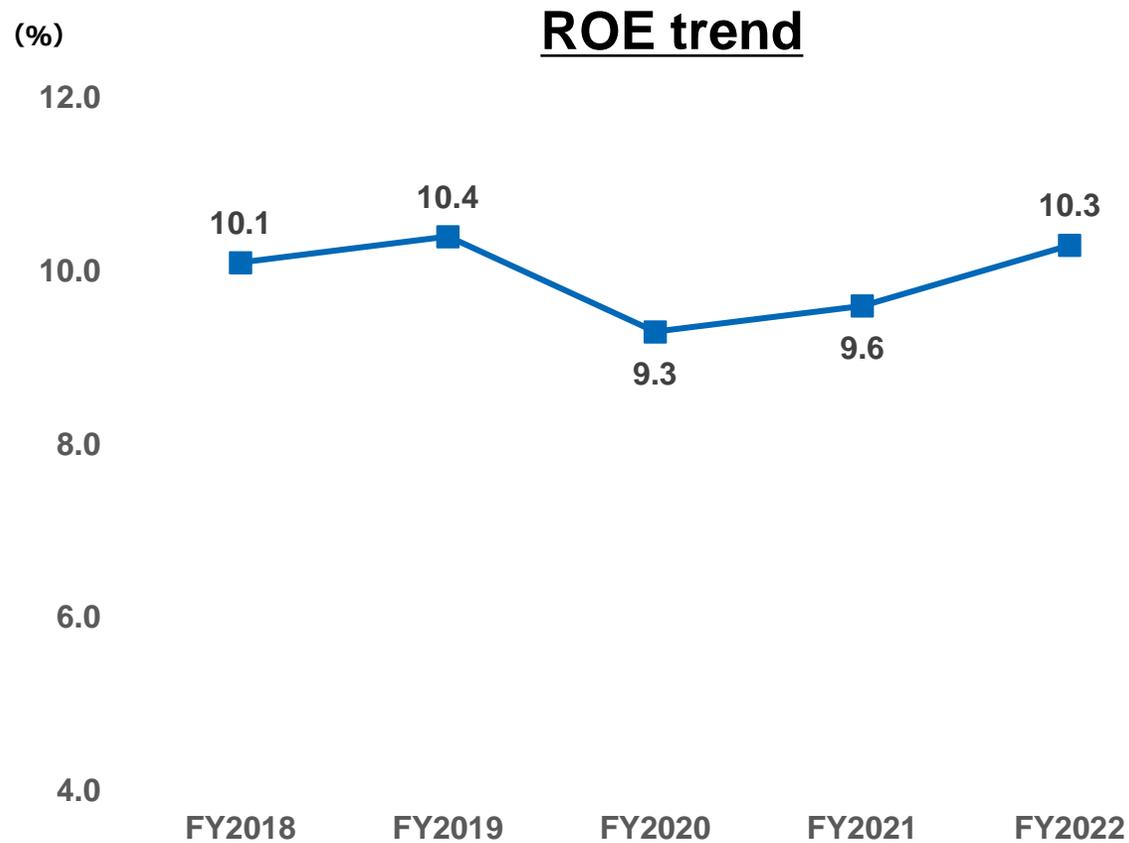
# Consolidated Financial Position

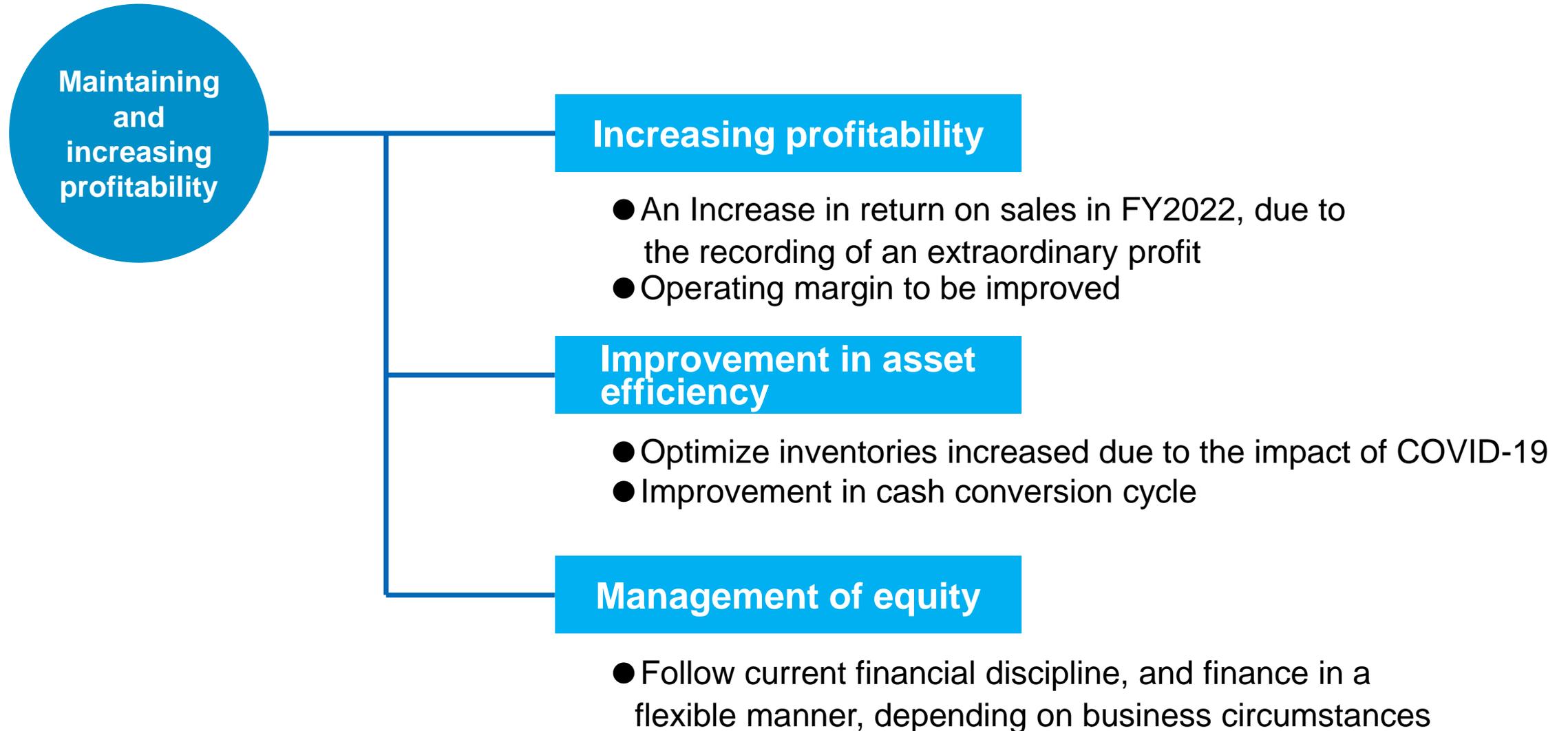


# Consolidated Cash Flow

Yen in millions	FY2021	FY2022	Description
<b>Cash flows from operating activities</b>	<b>▲ 3,426</b>	<b>8,940</b>	Income before income taxes (+ 9,040) Increase in advances from customers (+ 10,058) Decrease (increase) in advance payments to suppliers (▲ 9,014) Increase (decrease) in notes and accounts payable-trade (+ 4,694)
<b>Cash flows from investing activities</b>	<b>▲ 409</b>	<b>660</b>	Proceeds from sale of investment securities (+ 2,239) Purchase of property, plant and equipment (▲ 498) Net decrease (increase) in time deposit (▲ 458)
<b>Cash flows from financing activities</b>	<b>▲ 1,742</b>	<b>▲ 4,569</b>	Increase (decrease) in short-term bank loans-net (▲ 1,907) Dividends paid (▲ 1,595)
<b>Foreign currency translation adjustments on cash and cash equivalents</b>	<b>1,093</b>	<b>301</b>	
<b>Net increase in cash and cash equivalents (▲ decrease)</b>	<b>▲ 4,484</b>	<b>5,333</b>	
<b>Cash and cash equivalents at beginning of year</b>	<b>31,267</b>	<b>26,782</b>	
<b>Increase in cash and cash equivalents resulting from inclusion of subsidiaries in conclusion</b>	<b>—</b>	<b>193</b>	
<b>Cash and cash equivalents at end of period</b>	<b>26,782</b>	<b>32,309</b>	

# Profitability in FY2022

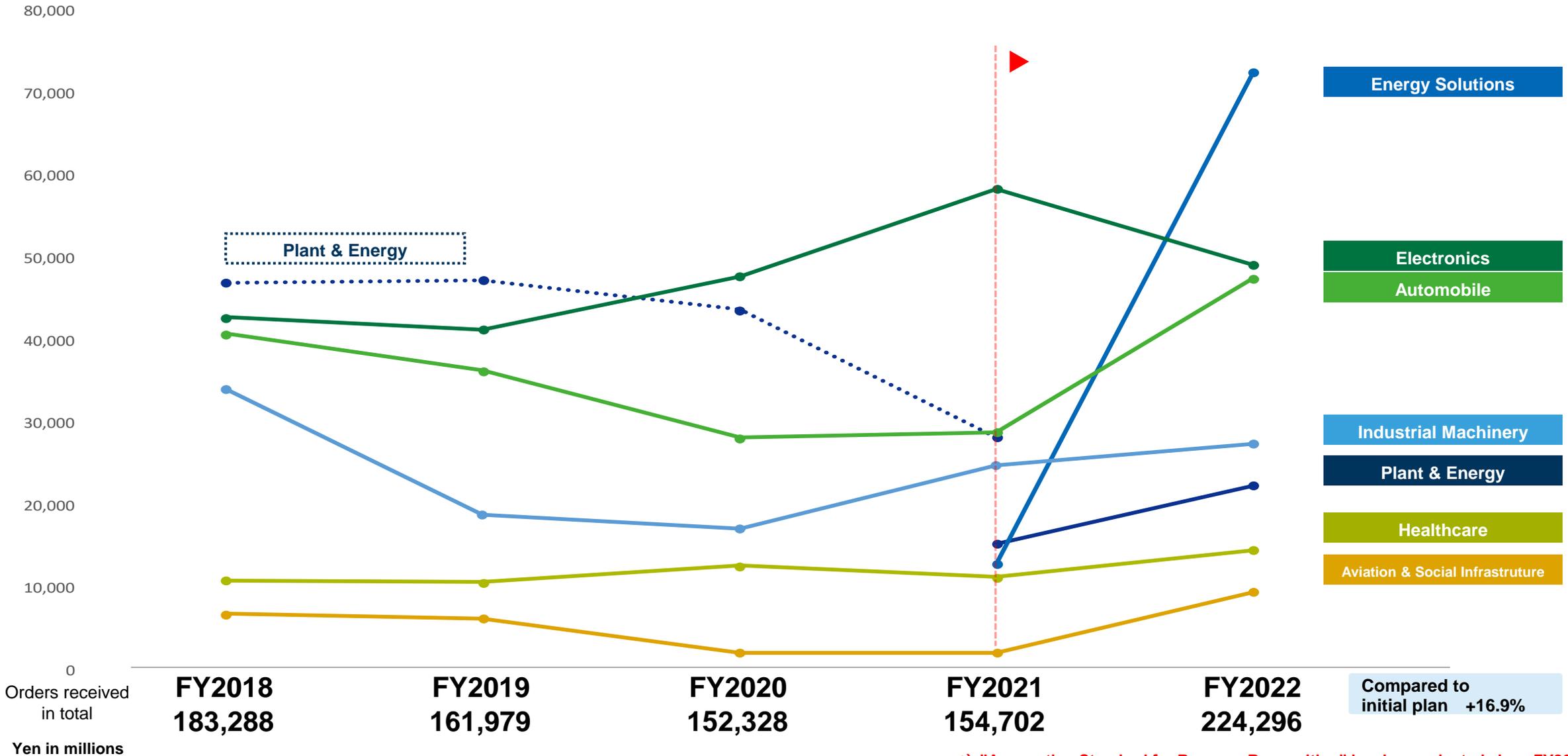




# Orders Received & Backlog by Segment

Yen in millions	Backlog	Orders received	Net sales	Backlog		
	FY2021	FY2022	FY2022	FY2022	Change in amount from FY2021	Change rate from FY2021
Plant & Energy	14,394	22,525	17,192	19,730	+ 5,335	+ 37.1%
Energy Solutions	24,069	72,790	18,509	78,414	+ 54,317	+ 225.4%
Industrial Machinery	14,245	27,601	23,766	18,080	+ 3,835	+ 26.9%
Electronics	28,784	49,292	48,561	30,516	+ 732	+ 2.5%
Automobile	18,251	47,666	31,459	34,456	+ 16,204	+ 88.8%
Healthcare	7,559	14,675	11,435	10,799	+ 3,239	+ 42.9%
Aviation & Social infrastructure	1,230	9,586	2,518	8,298	+ 7,068	+ 574.5%
<b>Total</b>	<b>109,848</b>	<b>244,296</b>	<b>153,674</b>	<b>200,508</b>	<b>+ 90,660</b>	<b>+ 82.5%</b>

# Trends in Orders Received by Segment



1) "Accounting Standard for Revenue Recognition" has been adapted since FY2022.  
 2) Separated from Plant & Energy Business



## **Ⅱ . Financial Forecasts for FY2023**

- **Financial Forecasts for FY2023**
- **Financial Forecasts by Segment for FY2023**
- **Shareholders Returns**

# Financial Forecasts for FY2023

Yen in millions	FY2022	FY2023		
	Results	Forecasts	Change in amount from FY2022	Change rate from FY2022
Orders received	244,296	220,000	▲ 24,296	▲ 9.9%
Net sales	153,674	180,000	+ 26,326	+ 17.1%
Operating income	6,717	7,500	+ 783	+ 11.7%
Ordinary income	7,108	8,000	+ 892	+ 12.5%
Profit attributable to owners of parent	6,316	5,400	▲ 916	▲ 14.5%

# Financial Forecasts by Segment for FY2023

Yen in millions	Net sales				Operating income			
	FY2022 Results	FY2023 Forecasts	Change in amount from FY2022	Change rate from FY2022	FY2022 Results	FY2023 Forecasts	Change in amount from FY2022	Change rate from FY2022
Plant & Energy	17,192	13,000	▲ 4,192	▲ 24.4%	855	349	▲ 506	▲ 59.2%
Energy Solutions	18,509	33,000	+ 14,490	+ 78.3%	▲ 68	908	+ 976	-
Industrial Machinery	23,766	24,800	+ 1,033	+ 4.3%	642	1,008	+ 365	+ 57.0%
Electronics	48,561	56,700	+ 8,138	+ 16.8%	3,215	2,157	▲ 1,058	▲ 32.9%
Automobile	31,459	31,500	+ 40	+ 0.1%	909	1,118	+ 208	+ 22.9%
Healthcare	11,435	13,900	+ 2,464	+ 21.6%	1,192	1,217	+ 24	+ 2.1%
Aviation & Social Infrastructure	2,518	6,900	+ 4,381	+ 174.0%	▲ 45	743	+ 788	-
<b>Total</b>	<b>153,674</b>	<b>180,000</b>	<b>+ 26,325</b>	<b>+ 17.1%</b>	<b>6,717</b>	<b>7,500</b>	<b>+ 782</b>	<b>+ 11.6%</b>

(Note) The total includes adjustment values.

# 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.

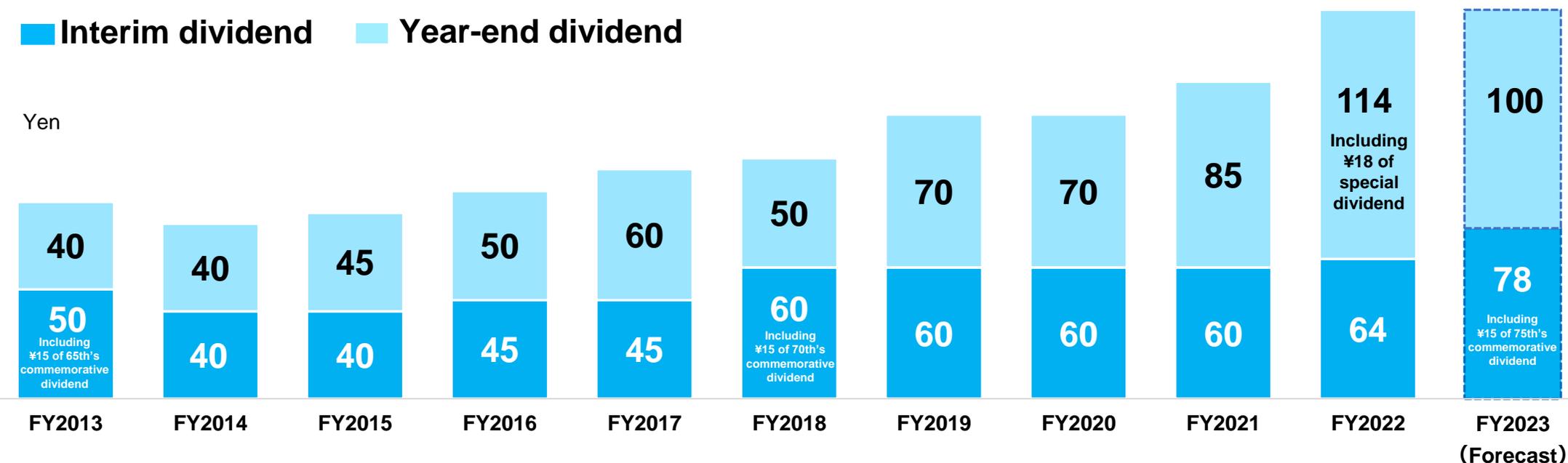
## Acquisition of treasury stock

Total number of shares repurchased: Up to 250,000 shares  
Total amount of repurchase price : Up to 1 billion yen  
Repurchase period: From November 7, 2022, to May 31, 2023

Total number of shares repurchased (actual) : 163,000 shares  
Total amount of repurchase price (actual) : 0.71 billion yen

### ■ Interim dividend    ■ Year-end dividend

Yen



Annual dividends

Annual dividends	¥90	¥80	¥85	¥95	¥105	¥110	¥130	¥130	¥145	¥178	¥178
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Dividend Payout Ratio (consolidated)

Dividend Payout Ratio (consolidated)	25.9%	38.8%	29.4%	30.4%	23.7%	26.3%	28.5%	29.2%	28.9%	30.1%	34.8%
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Note : (1) Effective October 1, 2017, the Company's common shares were consolidated on the basis of one new share for five old shares (1:5). Dividends before October 2017 have been retrospectively restated to reflect the share consolidation.

(2) Special dividends come from an ad-hoc extraordinary profit.

## **Ⅲ. Medium-term Business Plan, MT2024**

- **Qualitative Targets**
- **Quantitative Targets**

## 1. Business strategies for growth

### ● Achievements ▲ Challenges

#### ① Strengthening engineering capabilities

- The Engineering Center has enabled partnerships among engineers, as well as sharing of challenges in projects. The Center also reinforced on-site responsiveness for large-scale and complex projects.
- Established the Engineering Division in April 2023  
Solidified the foundation to further strengthen engineering capabilities, essential to business expansion.
- ▲ Demand for engineers increased, due to increase in overseas projects
- ▲ Requirements for our engineering on the rise

#### ② Strategic business investment

- Formulated and started operating our basic policy for business investments and screening process for possible investments
- Internal sharing of lessons from past investments, and fostering investment-oriented business mindset

#### ③ Expansion of business with global companies

- Business agreements with foreign companies in Energy Solutions and Industrial Machinery Businesses
- ▲ Comprehensive development of overseas employees
- ▲ Promotion of understanding of trading companies' functions and overseas expansion of engineering functions

#### ④ Progressing digital transformation

- Digital Innovation Center established in April 2023
- ▲ Accelerate implementation of reform by increasing workforces
- ▲ Implementation of digital transformation, directly related to sales activities

## 2. Strengthening management base

### ● Achievements ▲ Challenges

#### ① Deepening corporate governance

- Reflect results of questionnaires of the board of directors' effectiveness evaluation on our management system
- Outside directors' further involvement with directors' individual evaluations and remunerations
- Evaluations for achievements for Medium-term Business Plan (Qualitative targets) were performed by outside directors.
- ▲ Review matters to be discussed at the board of directors meeting (allocation of deliberation time)

#### ② Strengthening risk management

- Enterprise Risk Management Division established in April, 2023
- ▲ Identifications, analyses, assessments, and countermeasures of risks involved with realization of our growth strategies

#### ③ Strengthening financial strategies

- ▲ Proactively address improvement of cash conversion cycle
- ▲ Reform of earning structure by investments in further growth

#### ④ Strengthening human resources strategies

- Executed our payroll system reform, various types of training systems, and employees' engagement questionnaire
- ▲ Effectively utilize these system reforms and questionnaire results

#### ⑤ Promotion of sustainability management

- Endorsement of TCFD, computation of scope 1 and 2
- Corporate Sustainability Department established in April 2023
- ▲ Promoting efforts of sustainability and establish assessment methods for achievements

# Quantitative Targets

Yen in millions	FY2022	FY2023	MT2024	
	Results	Forecasts	Second-year plan	Third-year plan
<b>Orders received</b>	<b>244,296</b>	<b>220,000</b>	<b>180,000</b>	<b>200,000</b>
<b>Net sales</b>	<b>153,674</b>	<b>180,000</b>	<b>170,000</b>	<b>185,000</b>
<b>Operating income</b>	<b>6,717</b>	<b>7,500</b>	<b>7,000</b>	<b>8,500</b>
<b>Ordinary income</b>	<b>7,108</b>	<b>8,000</b>	<b>7,200</b>	<b>8,700</b>
<b>Profit attributable to owners of parent</b>	<b>6,316</b>	<b>5,400</b>	<b>4,800</b>	<b>5,800</b>
<b>R O E</b>	<b>10.3%</b>		<b>10.0%</b>	

# Quantitative Targets by Segment

Yen in millions	Net sales					Operating income				
	FY2022	FY2023 Forecasts	vs.plan	MT2024 Second-year plan	MT2024 Third-year plan	FY2022	FY2023 Forecasts	vs. plan	MT2024 Second-year plan	MT2024 Third-year plan
Plant & Energy	17,192	13,000	▲ 23.1%	16,900	20,700	855	349	▲ 55.8%	790	1,134
Energy Solutions	18,509	33,000	+ 10.0%	30,000	26,900	▲ 68	908	+ 13.9%	797	879
Industrial Machinery	23,766	24,800	+ 14.3%	21,700	21,900	642	1,008	▲ 28.8%	1,416	1,152
Electronics	48,561	56,700	+ 6.6%	53,200	61,800	3,215	2,157	+ 4.8%	2,058	2,621
Automobile	31,459	31,500	▲ 5.1%	33,200	32,800	909	1,118	+ 14.2%	979	1,223
Healthcare	11,435	13,900	+ 13.0%	12,300	17,000	1,192	1,217	+ 28.6%	946	1,276
Aviation & Social Infrastructure	2,518	6,900	+ 146.4%	2,800	4,000	▲ 45	743	+4,853.3%	15	213
<b>Total</b>	<b>153,674</b>	<b>180,000</b>	<b>+ 5.9%</b>	<b>170,000</b>	<b>185,000</b>	<b>6,717</b>	<b>7,500</b>	<b>+ 7.1%</b>	<b>7,000</b>	<b>8,500</b>



# **IV. Strategic Business Investments and Implementation of Digital Transformation**

# Our Core Competence : Trading Business

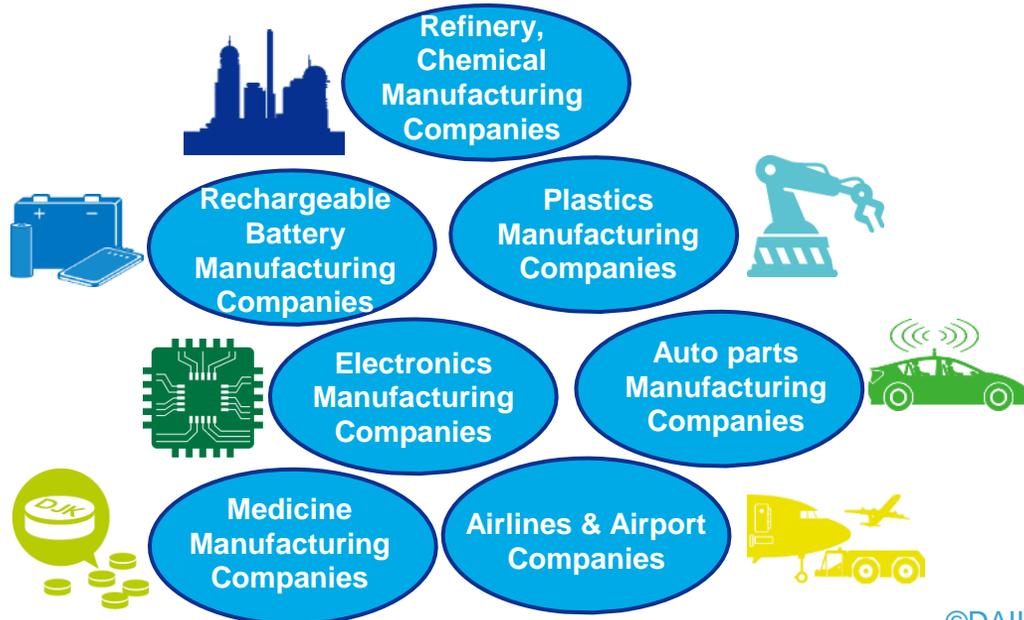
## Industrial Machinery Manufactures

High-performance Industrial Machinery



State-of-the-art Production Technology

DAIICHI JITSUGYO CO., LTD.

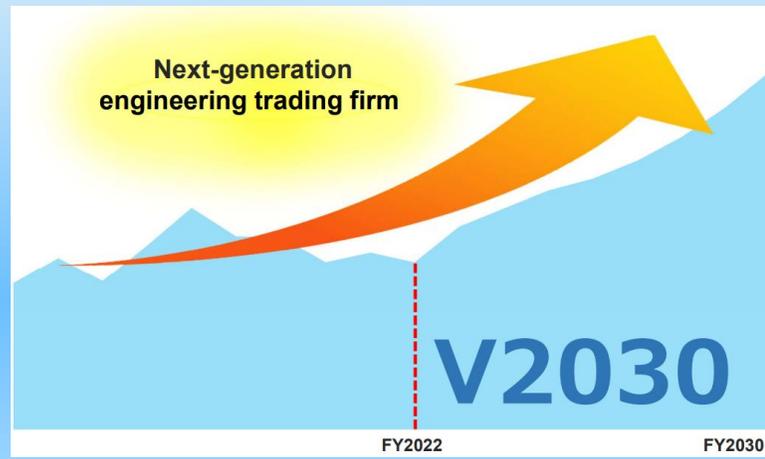


- Trading business specializing in industrial equipment and machinery
- Initiatives to continuously boost our value addition
  - ① Expansion into after-sales services
  - ② Global bases expansion ahead of our customers' overseas manufacturing expansion
  - ③ Became a leading expert of global logistics specializing in machinery
  - ④ Shorter lead-time for general-purpose machines through strategic inventories
  - ⑤ Support from devising overall plans through start of production  
= Engineering functions+ all process management

**\*Our business model to support our business's fundamental basics as our advantage**
- We had a limited focus for opportunities for business investments in the past.

## [Proactive business investments]

- Fundamentally reviewed management & business strategies to realize our growth strategies, V2030.
- Accelerate business growth, such as partnering, acquiring distributorships, products developments through proactive business investments.



## [Basic policy of investments in businesses]

- ✓ Reinforce partnerships with investees
- ✓ Improvement in profitability by boosting our management resources
- × Solely purchase investment securities



**Improvement in our corporate values by creating synergy through trading business.**

## [FY2022 initiatives]

- Instituted Investment policy and applying procedures
- Framework formulated. Investment implementation taskforce(Support) Investment Review Committee(Discussion)
- Reviewing past investments. In-house sharing of lessons learned.
- Small-scale test trials of new business development program based on on-site authorization.
- We addressed having investing mindset through in-house training sessions.
- We currently have a wide-range of investment themes to be tabled, some of which are under discussion, including M&A cases.

# Business Investments and its Scale

Allocation of investing budgets  
2023-24      2025-27

## Examples of investments under consideration

### Core fields



Investments to strengthen existing seven segments

**2 Billion**

**5 Billion**

- Business acquisition to reinforce engineering capabilities
- Establishment of demonstration centers in Japan and overseas
- Capital injection, partnering, and M&A for machinery trading companies and components manufacturers
- Establishment of a LOGITO consortium through capital partnering

### Adjacent fields



Investments to create social values and to solve social issues

**2 Billion**

**4 Billion**

- Capital injections to power plants with project finances
- Overseas expansion of PPA business at solar power plants
- Co-development of biological fuel manufacturing equipment
- Investments in chemical recycling business
- Investments with our involvement in fuel supply chains
- Capital injections and M&A to medical equipment manufacturers
- Establishment of OEM business-purposed manufacturers
- M&A of global logistics companies

### New Fields

Investments for new business fields and business models

**1 Billion**

**1 Billion**

- New business creation, through LP capital injections to venture capitals
- Capital injections to start-ups with technical advantages

Total

**5 Billion**

**10 Billion**

## DJK Digital Transformation Vision

Leveraging digital technologies to radically transform the ways employees work and communicate, and achieve overwhelming productivity, in line with creating revolutionary business models to increase our corporate value.

### 1 Company-wide initiatives

- All employees' involvement necessary for successful corporate transformation
- Apply locality on global strategies

### 2 Implementing team

- **Assignment of CDO**
- **Establishment of the Digital Innovation Center**
- Lead and implement digital strategies

### 3 Training and recruiting of employees

- Skill upgrade of core employees, employment of experts
- Analyzing training for data utilization
- **Employees training for offensive digital transformation**  
Create new business through digital technologies

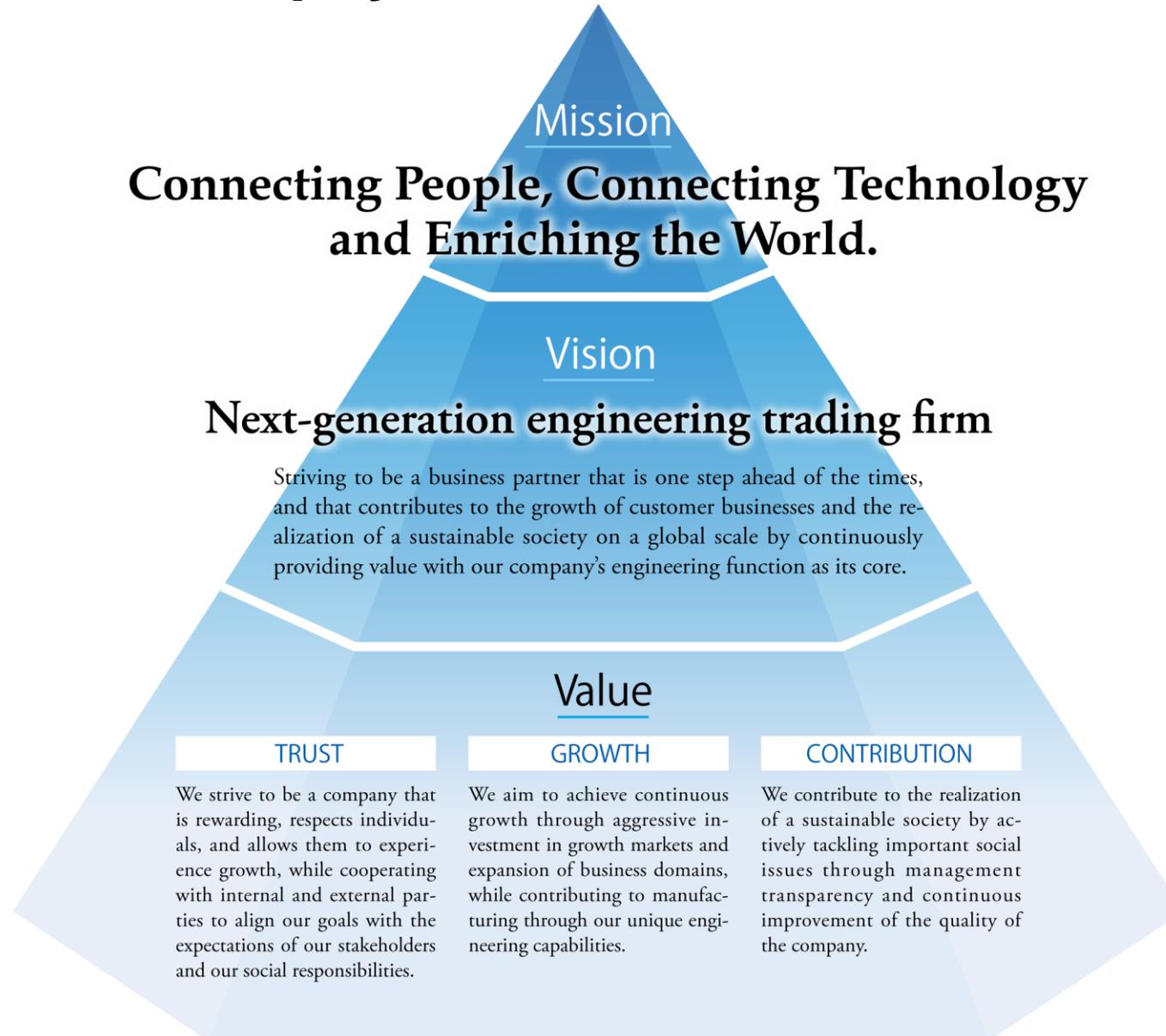
### 4 Shifting to value-added tasks

- **Effective Operation for ongoing business**  
[Defensive digital transformation]
- Generate new products / services / business models / demands  
**value-added tasks**[Offensive digital transformation]
- Handle operations with digital technologies.  
Automated handling makes the Company shift to creative value-added tasks.

### 5 Fully utilize AI

- **Utilization of AI in both offensive and defensive scenes**  
Streamlining business processes  
Improvement of projection analyses and data decomposition  
Providing optimal services to customers  
Developing embedded-AI products and services
- **Company-wide utilization of ChatGPT**

The Company Moving Ahead of the Times = Striving to be **the Next-generation Engineering Trading Firm**



# Thank you for your attention.

## Contact

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Data and projections contained in this material are based on the information available at the time of publication, and various factors could cause actual results to differ materially and adversely from those presented in such forward-looking statements. These statements are not guarantees and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict.

# Appendix

- **Medium-term Business Plan, MT2024**
  - **Financial Targets by Segment**
  - **Themes Focused by Segment**
- **Trends in Consolidated Performance**
- **Trends in Consolidated Financial Position**
- **Business Segments Profiles**

# MT2024 Financial Targets by Segment

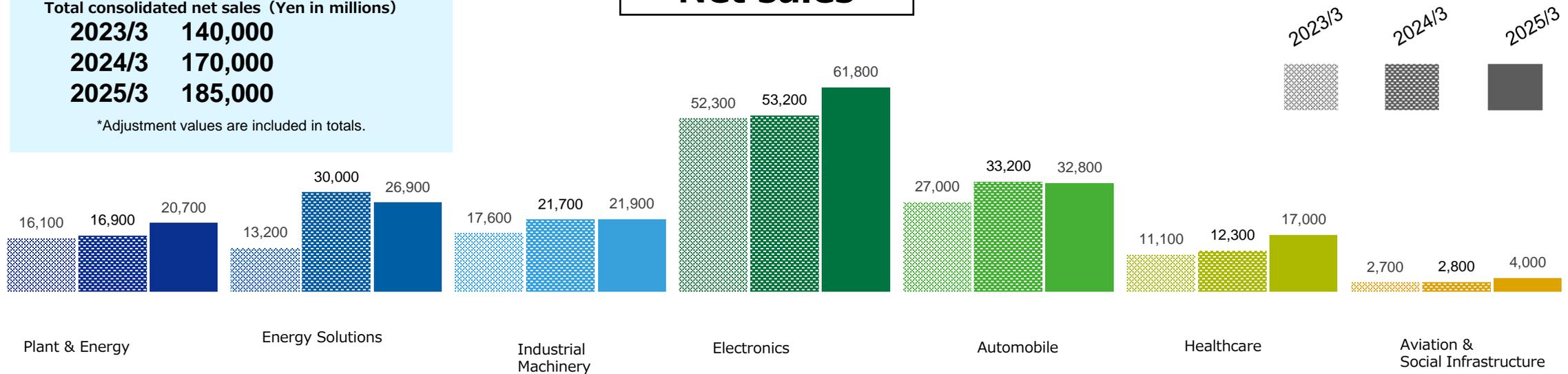
**Total consolidated net sales (Yen in millions)**

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

\*Adjustment values are included in totals.

## Net sales

Yen in millions



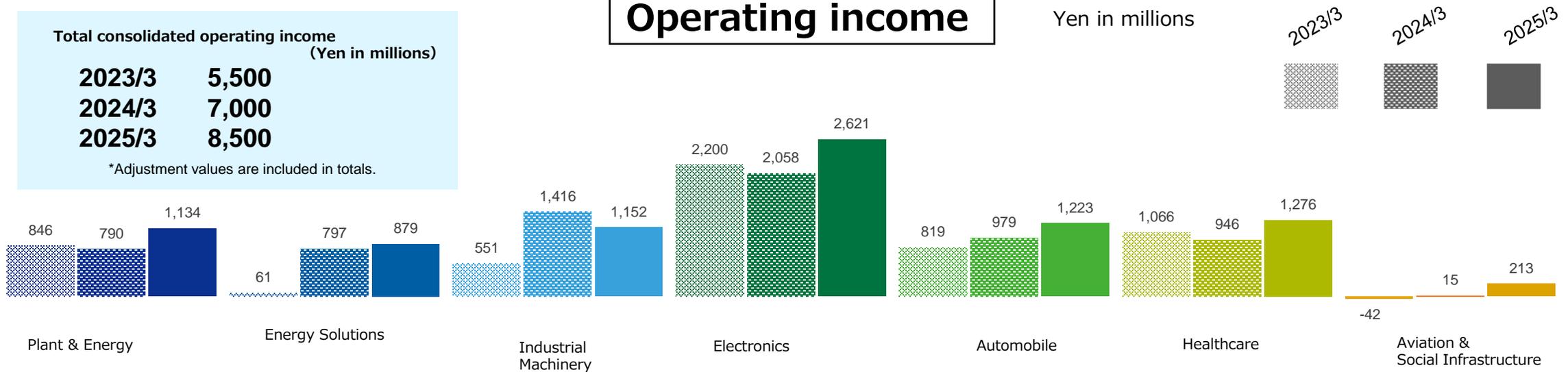
**Total consolidated operating income (Yen in millions)**

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

\*Adjustment values are included in totals.

## Operating income

Yen in millions

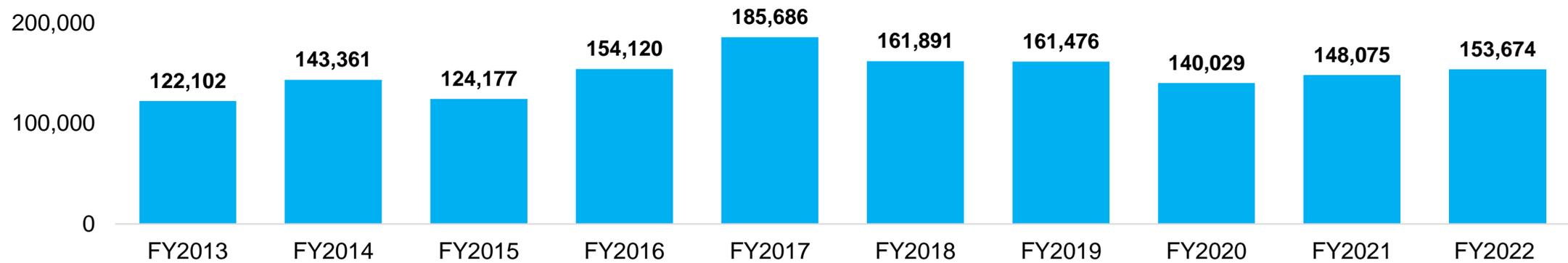


# MT2024 Financial Targets by Segment

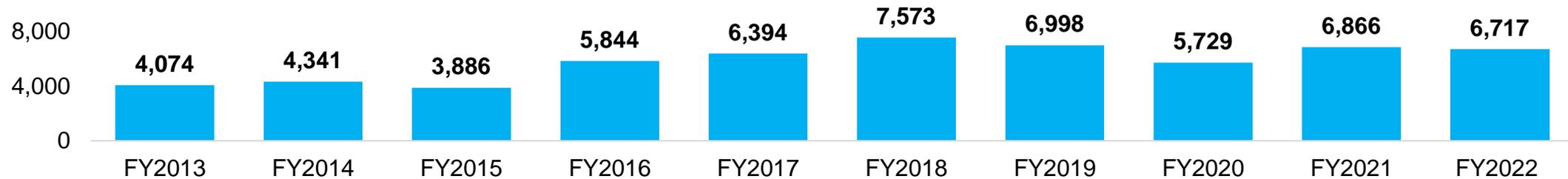
<b>Plant &amp; Energy</b>	<b>Proactively expand business for various plants, as well as creating-energy business, to solve social issues. (Decarbonization × Digital transformation × Green transformation)</b>
<b>Energy Solutions</b>	<b>Address the next-generation energy field on a global scale. Provide an array of solutions, leveraging strengths such as engineering capabilities.</b>
<b>Industrial Machinery</b>	<b>Build earth-friendly supply chains, by providing environmental technologies such as biodegradable plastics, and by capitalizing on engineering capabilities.</b>
<b>Electronics</b>	<b>Stably grow core business and promote smart factories. Provide LOGITO, logistic automation solutions.</b>
<b>Automobile</b>	<b>Envision changes accompanied by electrification and autonomous driving, as business opportunities, and promptly address carbon neutral-related business.</b>
<b>Healthcare</b>	<b>Machine engineering : Competitive development of equipment          Production engineering : Engineering business’s expansion          Business engineering : Expand Multifaceted business.</b>
<b>Aviation &amp; Social Infrastructure</b>	<b>Capture an across-the-industry transformation as business opportunities, and provide products with high added-value and high efficiency, and wide-ranging services.</b>

# Trends in Consolidated Financial Performance

Net sales (Yen in millions)



Operating income (Yen in millions)



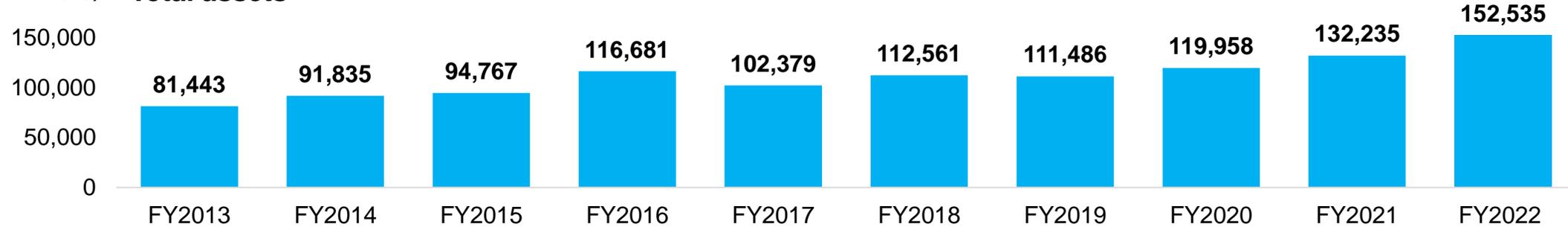
Profit attributable to owners of parent (Yen in millions)



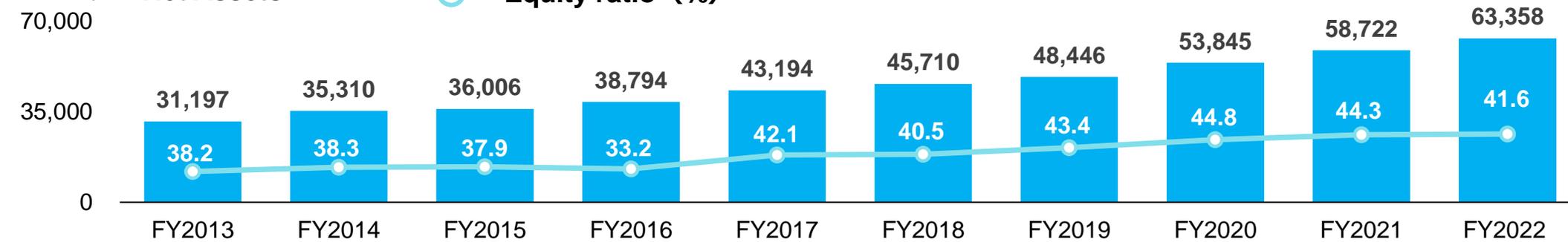
(Note) The Company has adopted the "Accounting Standard for Revenue Recognition" etc. since FY2021.

# Trends in Consolidated Financial Position

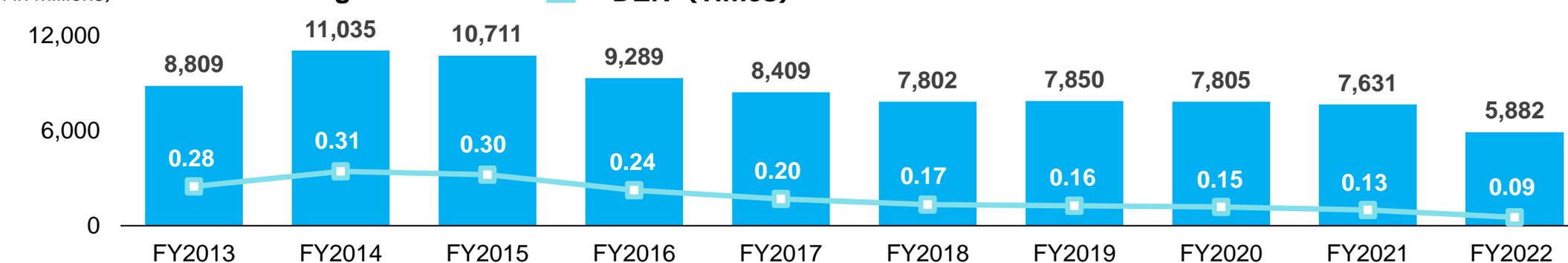
(Yen in millions) **Total assets**



(Yen in millions) **Net Assets**



(Yen in millions) **Interest-bearing liabilities**



# Plant & Energy Business

## Supporting core industries with a wealth of knowledge and new viewpoints

In the field of plant construction, the Company offers equipment and highly specialized technologies based on a wealth of long experience. In the energy field, the Company is promoting initiatives in the renewable energy domain, which will become indispensable in the next generation, such as binary, solar, and biomass power generation. We also focus on proposing solutions geared toward the realization of a decarbonized society and developing related products.

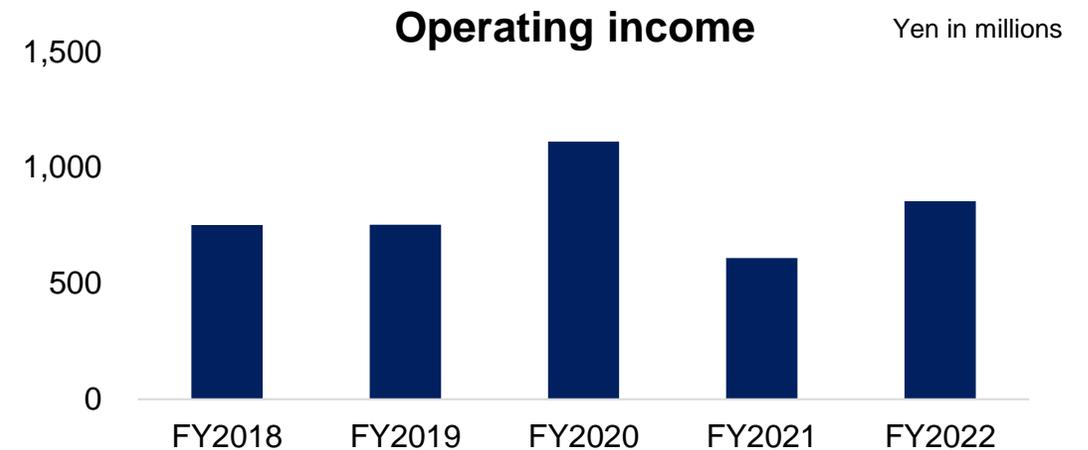
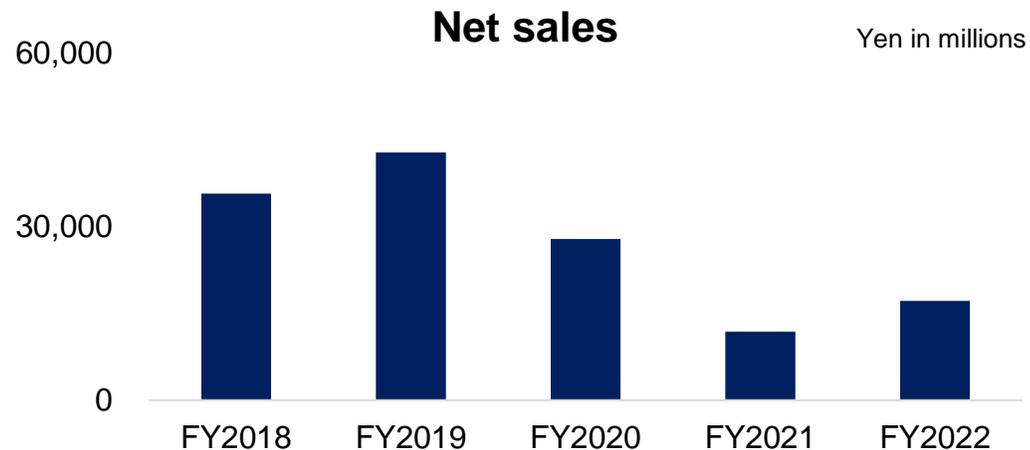
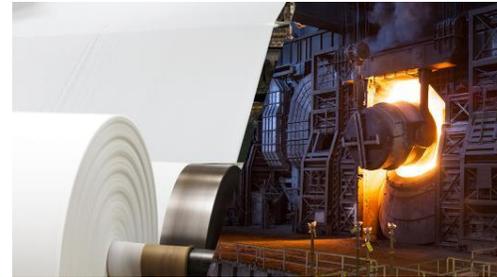
Petroleum / Chemicals



Energy



Papermaking / Steelmaking



(Note) The Company has adopted the “Accounting Standard for Revenue Recognition” etc. since FY2021.

# Energy Solutions Business

## Achieving a sustainable society through the next-generation energy field

As energy markets are experiencing a major shift toward a decarbonized society, there has been a surge in the spread of renewable energy and the electrification of mobility. In order to meet diversifying needs in the next-generation energy field, such as with rechargeable batteries, fuel cell batteries, solar and storage batteries, and others, the Company is rolling out an array of solutions by utilizing its global and engineering functions as well as other competencies in its pursuit of a sustainable society.

Materials



Cells / Modules



Solar panels / Storage batteries

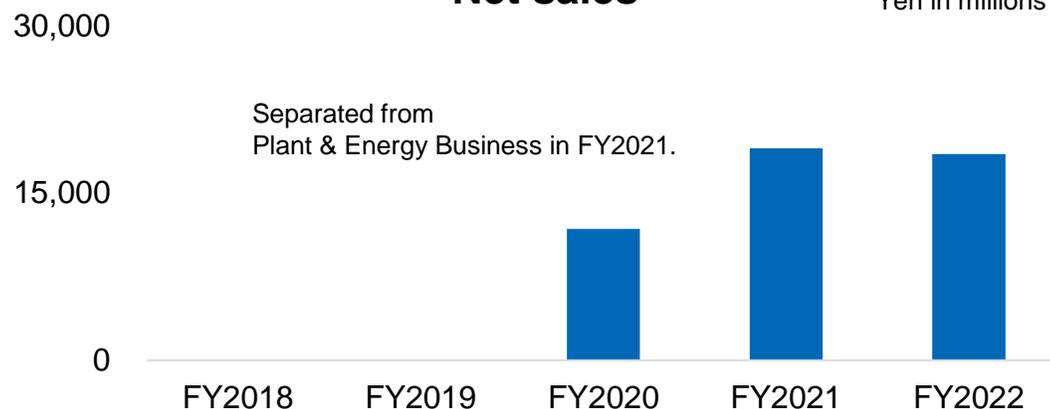


Fuel cells



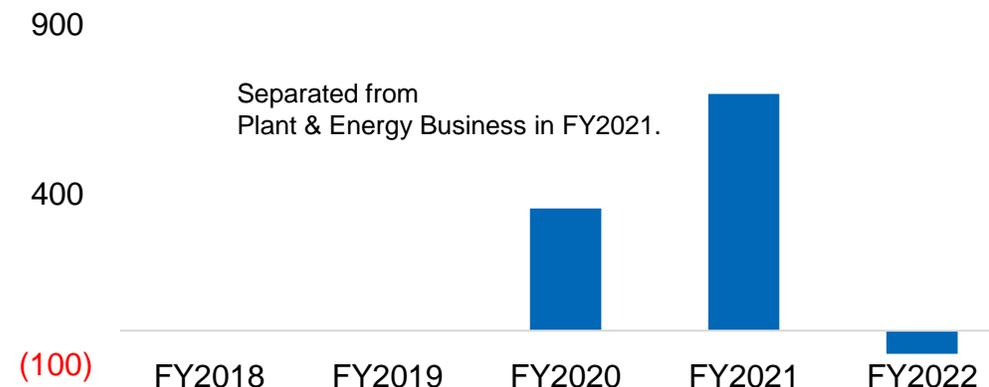
Net sales

Yen in millions



Operating income

Yen in millions



(Note) The Company has adopted the "Accounting Standard for Revenue Recognition" etc. since FY2021.

# Energy Solutions Business

## Realizing suitable optimizations through equipment coordination

In the field of manufacturing of household appliances, housing equipment, food packaging, medical equipment and others, the Company mainly proposes coordinating optimal factory automation (FA), flexible manufacturing systems (FMSs), automatic assembly lines, and peripheral equipment to reduce workload and workforce with the aim of increasing productivity. In addition, we also contribute to cost reduction through overseas local procurement and procurement from a third country.

Home / Office appliances



Food packaging



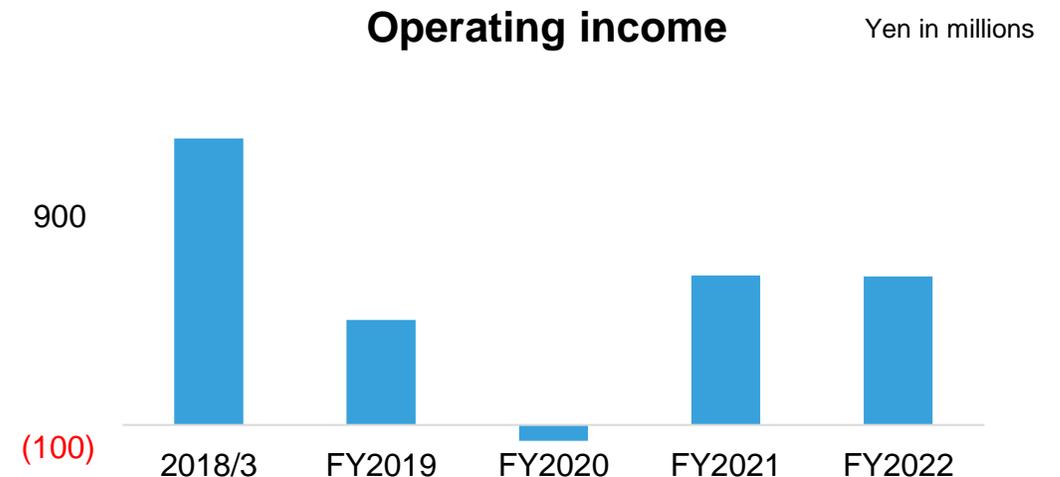
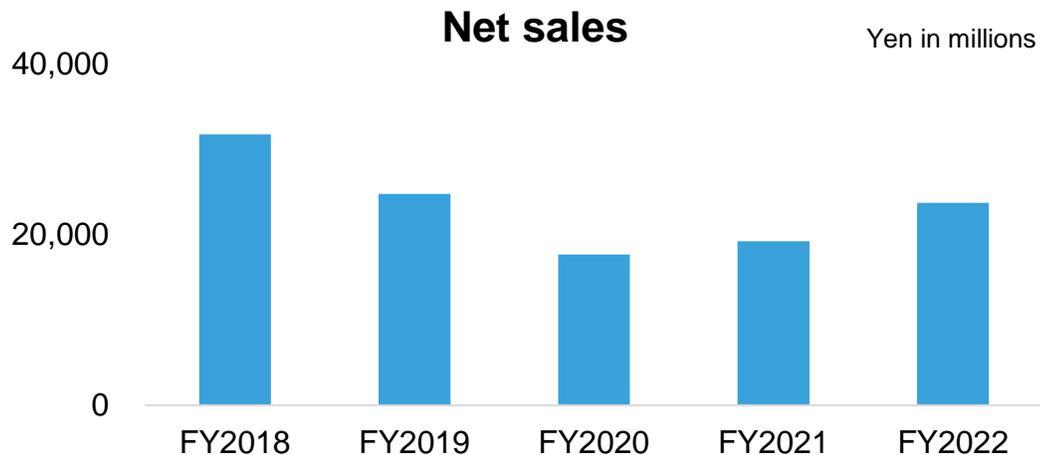
Medical equipment



Housing equipment



Distribution materials



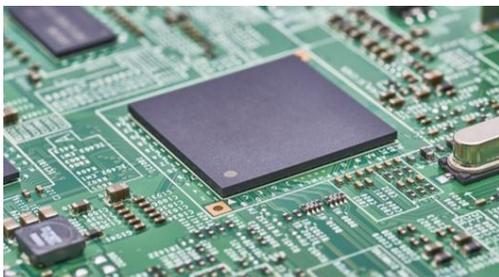
(Note) The Company has adopted the "Accounting Standard for Revenue Recognition" etc. since FY2021.

# Electronics Business

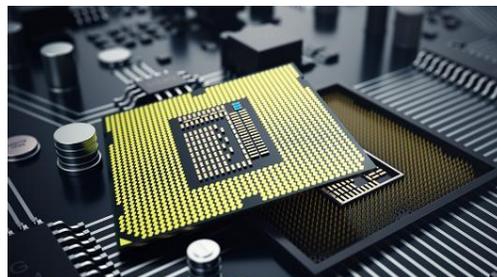
## Creating innovation to serve as the core for next-generation electronics

In the fields such as surface mount technology (SMT) and microelectronics, the Company offers solutions to reform manufacturing processes with its state-of-the-art technology and experience, mainly for printed circuit board assembly systems, electronic device systems, and automation equipment. We are striving to create innovative technologies for next-generation electronics through expansion of technical resources and process development.

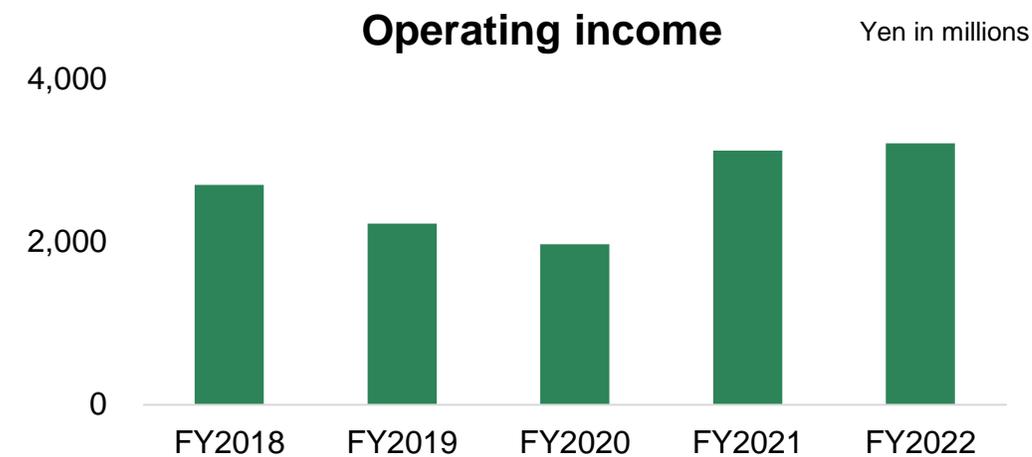
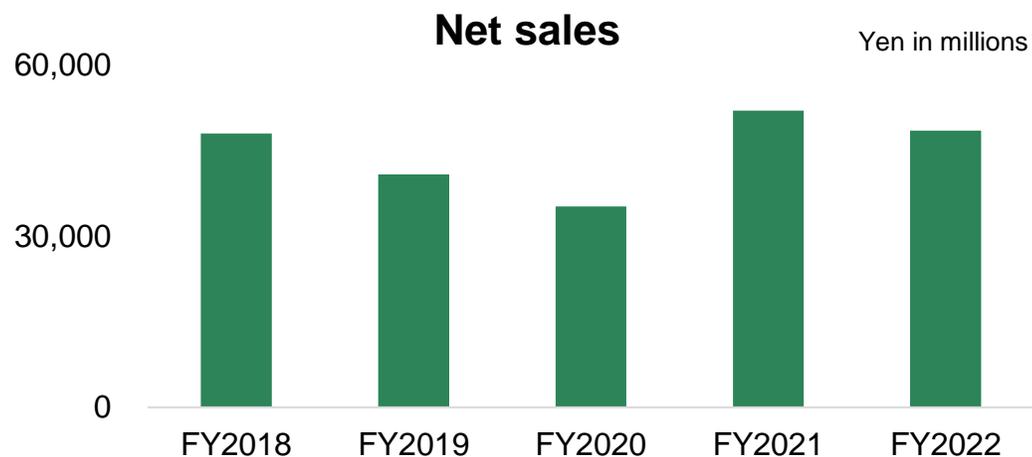
Surface mount technology



Micro electronics



Logistics automation solution, LOGITO



(Note) The Company has adopted the “Accounting Standard for Revenue Recognition” etc. since FY2021.

# Automotive Business

## Total support for product manufacturing with advanced equipment

The Company is focusing on automobile assembly equipment, interior / exterior auto parts, powertrain components and car-mounted devices as well as making integrated proposals of equipment suitable for various processes, including resin / metal molding and processing, surface treatment, assembly and inspections, which are part of manufacturing of components used for the products mentioned above. In addition, we help spread use of next-generation automobiles by offering advanced production equipment amid rapid changes in the automobile industry towards self-driving vehicles and electrification.

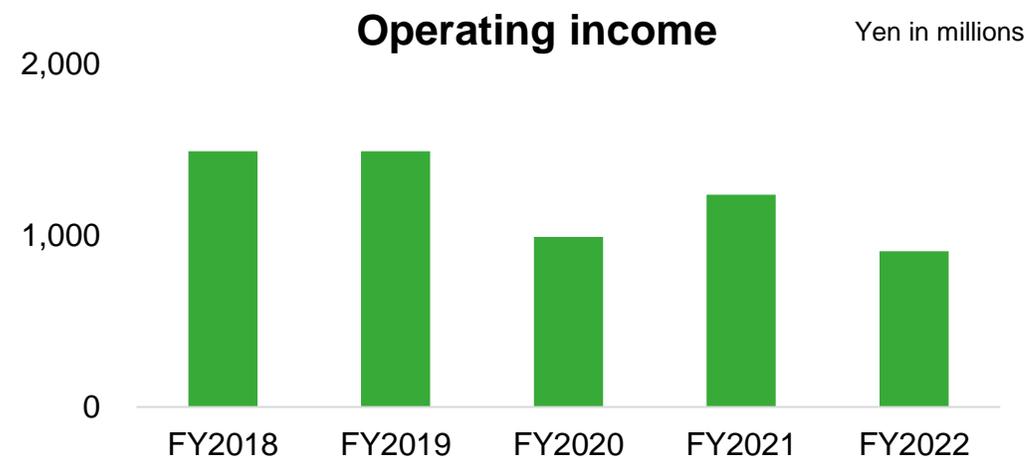
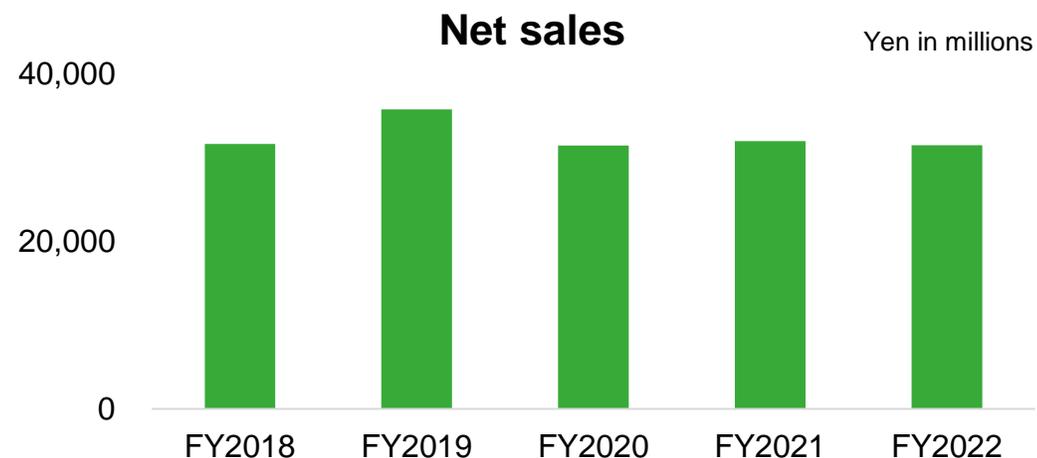
Interior and exterior parts area



Powertrain area



Car electronics / ADAS area



(Note) The Company has adopted the "Accounting Standard for Revenue Recognition" etc. since FY2021.

# Healthcare Business

## Promoting high added value through proactive technology development

Mainly in the field of pharmaceuticals, the Company offers various types of equipment including visual inspection systems for tablets and capsules, tablet printing inspection systems, and automatic packaging lines for solid and injectable drugs. To demonstrate its competitive edge in the industry, we are also proactively working with equipment manufacturers, including our group company DAIICHI JITSUGYO VISWILL CO., LTD., and other business partners to develop new systems for the next generation with the aim of bringing them into the market.

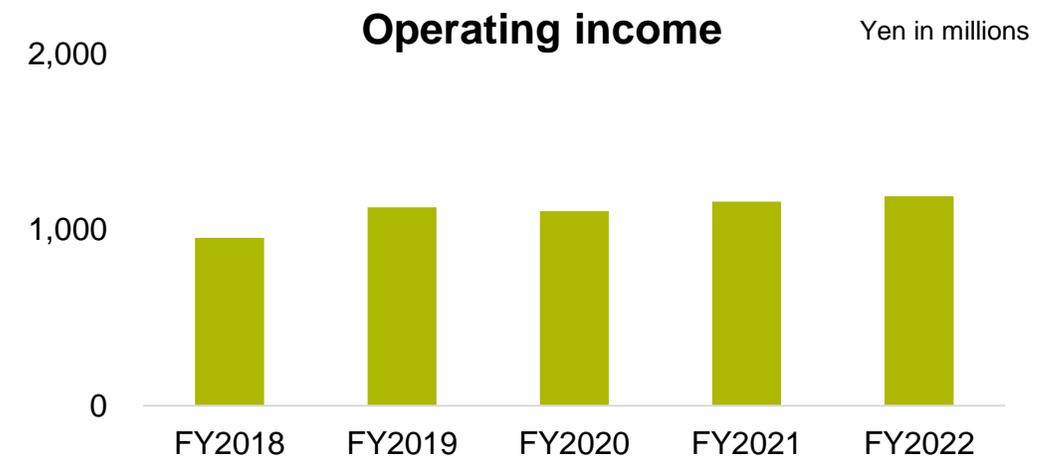
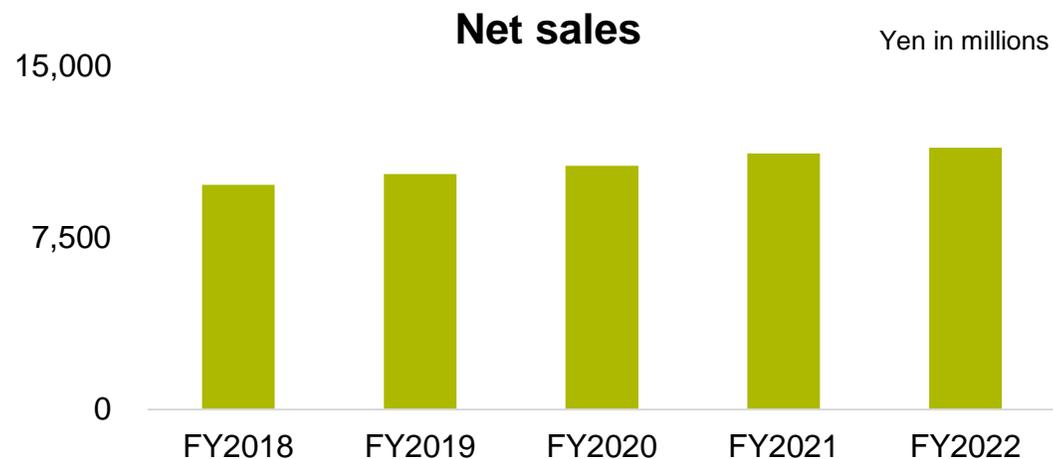
Pharmaceuticals



Cosmetics



Food



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# Aviation & Social Infrastructure Business

## Greater safety for the air and region by accurately capturing customer needs

In the fields of aviation and airports, the Company supplies ground support machinery and equipment used in airports mainly to airlines, ground handling agents and airport operators. In the fields of disaster preparedness, we provide national and local governments in Japan with specialized vehicles for firefighting. We import its main products from Europe and the United States, and customizes them for the environments where they will be used and the buyers' needs. In addition, we have a group of experts to provide high-quality after-sales services and support for social infrastructure.

Aviation



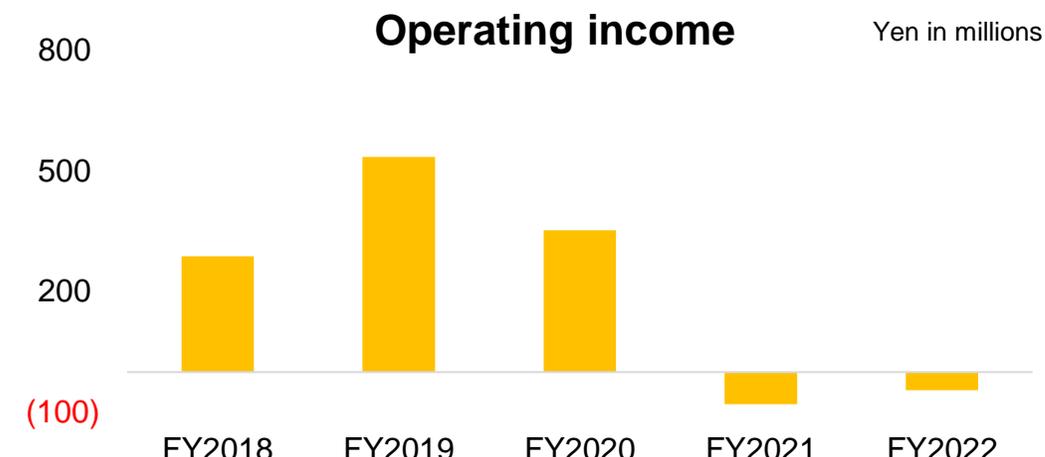
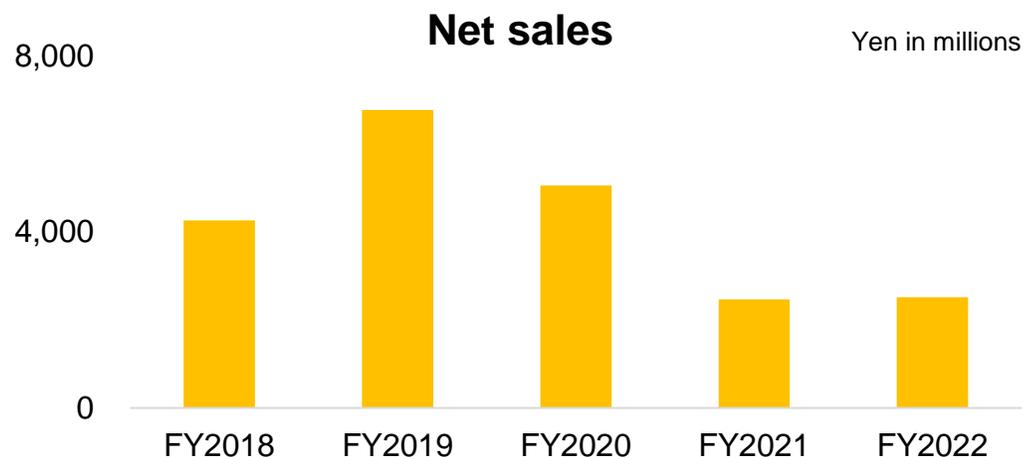
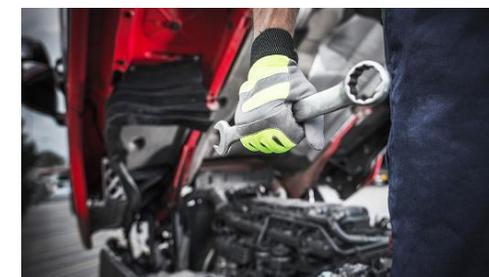
Airports



Disaster preparedness



Customer support



(Note) The Company has adopted the "Accounting Standard for Revenue Recognition" etc. since FY2021.