

Financial Results for the Year Ended March 2024



DAIICHI JITSUGYO CO., LTD.

May 24, 2024

Representative Director, President & CEO

Ichiro Uno

Director, Managing Executive Officer & CFO

Osamu Fukawa

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

Masatoshi Ueno

- I. Outline of Financial Results for FY2023**
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- 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**



I. Outline of Financial Results for FY2023

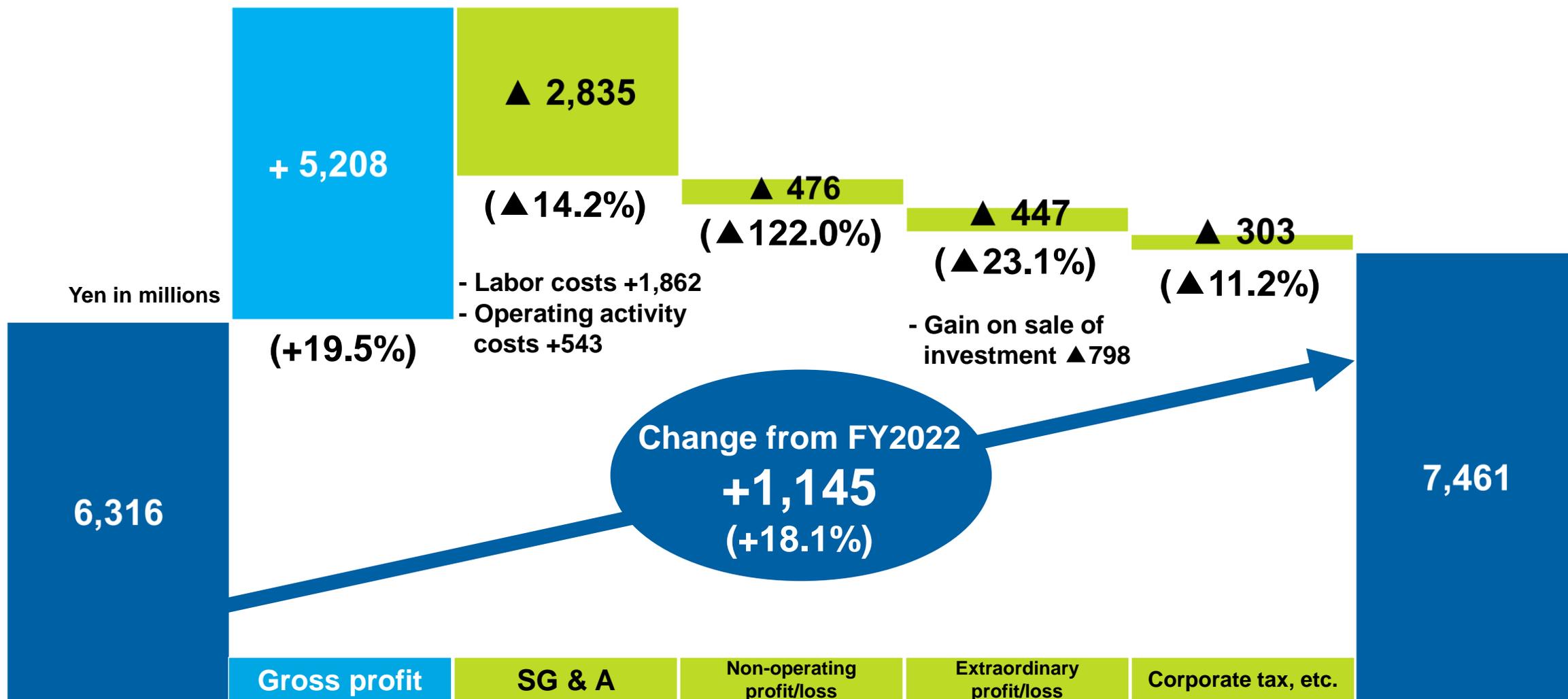
- **Consolidated Financial Results**
- **Summary of Changes in Profit**
- **Overseas Sales Ratio**
- **Financial Results by Segment**
- **Consolidated Financial Position**
- **Consolidated Cash Flow**

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.

Summary of Changes in Profit

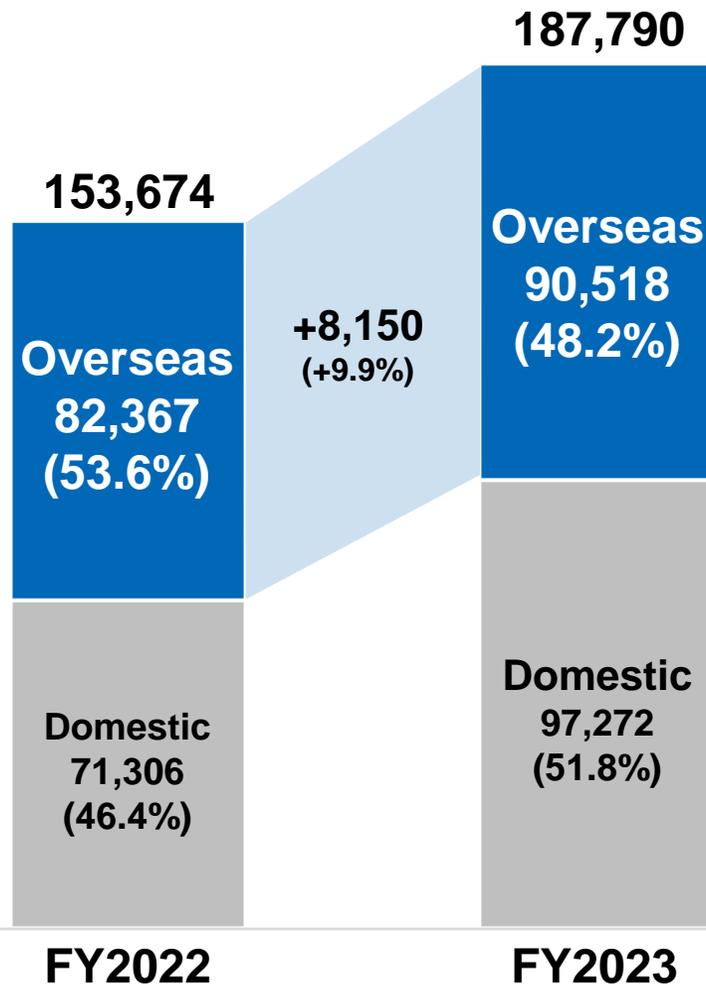


Overseas Sales Ratio (Based on Delivery Destinations)

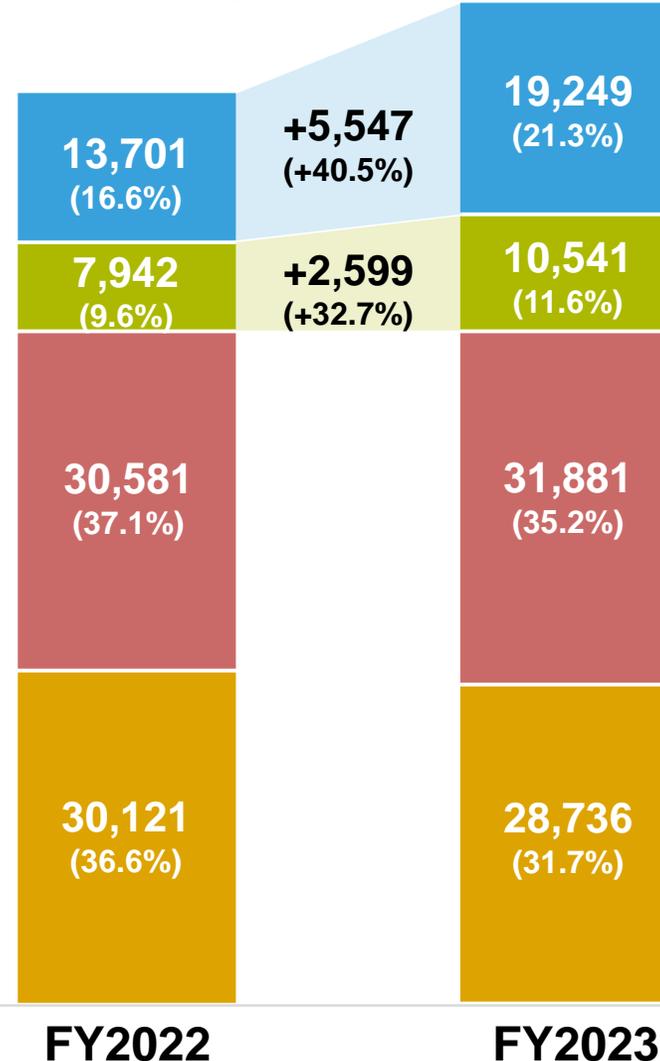
Figures in brackets in domestic and overseas sectors indicate percentage of net sales against consolidated net sales.
Figures in brackets in each global area indicate percentage of net sales against overseas sales.

Yen in millions

Net sales in domestic/overseas markets



Net sales by global area



Americas Europe China Asia

Americas ↑ +5,547 (+40.5%)

- Large-scale painting projects in Industrial Machinery Business
- Battery-related in Energy
- Favorable in-vehicle device-related in Electronics

Europe ↑ +2,599 (+32.7%)

- Favorable in-vehicle EMS aimed at Japanese-affiliated companies in Electronics Business
- Lull in Energy Solutions

China ↑ +1,300 (+4.3%)

- Increase in Automotive Business compared with previous FY
- Reduced investment in small businesses due to declining private consumption in Electronics

Asia ↓ ▲ 1,385 (▲ 4.6%)

- Market was sluggish overall
- Increased sales of equipment for medical devices for which specialized control is required, in Healthcare Business

Financial Results by Segment (Net Sales/Operating Income)

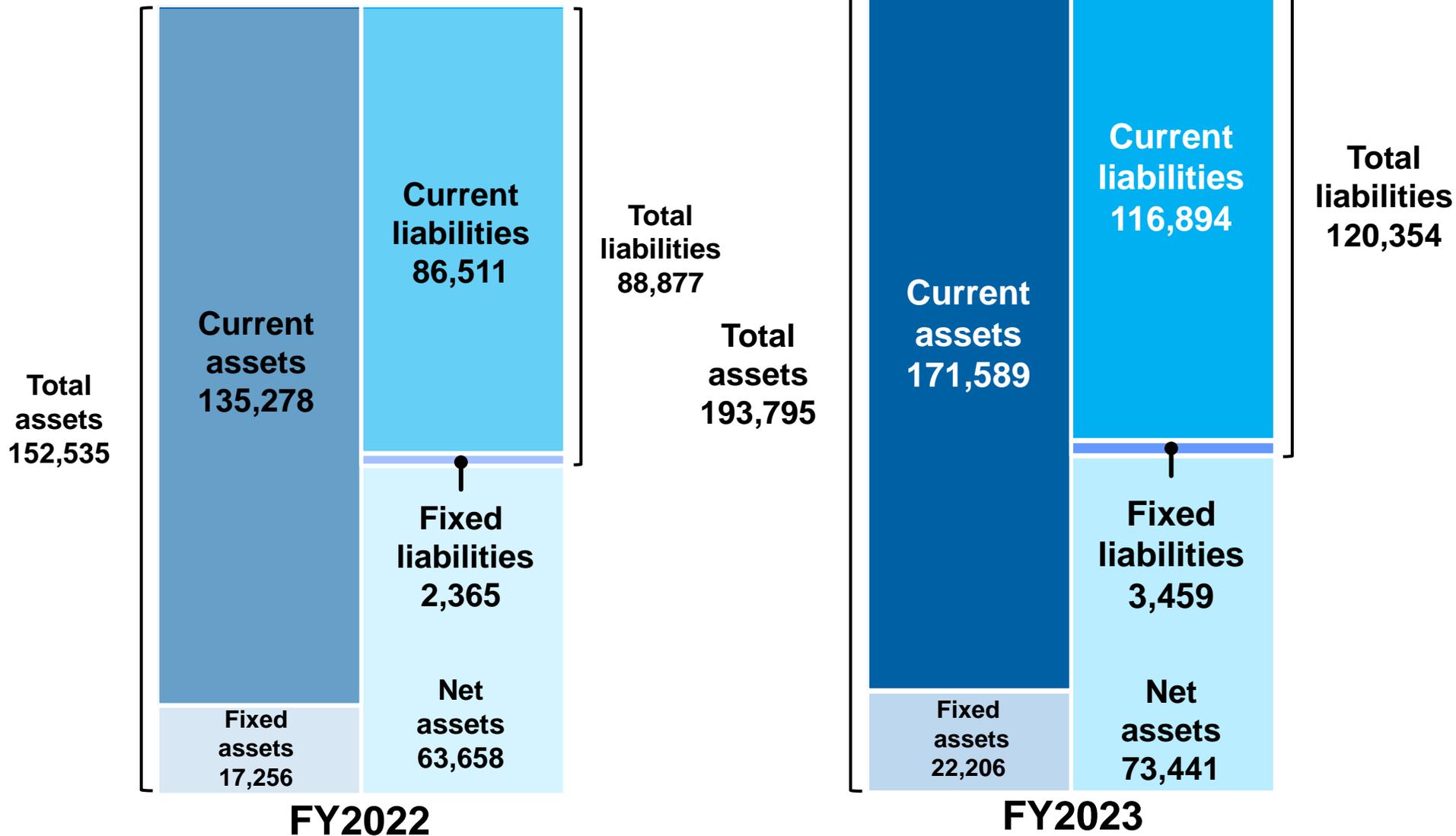
Yen in millions	Net sales			Operating income		
	FY2022	FY2023	Change	FY2022	FY2023	Change
Plant & Energy	17,192	15,723	▲ 8.6%	855	406	▲ 52.5%
Energy Solutions	18,509	34,188	+84.7%	▲ 68	1,033	—
Industrial Machinery	23,766	27,897	+17.4%	642	1,076	+67.6%
Electronics	48,561	50,441	+3.9%	3,215	2,873	▲ 10.7%
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.

Consolidated Financial Position

Yen in millions

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



■ Total assets	193,795
	(+41,260)
■ Equity	73,318
	(+9,818)
■ Equity ratio	37.8%
	(▲3.8%)
■ Interest-bearing liabilities	7,339
	(+1,456)
■ DER (times)	0.10
	(+0.01)

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	



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

Quantitative Targets

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



III. Financial Forecasts and Shareholder Returns for FY2024

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%

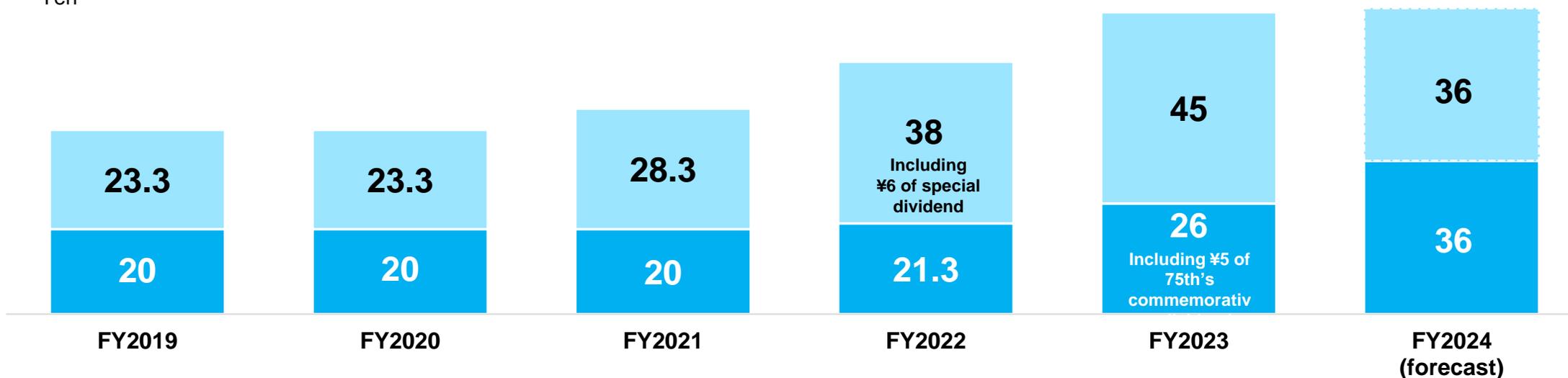
Shareholder Returns

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	¥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.

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%
Total *	187,790	200,000	+6.5%	9,090	10,000	+10.0%

*Adjustment values are included in totals.

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%	

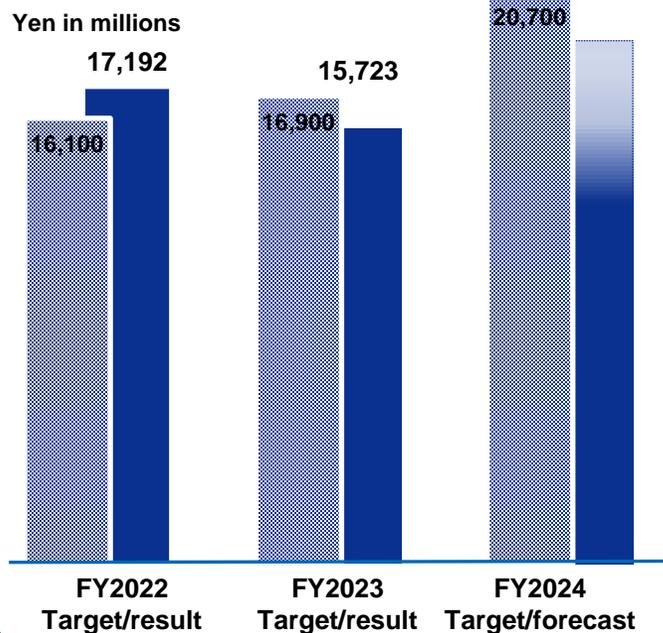
Forecasts for FY2024

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

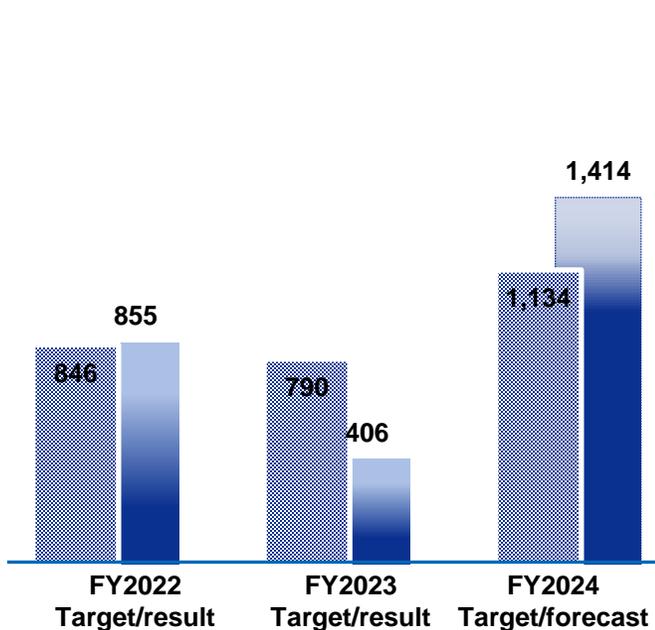
Initiative themes

- 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.

Net sales



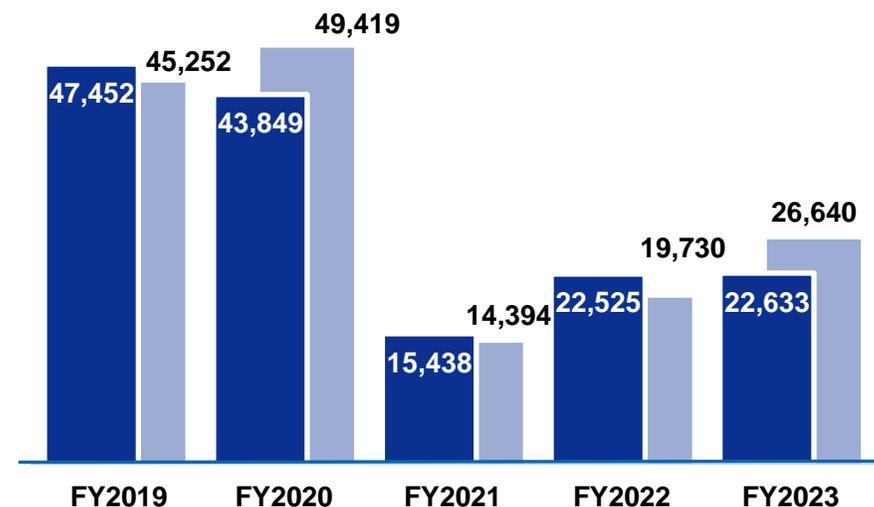
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received / Backlog

Yen in millions



Trends in orders received/backlog

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

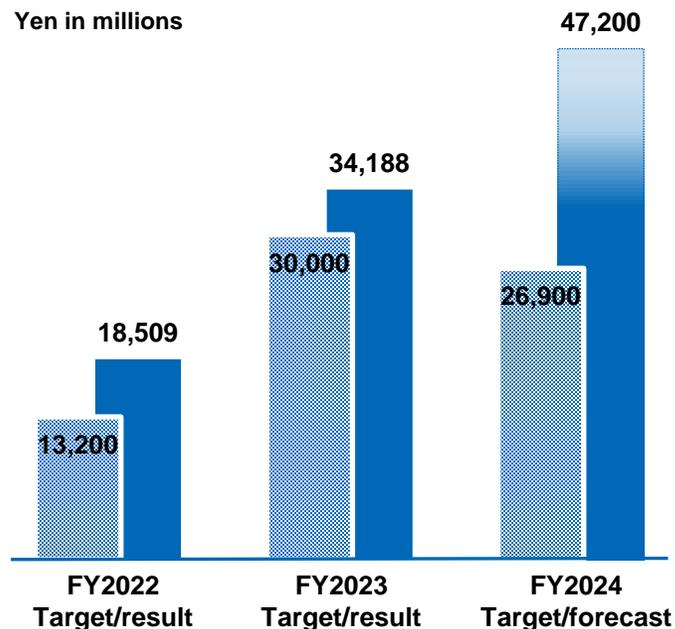
- Scheduled sales recording for multiple large-scale projects overseas

Initiative themes

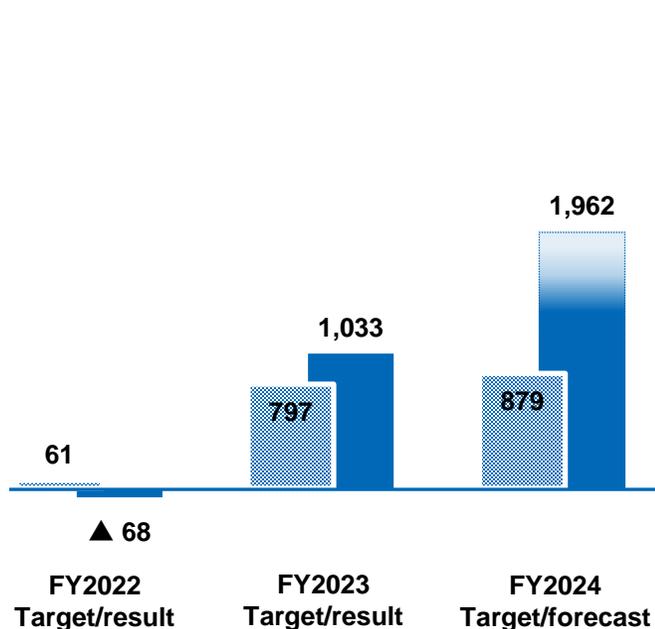
- Order activities specialized toward Japanese-affiliated customers
- Full-fledged initiatives toward strengthened engineering and new business (materials sales, separators, all-solid-state batteries, new techniques)

Net sales

Yen in millions

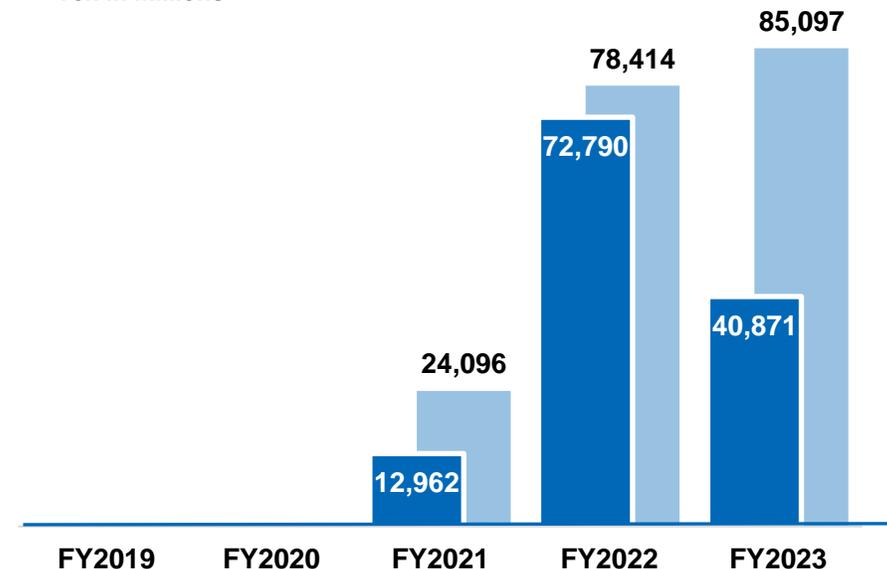


Operating income



Orders received Backlog

Yen in millions



Medium-term Business Plan MT2024 targets and results (forecasts)

Trends in orders received/backlog

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

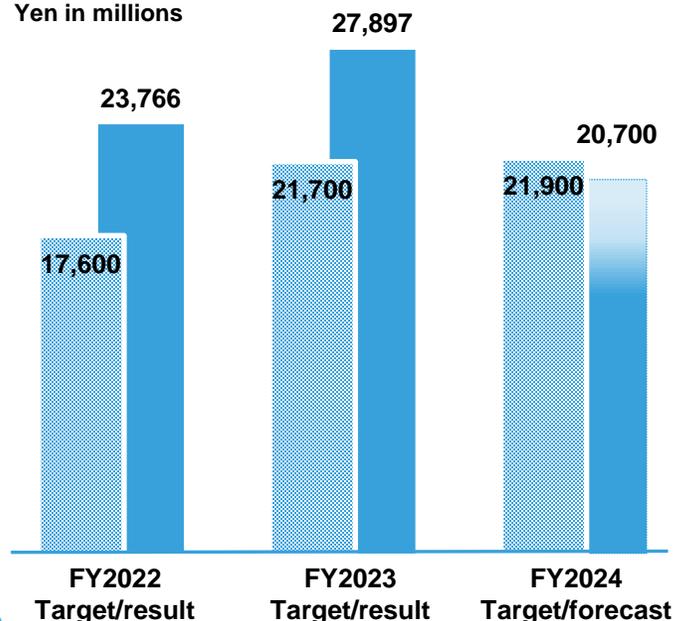
- Scheduled sales recording focused on molding machinery for food/housing equipment-related

Initiative themes

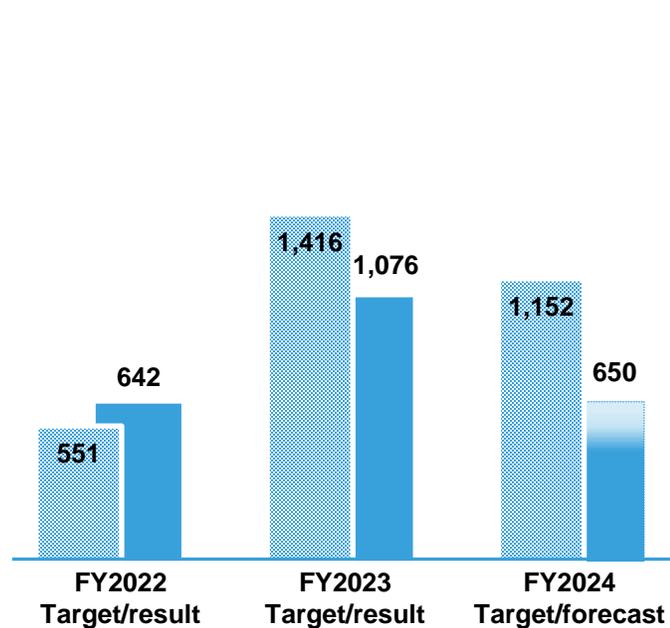
- The themes of labor-saving/automation are increasingly relevant for solving the shortage of workers in the manufacturing industry
- In medical, we will keep pace with major American-affiliated companies, which are expanding their business to Central and South America
- Besides our existing businesses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

Net sales

Yen in millions



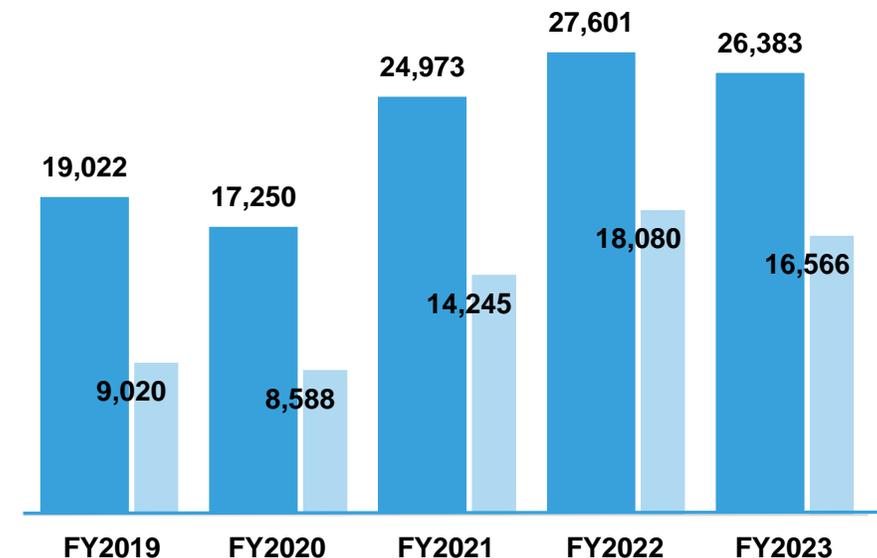
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received Backlog

Yen in millions



Trends in orders received/backlog

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

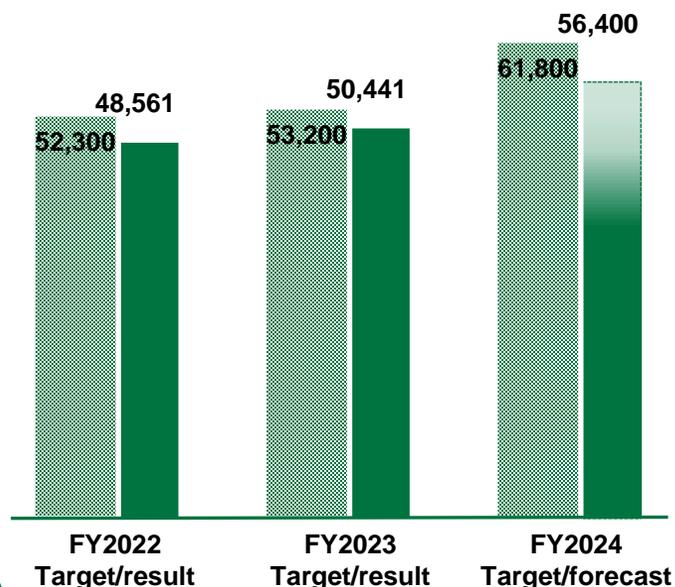
- Sales in semiconductor-related scheduled in H1
- In H2, we anticipate renewed investment in device-related and will capture that demand

Initiative themes

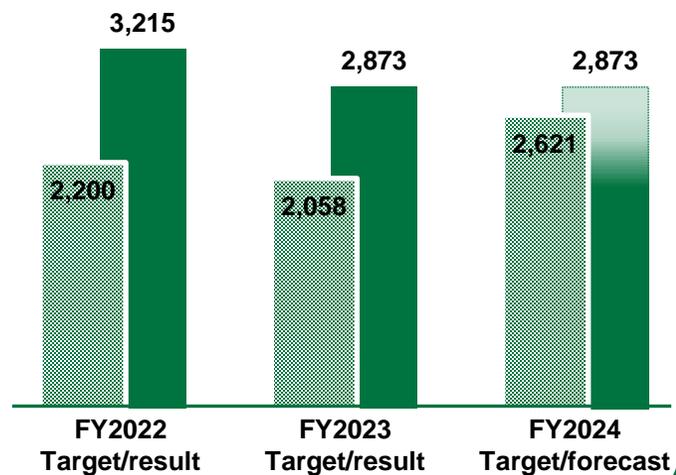
- Commence full-fledged activities for entering the North African market
- With LOGITO, continued enhancement of sales promotion toward target industries
- Using investment in MODE Inc. as an opportunity, we will expand integrated solutions sales business for factory DX

Net sales

Yen in millions



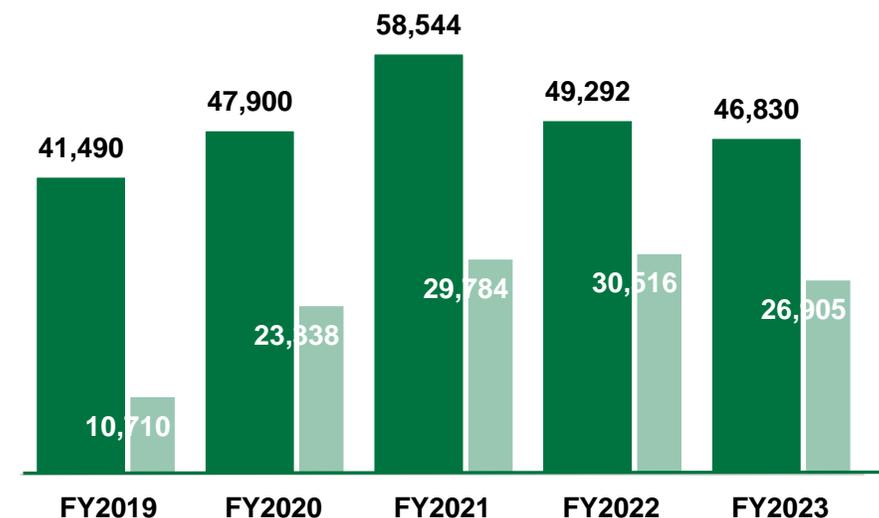
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received / Backlog

Yen in millions



Trends in orders received/backlog

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

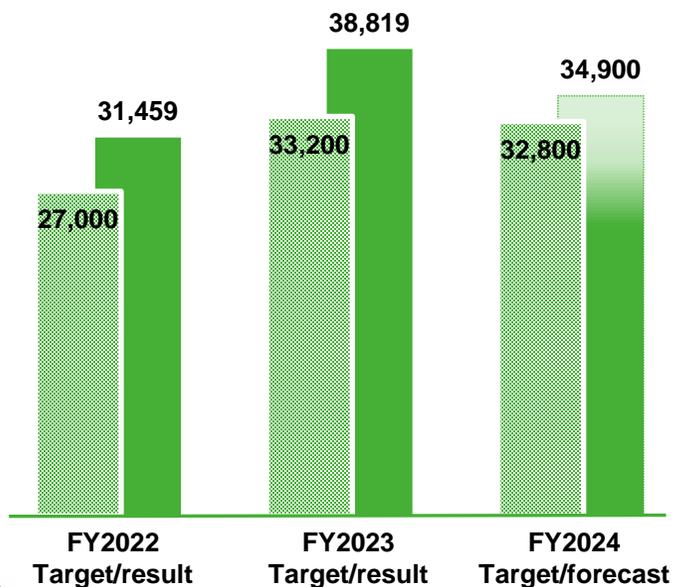
- Scheduled sales recording focused on painting equipment and molding machinery for overseas markets

Initiative themes

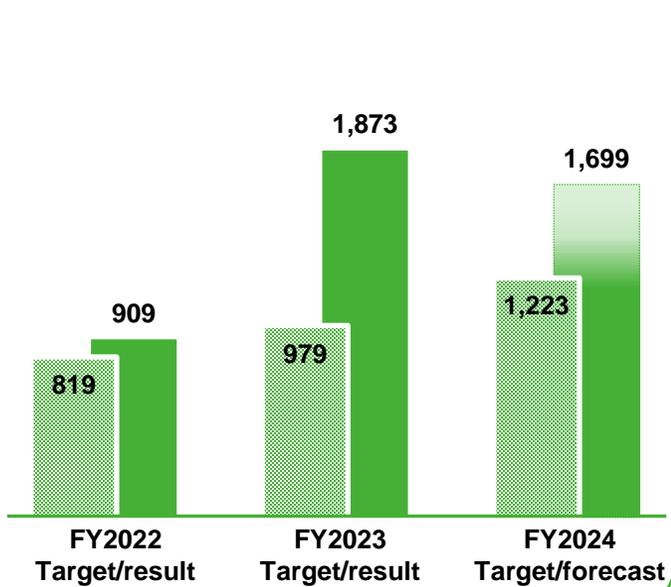
- Ongoing initiatives toward electrification products while also appealing for investment in internal combustion engines

Net sales

Yen in millions



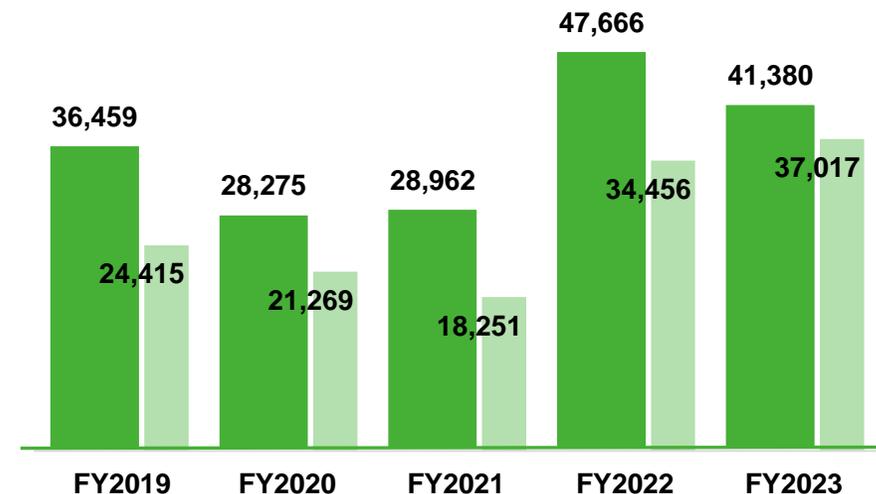
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received / Backlog

Yen in millions



Trends in orders received/backlog

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

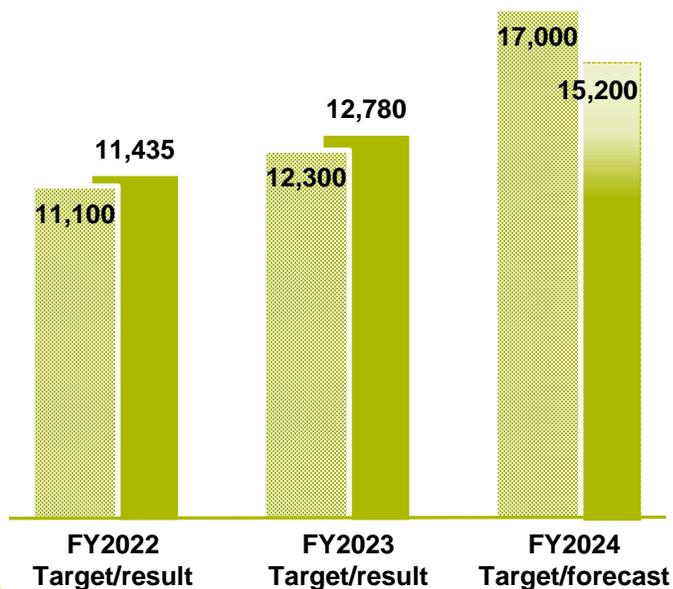
- Scheduled sales of manufacturing equipment and packaging machinery-related for advanced control medical devices

Initiative themes

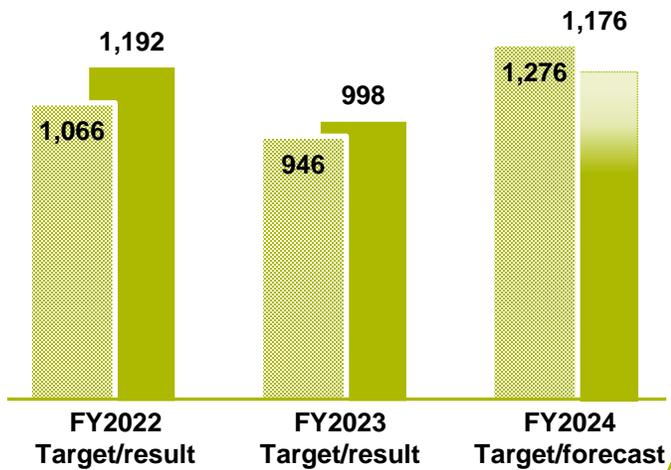
- Aim for increased orders for plant engineering projects

Net sales

Yen in millions



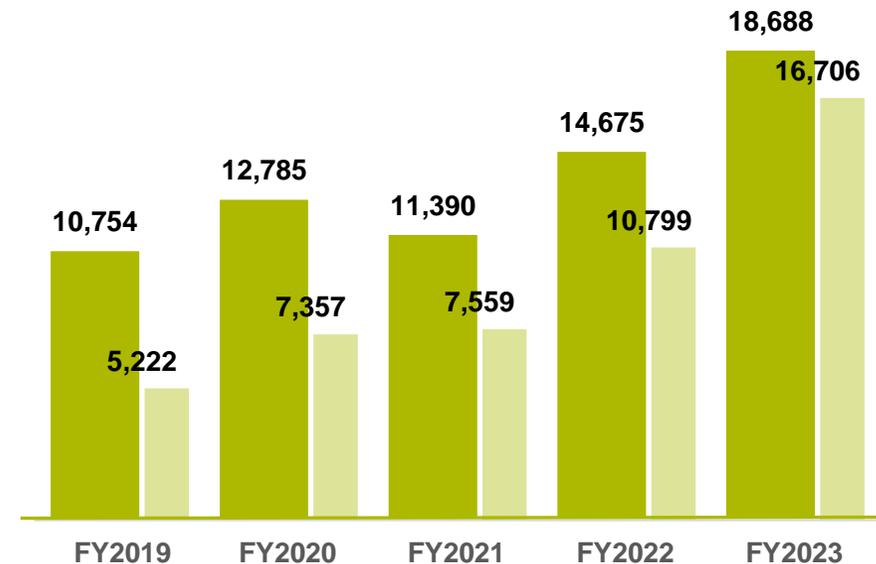
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received Backlog

Yen in millions



Trends in orders received/backlog

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

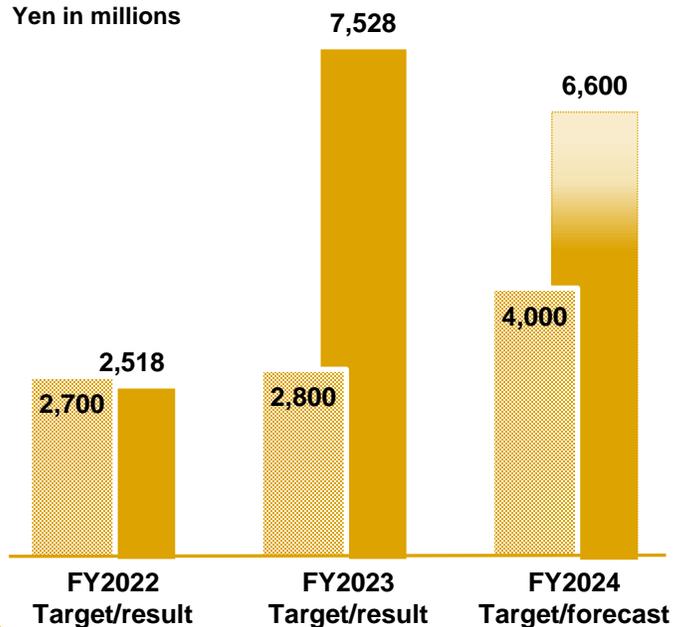
- Scheduled sales of ground support equipment for aircraft and various related equipment, for example, cargo high loaders and passenger steps

Initiative themes

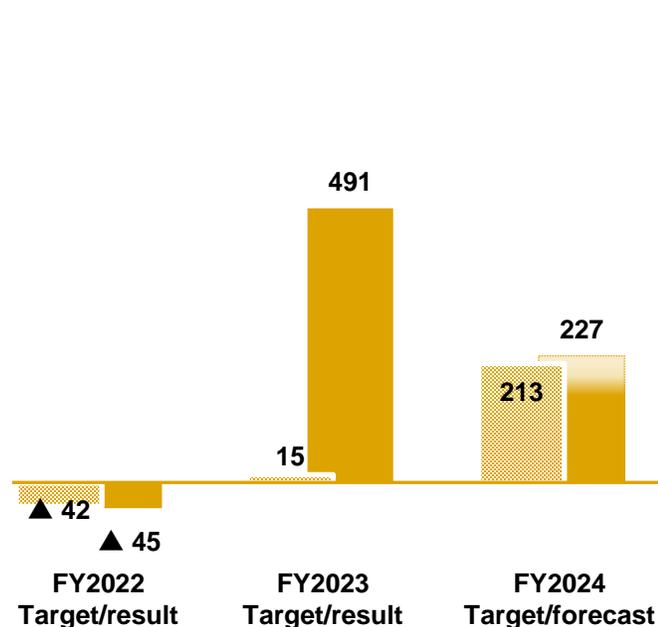
- Product proposals that capture demand relating to labor-saving/automation and the utilization of digital transformation
- In the infrastructure field, aim for item development toward other industries and business expansion

Net sales

Yen in millions



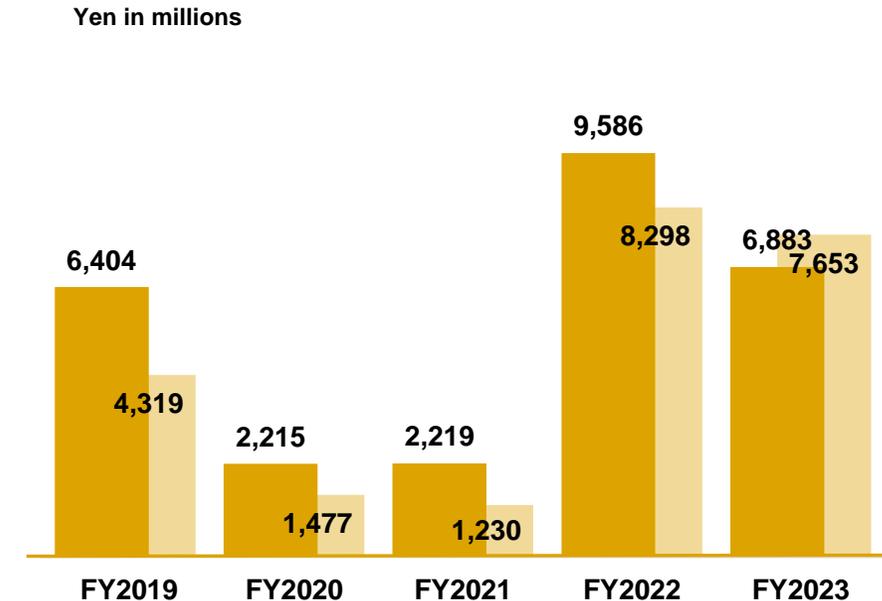
Operating income



Medium-term Business Plan MT2024 targets and results (forecasts)

Orders received / Backlog

Yen in millions



Trends in orders received/backlog



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

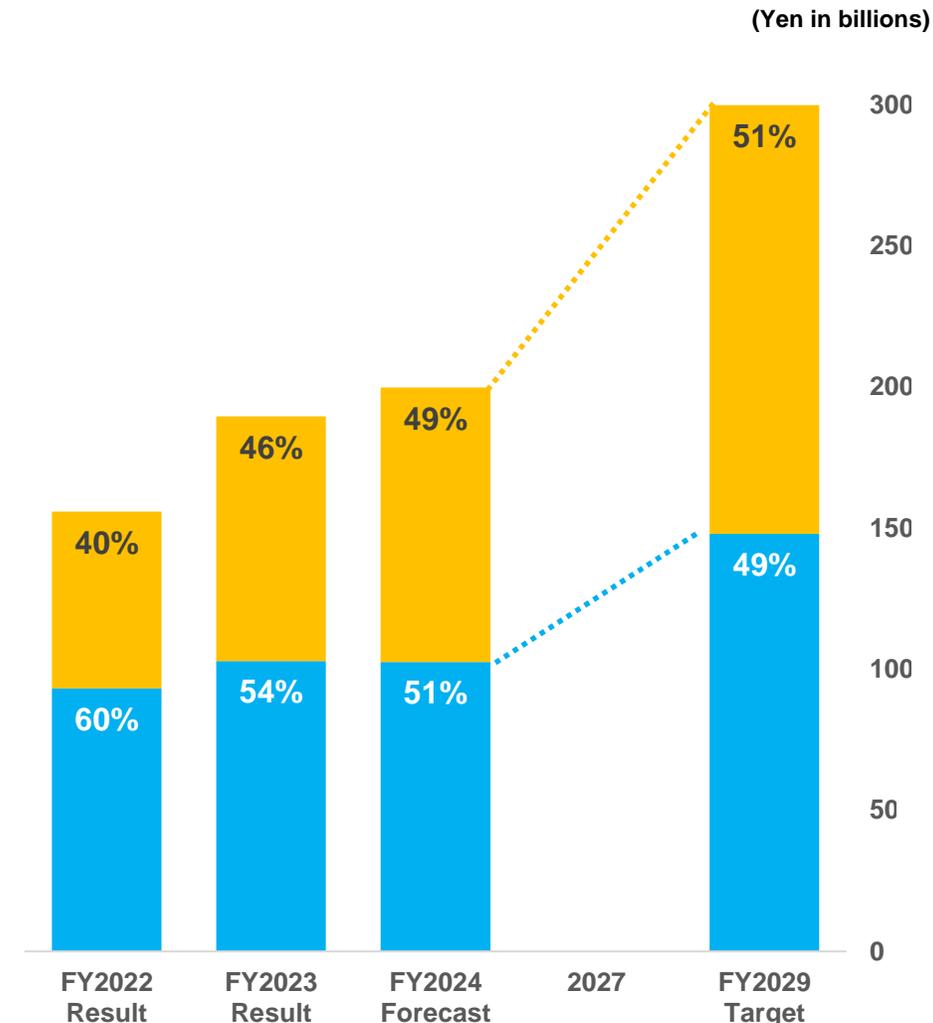
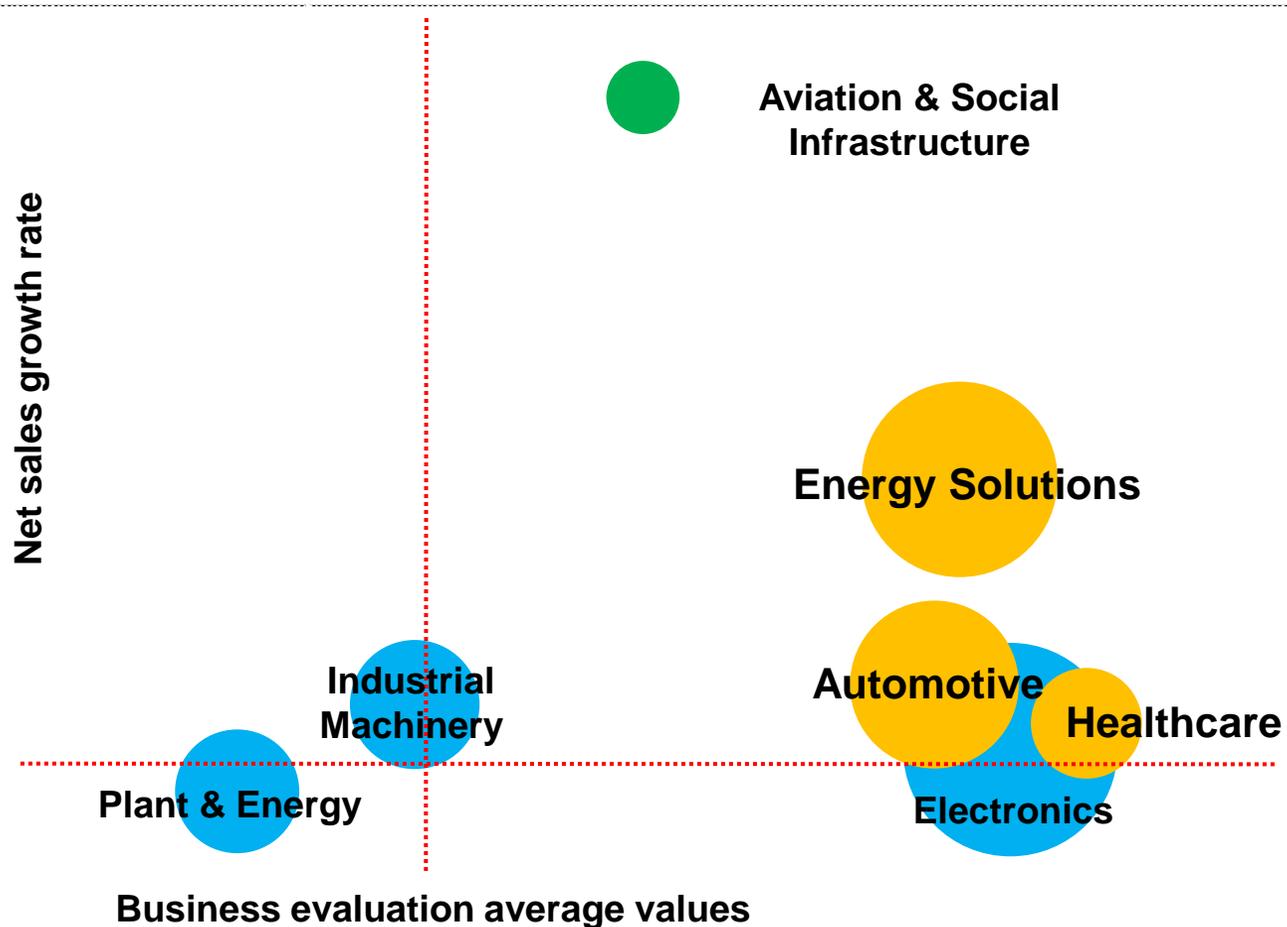
ROE Present Analysis and Future Initiatives

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

	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

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

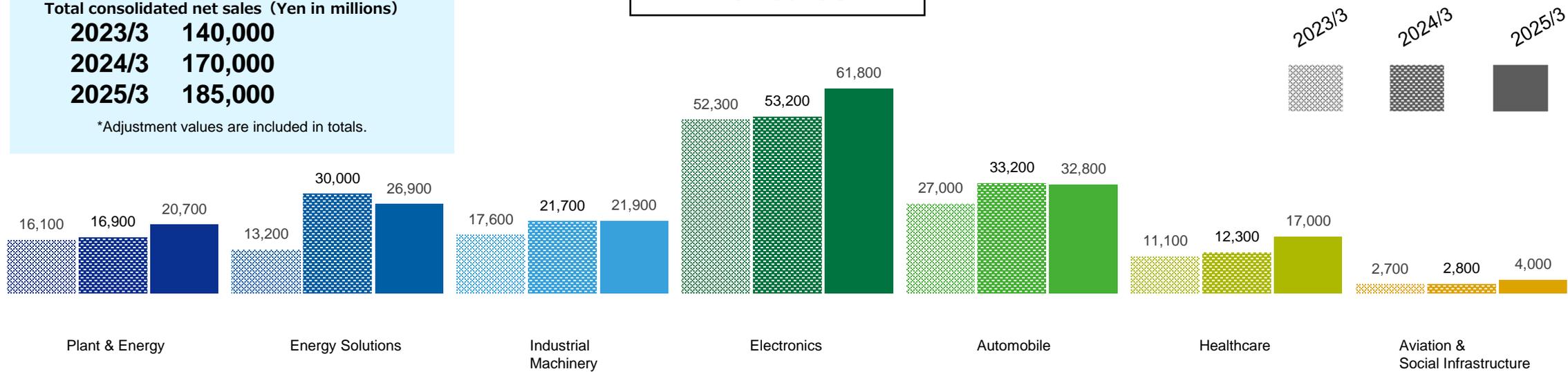
Total consolidated net sales (Yen in millions)

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

*Adjustment values are included in totals.

Net sales

Yen in millions



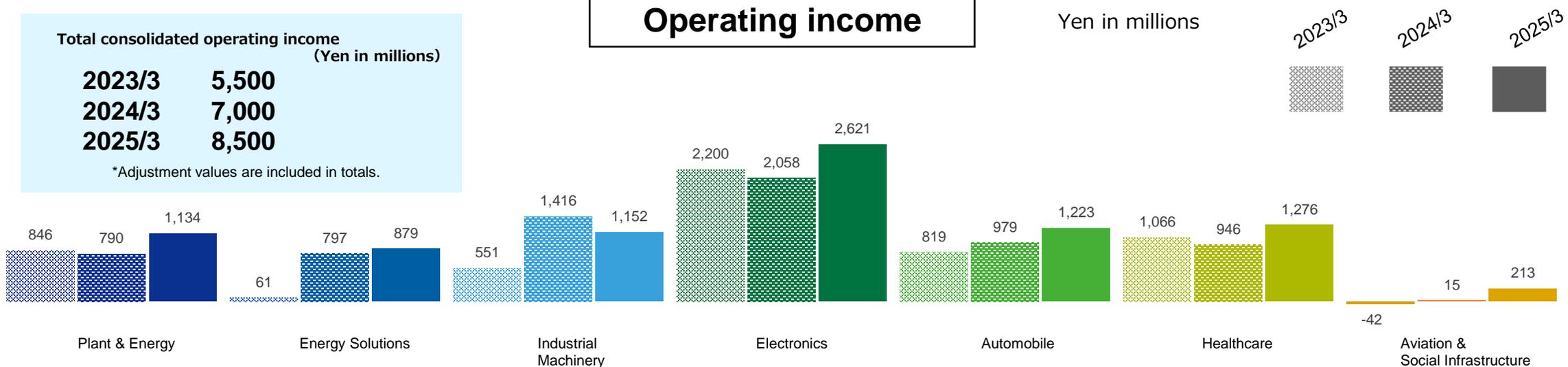
Total consolidated operating income (Yen in millions)

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

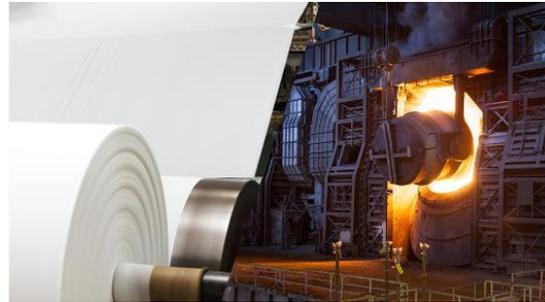
Main products

- 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

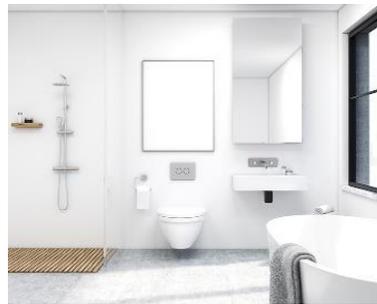
Home appliances/
Office appliances



Food packaging



Housing Equipment



Logistic materials



Medical Equipment



Growing seedlings



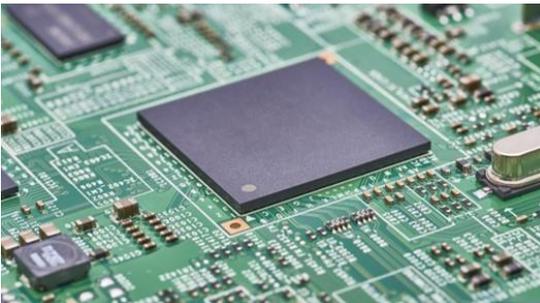
Electronics Business

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

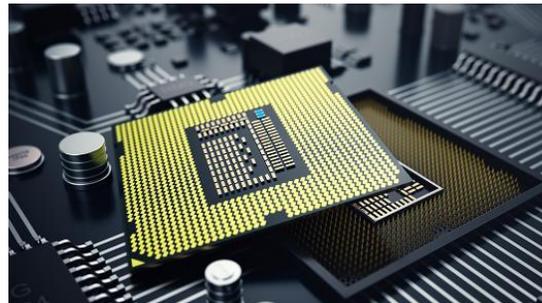
Main products

- 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**

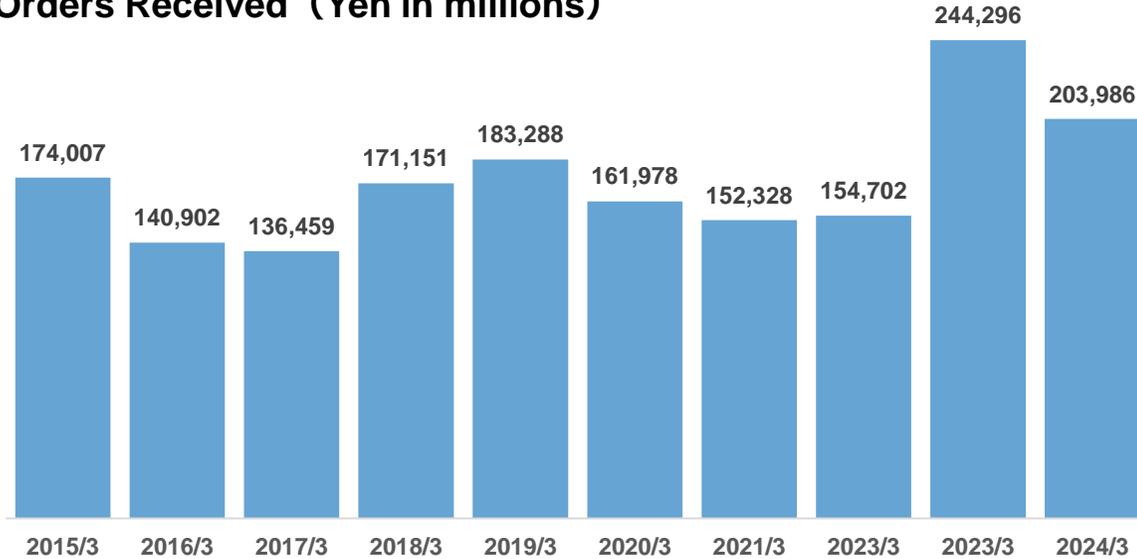


Customer Support

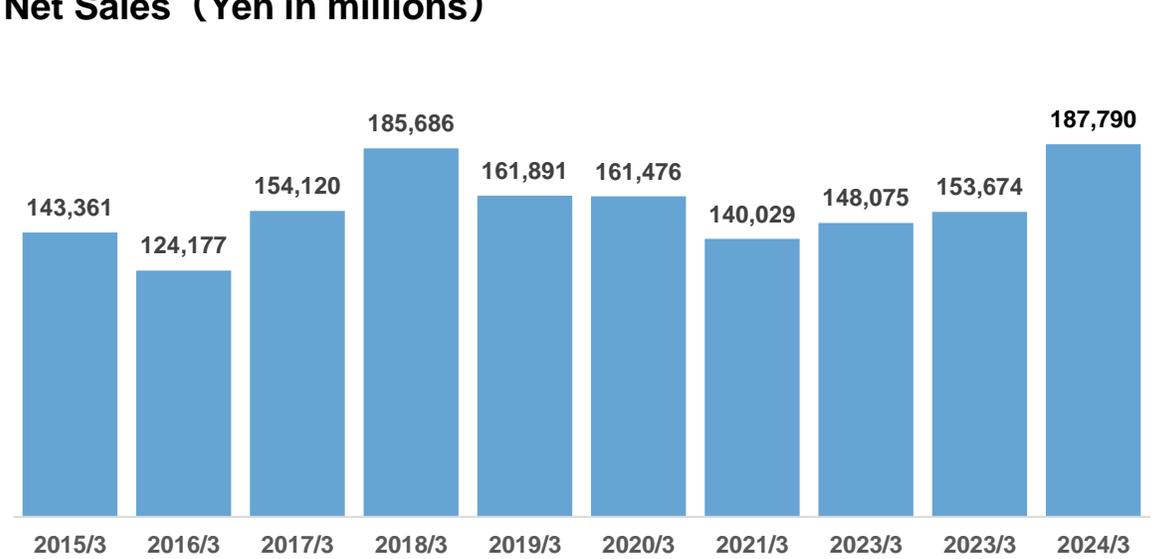


Trends in Consolidated Financial Performance

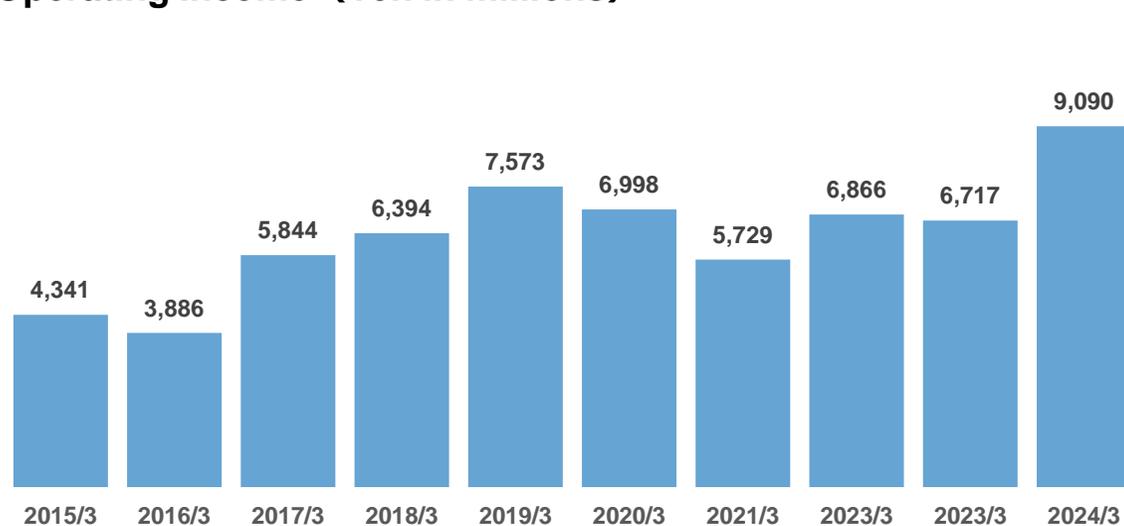
Orders Received (Yen in millions)



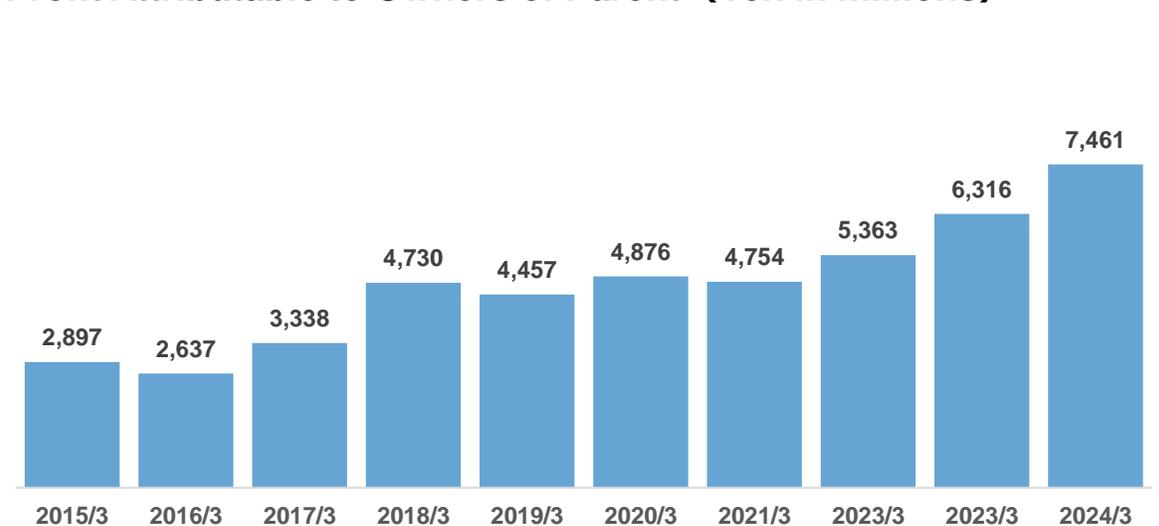
Net Sales (Yen in millions)



Operating Income (Yen in millions)



Profit Attributable to Owners of Parent (Yen in millions)



Trends in Consolidated Financial Position

