

FY 2018

Full-Year Earnings Report



Daitron Co., Ltd.

Securities Code: 7609

Outline of Consolidated Settlement of Accounts (performance results and earnings forecasts)



Change in Full-Year Earnings



FY 2018 earnings

■ Net sales ¥59,662 mil.

(115.4% y/y)

■ Operating income ¥3,546 mil.
(140.6% y/y)

■ Ordinary income ¥3,592 mil.
(139.1% y/y)

■ Net income ¥2,274 mil.
(121.8% y/y)

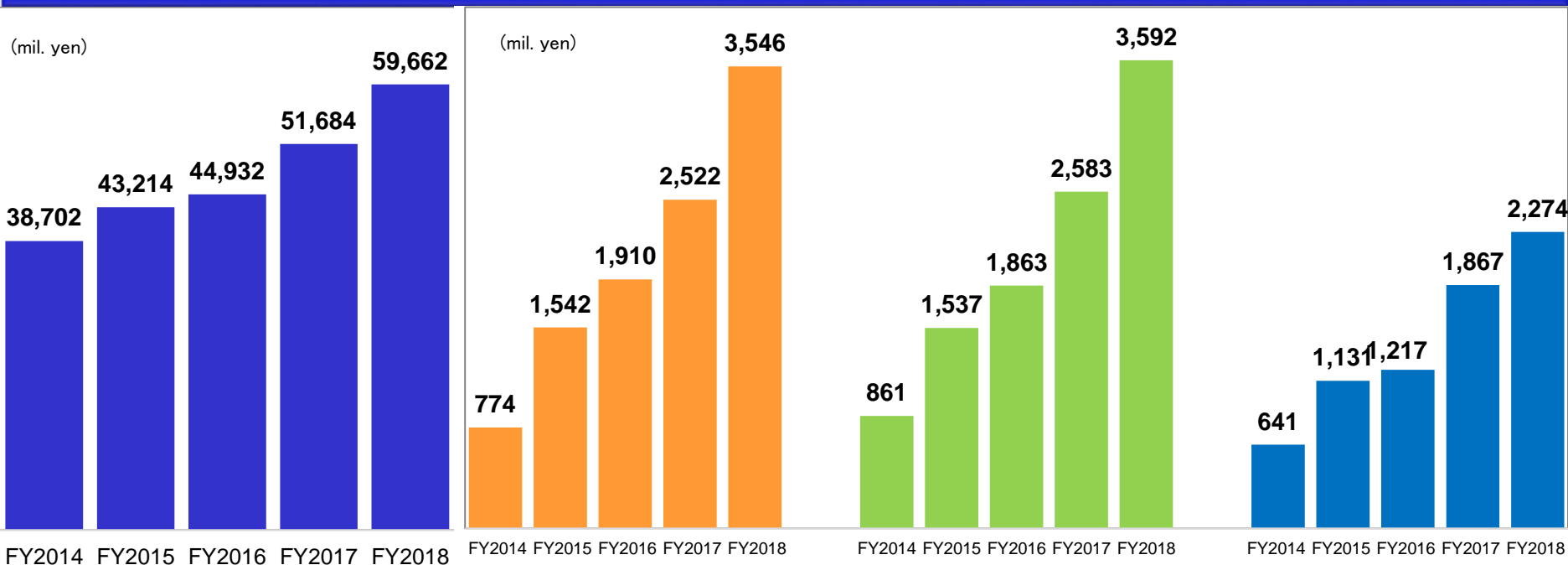
Change in full-year earnings

Net sales

Operating income

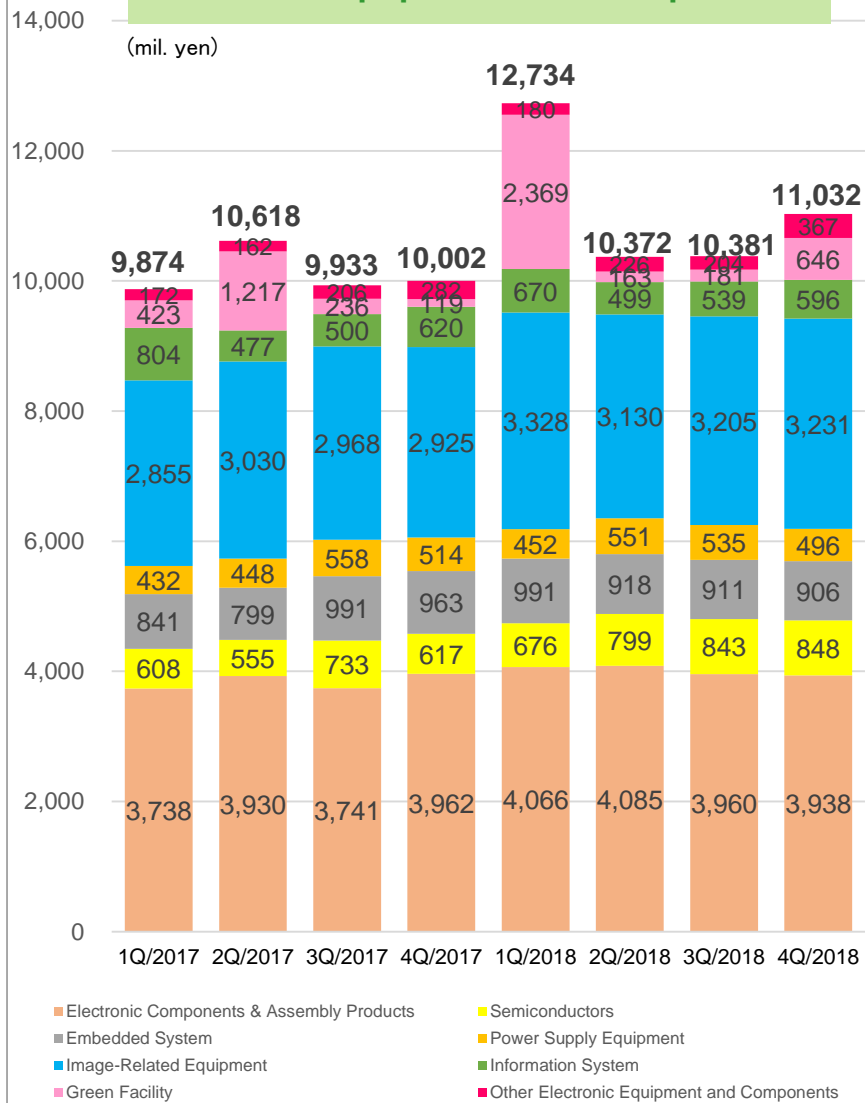
Ordinary income

Net income

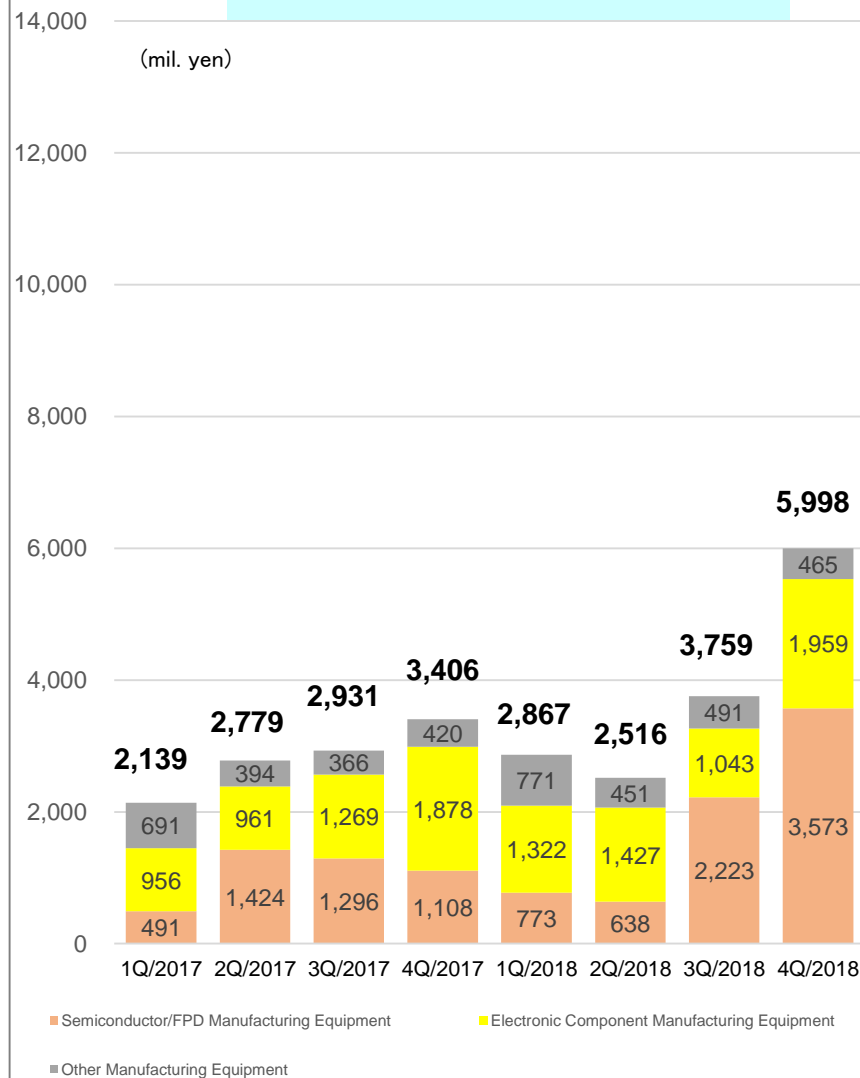


Product Segment Quarterly Performance Change

Electronic Equipment and Components



Manufacturing Equipment



Financial Position & Cash Flows in 2018 **Daitron**

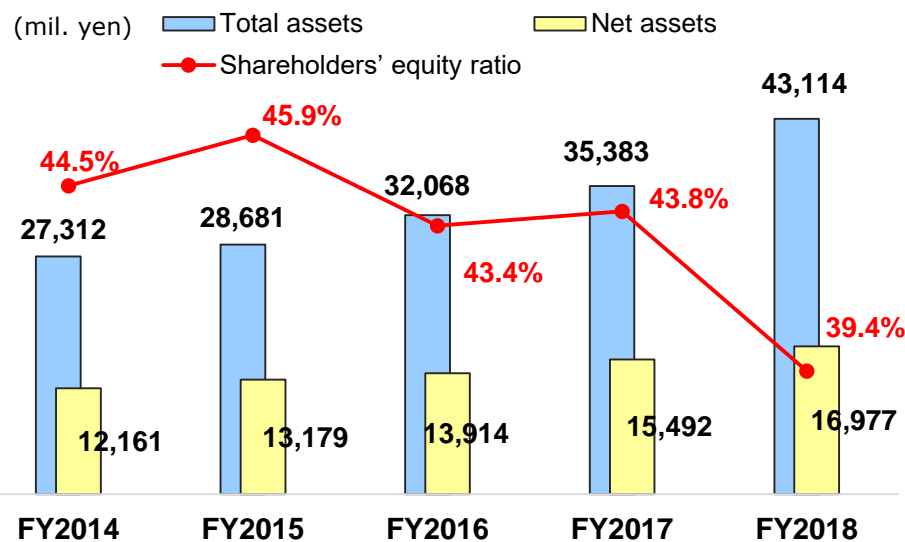
Consolidated financial position

Total assets
¥43,114 mil.
(up ¥7,731 mil.)

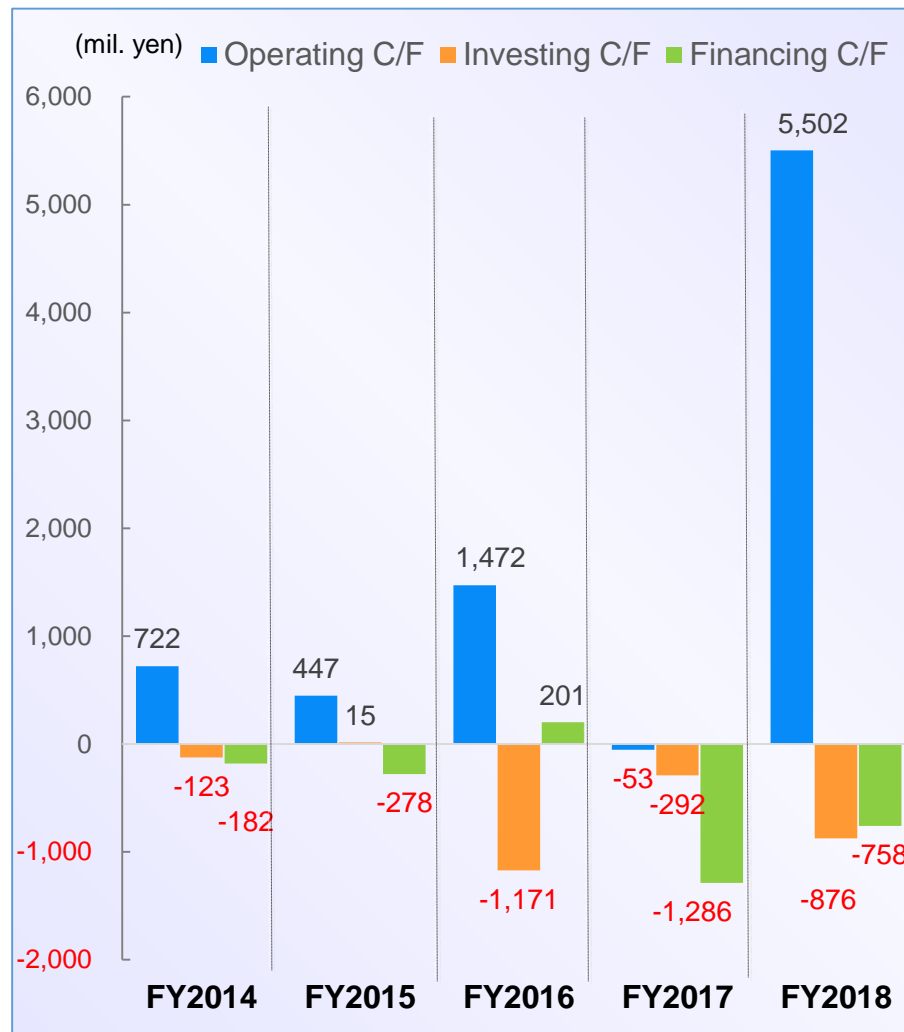
Liabilities
¥26,137 mil.
(up ¥6,247 mil.)

Net assets
¥16,977 mil.
(up ¥1,484 mil.)

Total assets/Net assets/Shareholders' equity ratio



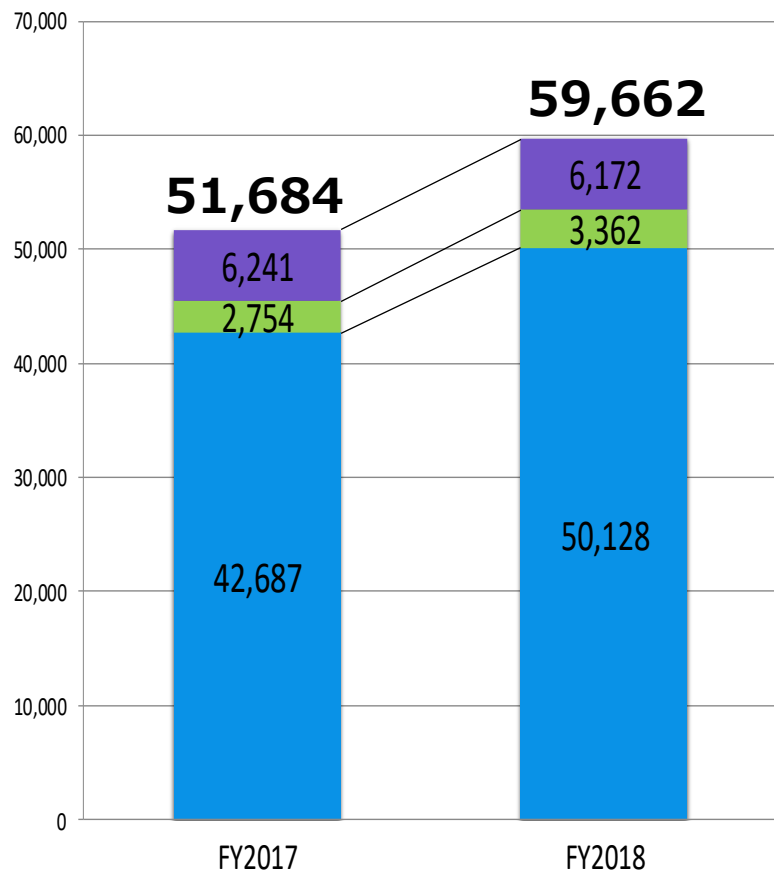
Consolidated cash flows



General Change by Report Segment **Daitron**

(mil. yen)

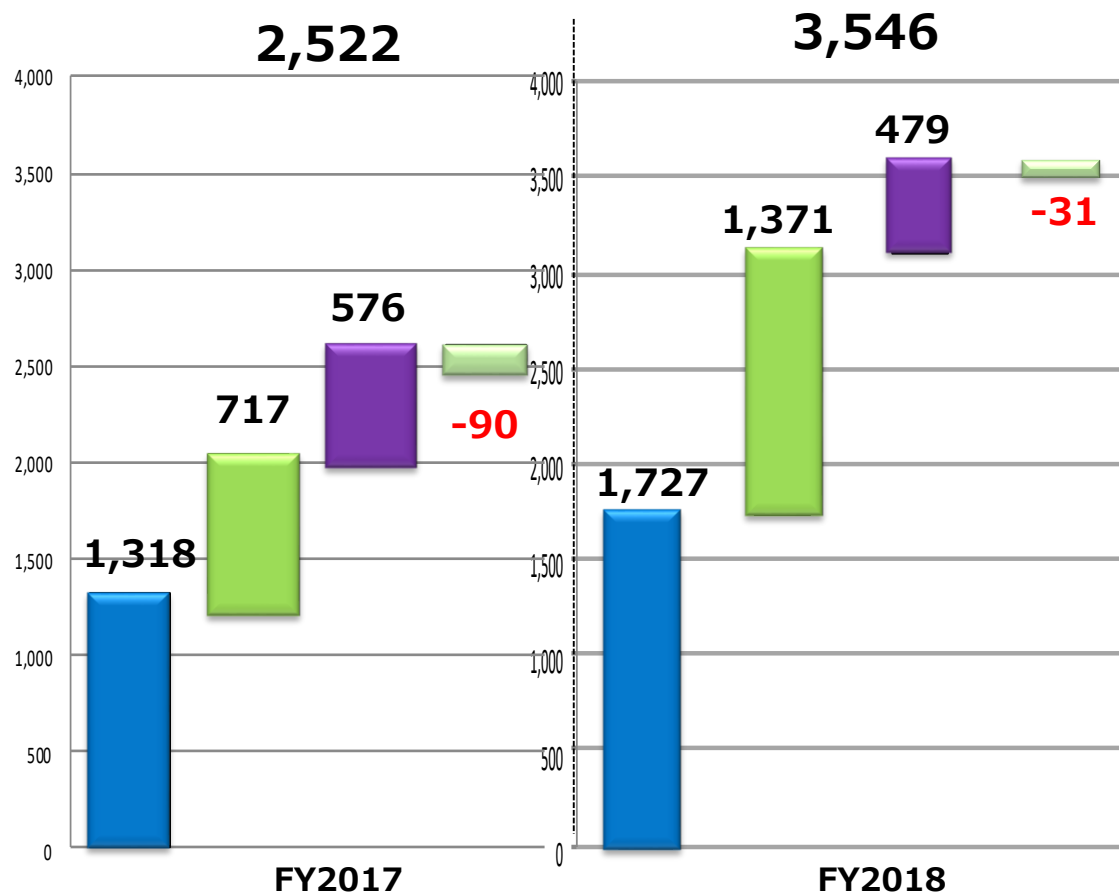
Net sales



■ Domestic Sales Business ■ Domestic Manufacturing Business
■ Overseas Subsidiary

(mil. yen)

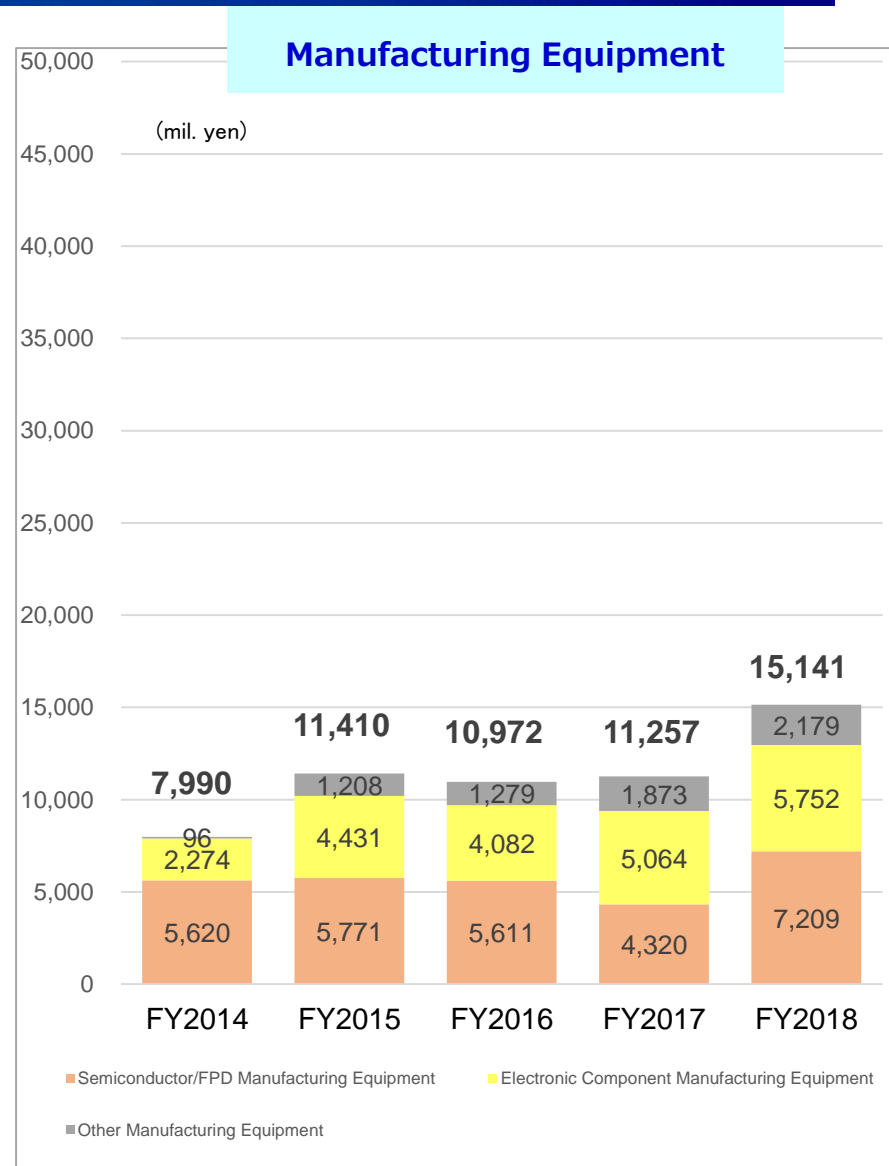
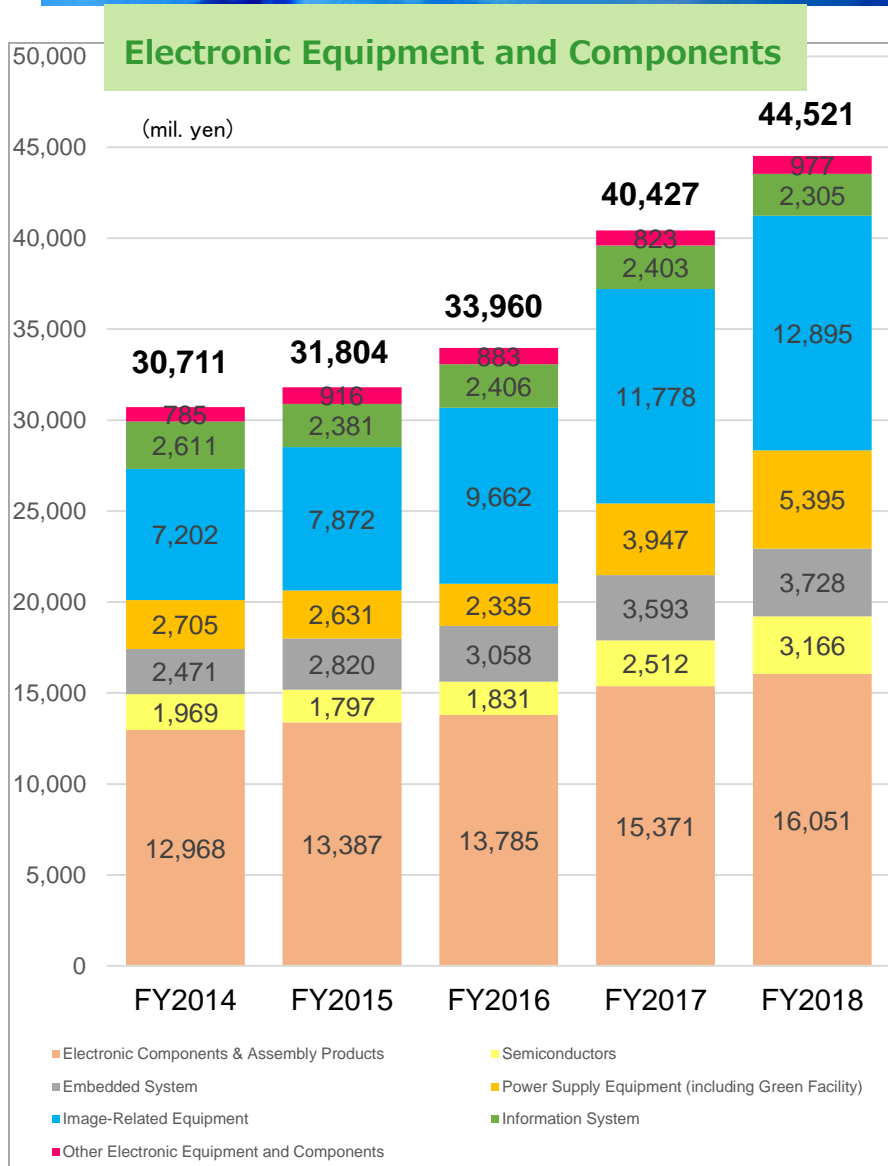
Operating income



■ Domestic Sales Business ■ Domestic Manufacturing Business
■ Overseas Subsidiary ■ Adjustment

(Note) Adjustments in segment income or loss include the inter-segmental transaction elimination and corporate allocation not allocated to each report segment. The main portion of corporate allocation is selling, general and administrative expenses not attributable to report segments.

Fiscal Performance Change by Product Segment **Daitron**



Business Structure of the Company

Fiscal Performance in 2018

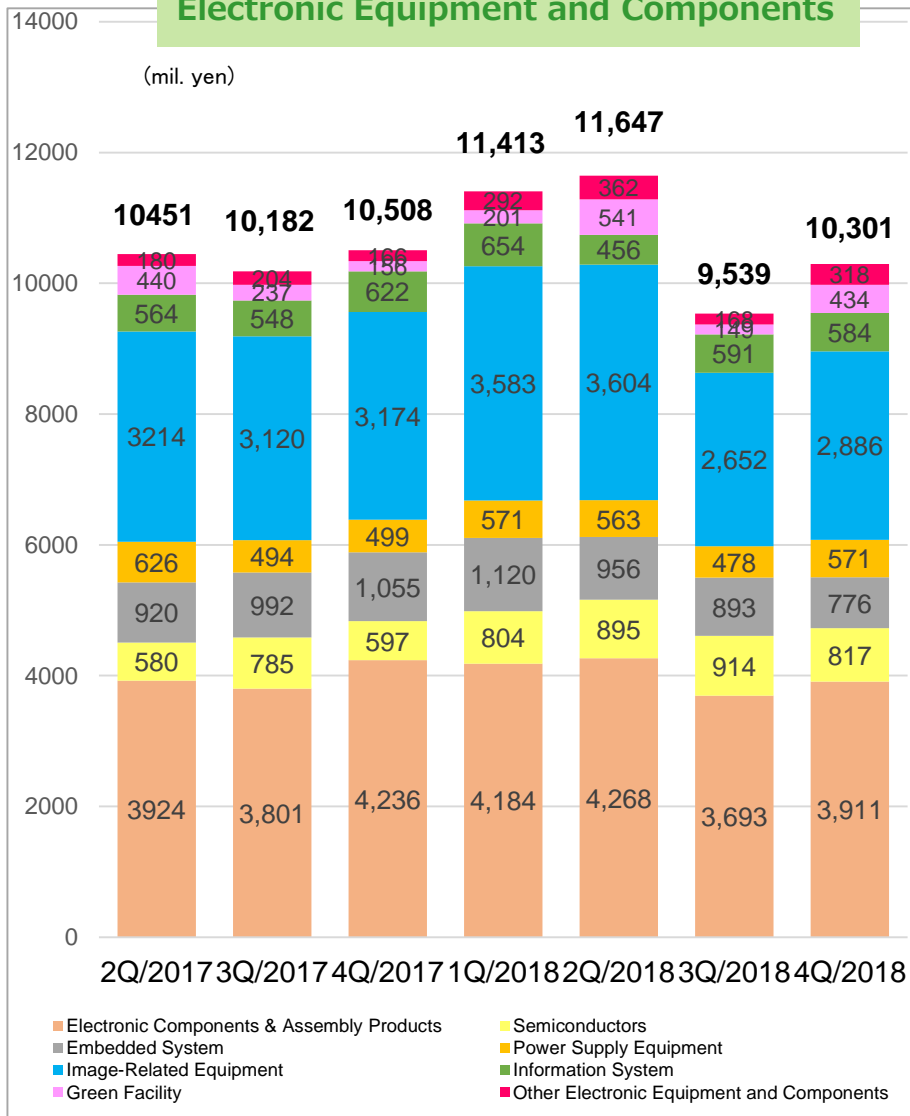


Business	By product segment	Sales composition ratio	Gross profit margin	Original product ratio	Overseas business ratio
Electronic Components and Equipment	Electronic Components & Assembly Products	27.0% (29.7%:FY2017)	24.7% (23.7%:FY2017)	26.0% (24.2%:FY2017)	North America 3.1% (3.5%:FY2017)
	Semiconductors	5.3% (4.9%:FY2017)	19.6% (21.6%:FY2017)		
	Embedded System	6.2% (7.0%:FY2017)	15.2% (15.1%:FY2017)		
	Power Supply Equipment (including Green Facility)	9.0% (7.6%:FY2017)	17.7% (24.7%:FY2017)		Europe 0.9% (0.3%:FY2017)
	Image-Related Equipment	21.6% (22.8%:FY2017)	16.4% (17.7%:FY2017)		
	Information System	3.9% (4.6%:FY2017)	26.7% (26.1%:FY2017)		
	Other Electronic Equipment and Components	1.6% (1.6%:FY2017)	14.1% (14.4%:FY2017)		
Manufacturing Equipment	Semiconductor/FPD Manufacturing Equipment	12.1% (8.4%:FY2017)	17.8% (22.7%:FY2017)	Asia 17.3% (15.7%:FY2017)	
	Electronic Component Manufacturing Equipment	9.6% (9.8%:FY2017)	35.0% (32.8%:FY2017)		
	Other Manufacturing Equipment	3.7% (3.6%:FY2017)	24.9% (16.9%:FY2017)		
Total		100.0%	21.5% (22.2%:FY2017)	26.0% (24.2%:FY2017)	21.2% (19.5%:FY2017)

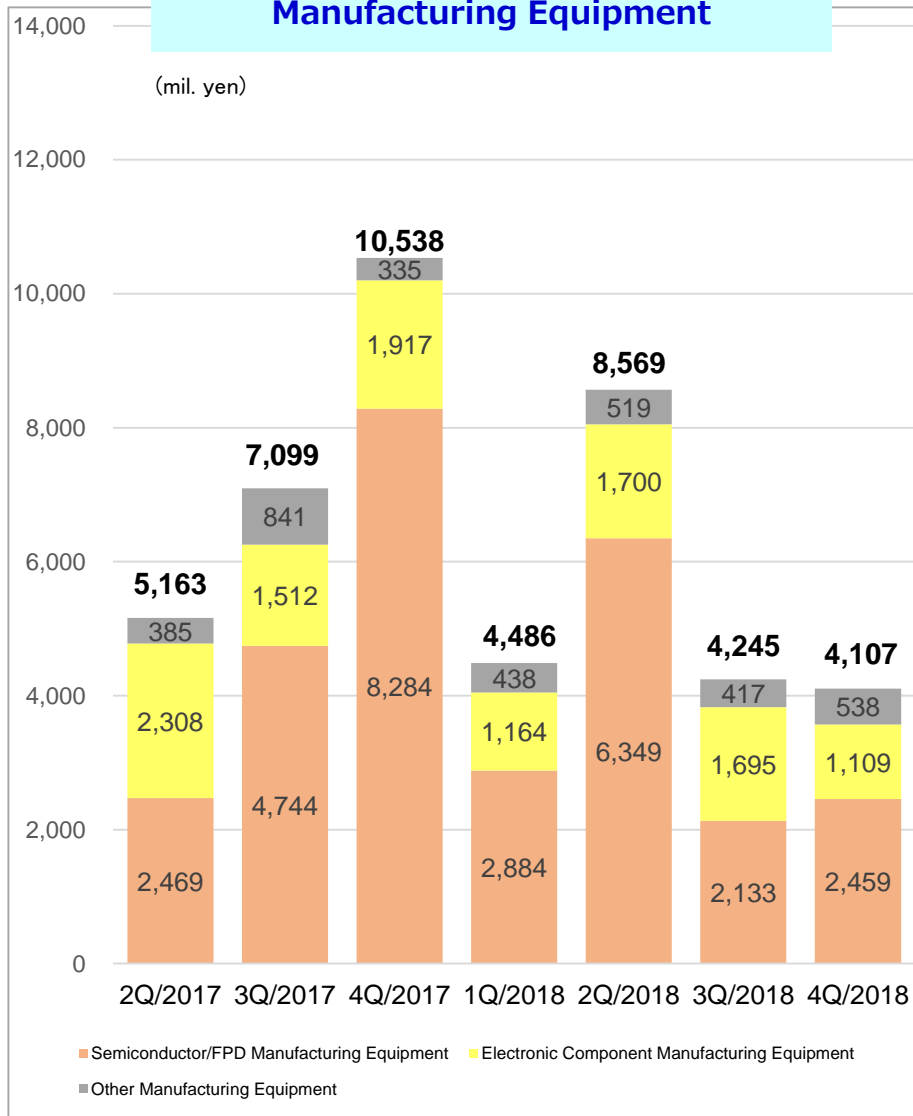
 shows the product segments including the Company's original products.

Quarterly Order Change (by segment) **Daitron**

Electronic Equipment and Components

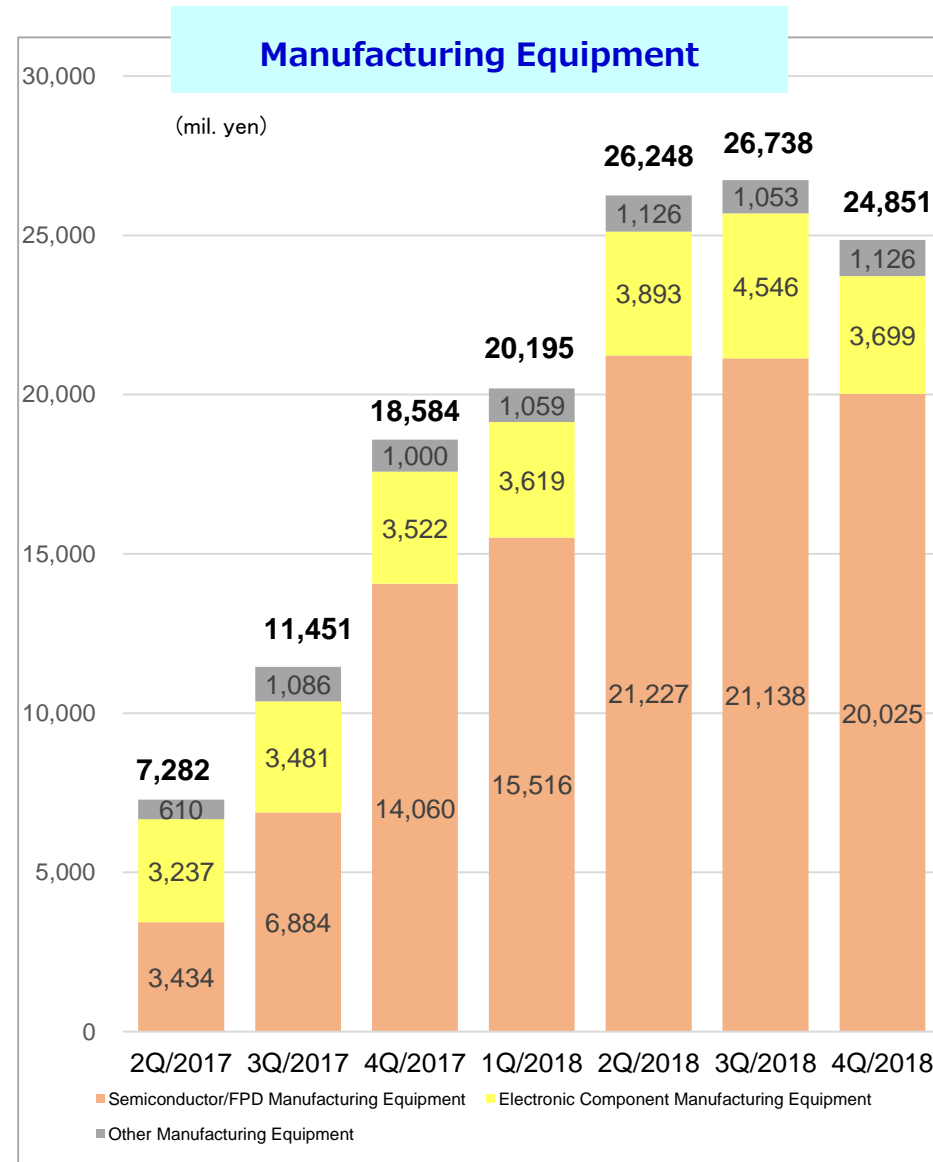
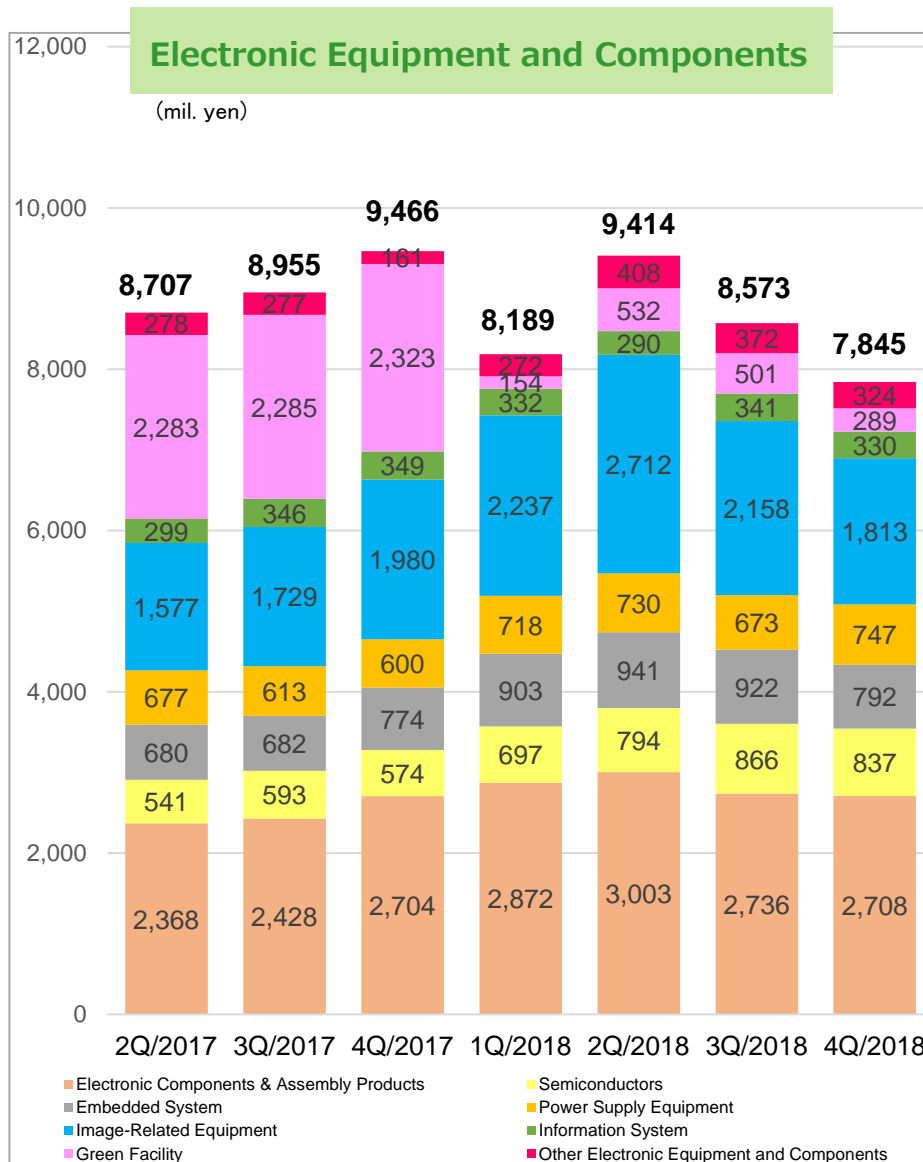


Manufacturing Equipment



Quarterly Order Backlog Change (by segment)

(by segment)



* Including backlogs of orders for delivery in or after 2020 of approx. ¥66 mil. in Electronic Equipment and Components, and approx. ¥8,354 mil. in Manufacturing Equipment.

Consolidated Performance Forecast (full-year)



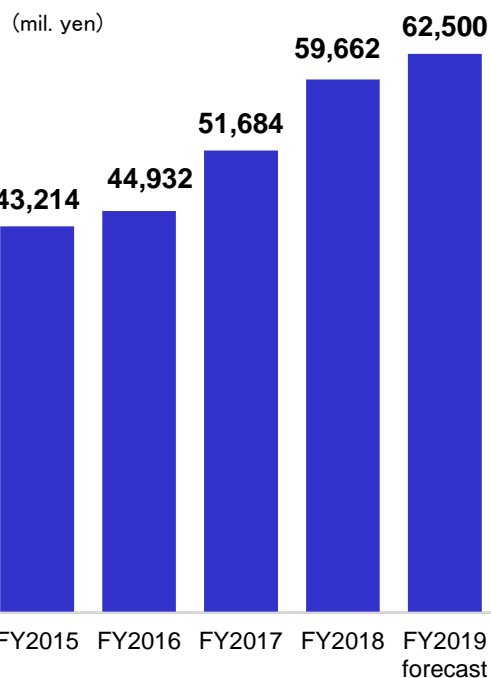
■ **Net sales** **¥62,500 mil.**
 (104.8% y/y)

■ **Operating income** **¥3,550 mil.**
 (100.1% y/y)

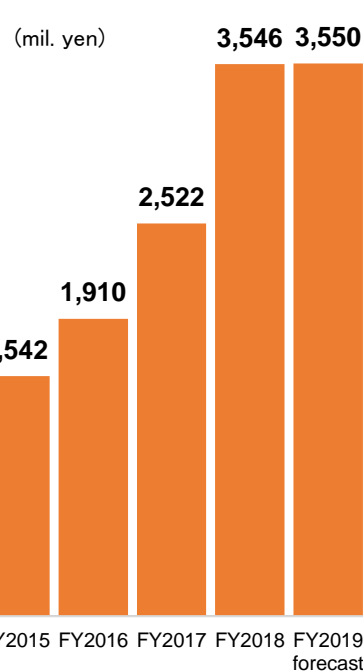
■ **Ordinary income** **¥3,600 mil.**
 (100.2% y/y)

■ **Net income** **¥2,500 mil.**
 (109.9% y/y)

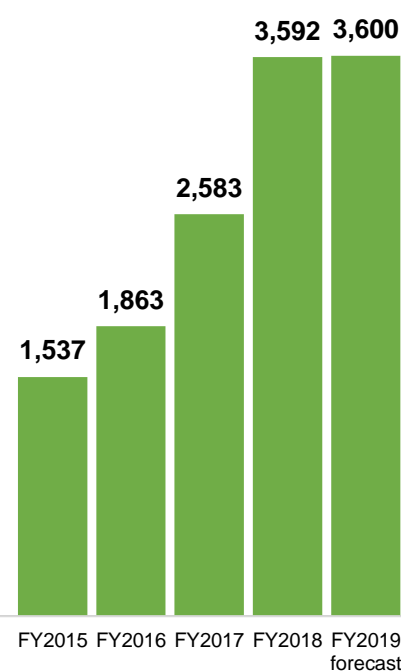
Net sales



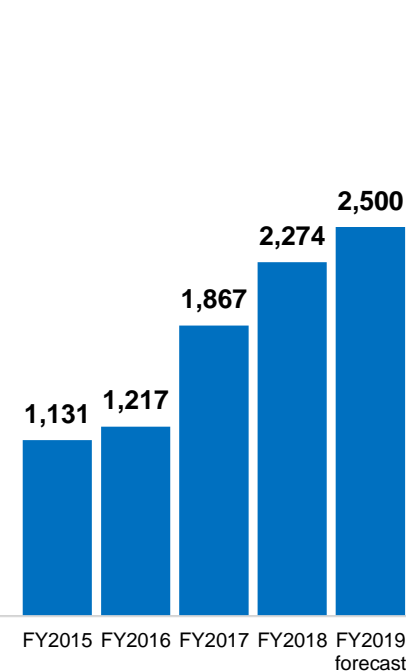
Operating income



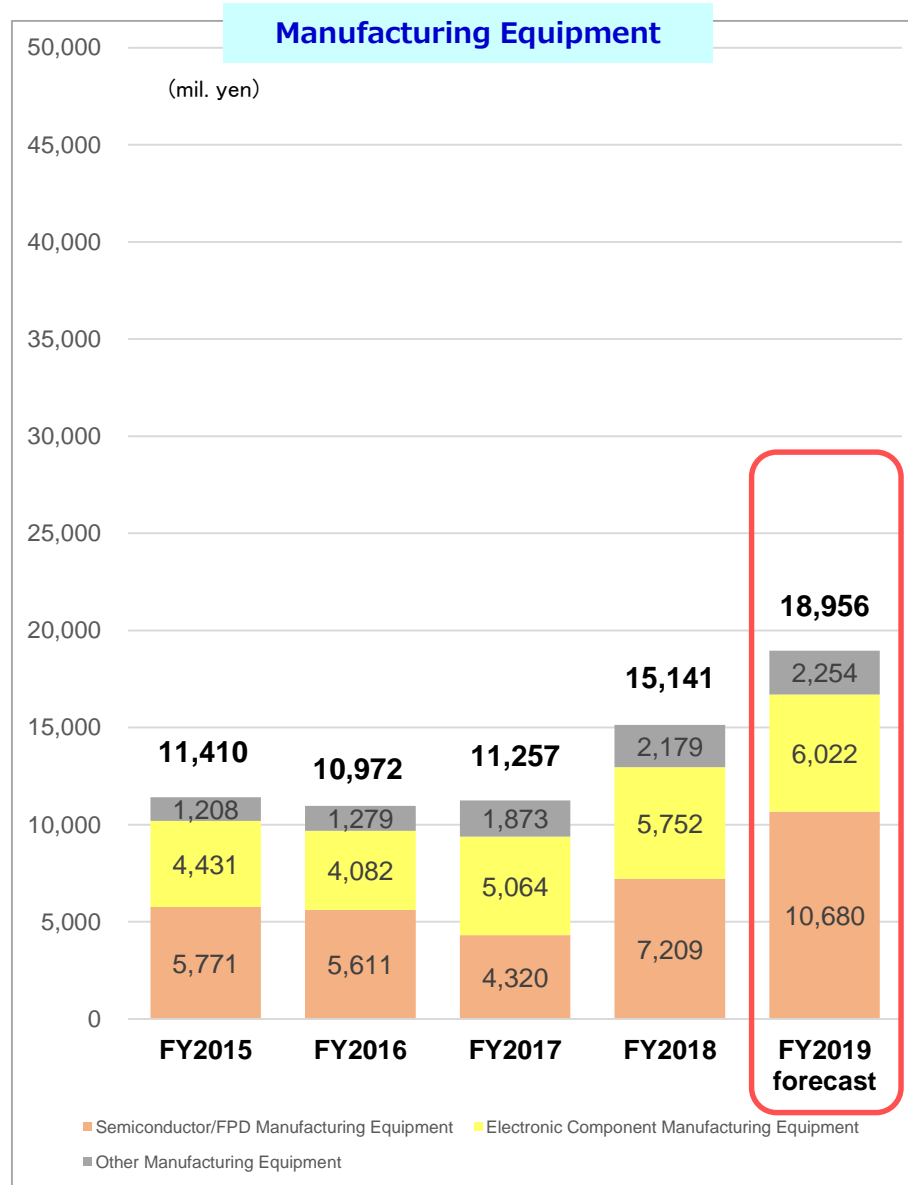
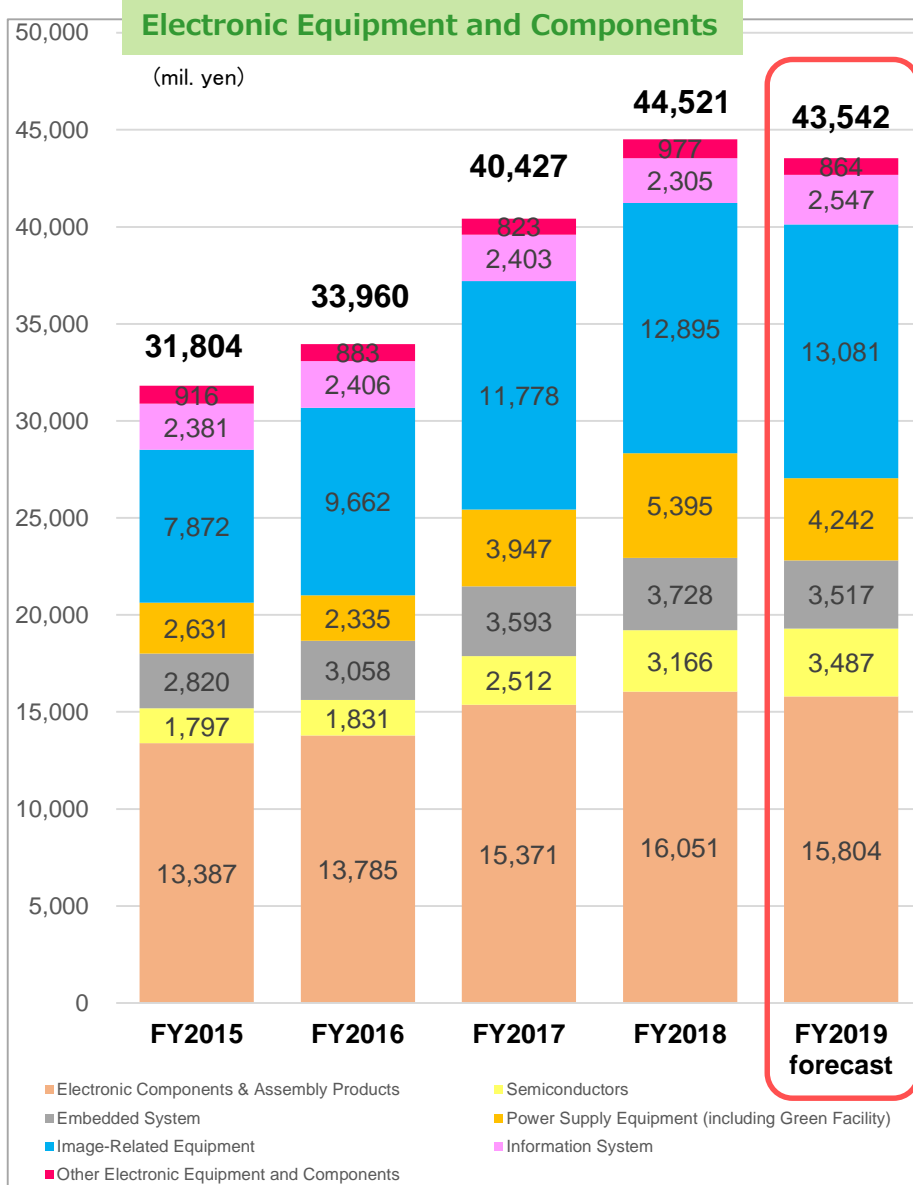
Ordinary income



Net income

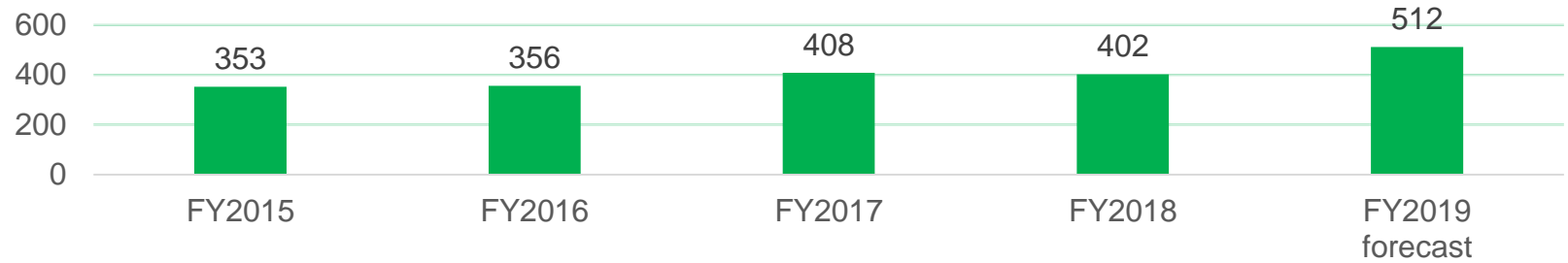


Performance Change and Forecast by Product Segment

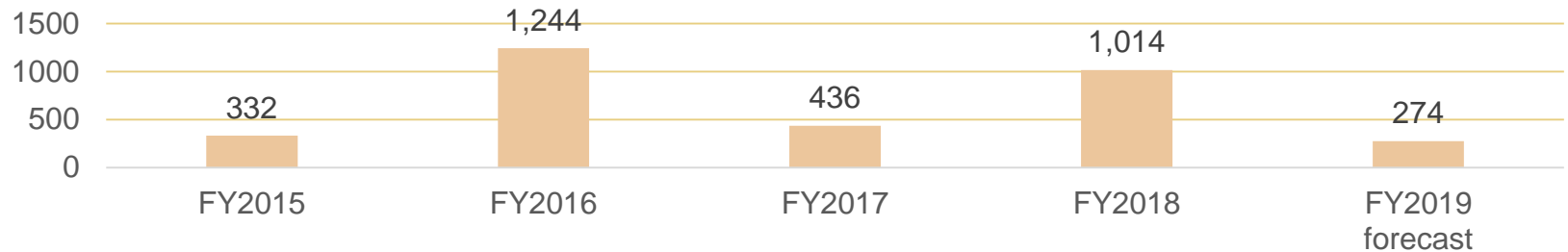


(mil. yen)

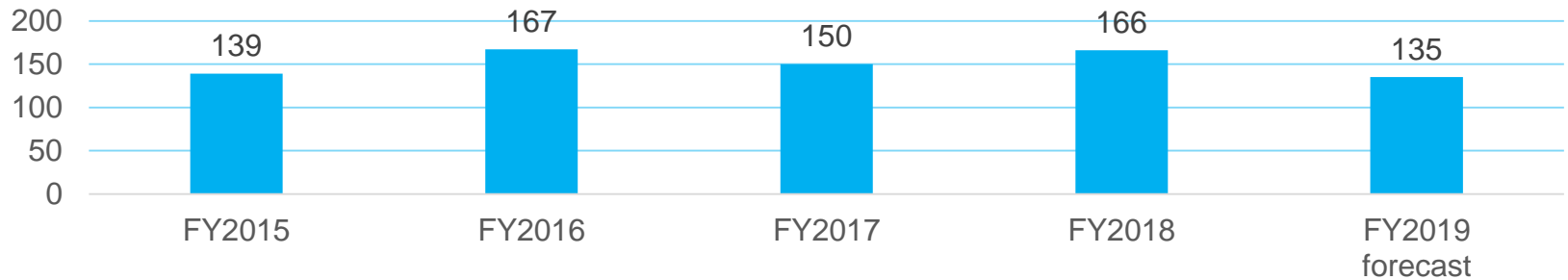
Depreciations



Capital investments



R&D expenses



Dividend

(yen)	2Q end (interim)	Period-end	Annual dividends (interim + period-end)	Initial forecast	Payout ratio
FY 2015	—	25	25	15	24.5%
FY 2016	—	30	30	20	27.4%
FY 2017	15	30	45	30	26.6%
FY 2018	20	35	55	50	26.8%
FY 2019 forecast	25	35	60		26.6%

* Started paying interim dividends from FY 2017

The 9th Mid-Term Management Plan (9M)



1 New Group Statement

Creator for the **NEXT**

An expression of determination to create new values capitalizing on the Group network as a company leading the electronics industry

External message

An expression of intent to "grasp markets from a global viewpoint to create and provide values one step ahead of customer needs"

Internal message

An expression of a spirit of "always creating a next proposal and seeking a stage for further growth"

N : Network

E : Engineering

X : (Synergy)

T : Trading

2 9M slogan

**Toward further growth
under the "combined
manufacturing and
sales policy."**

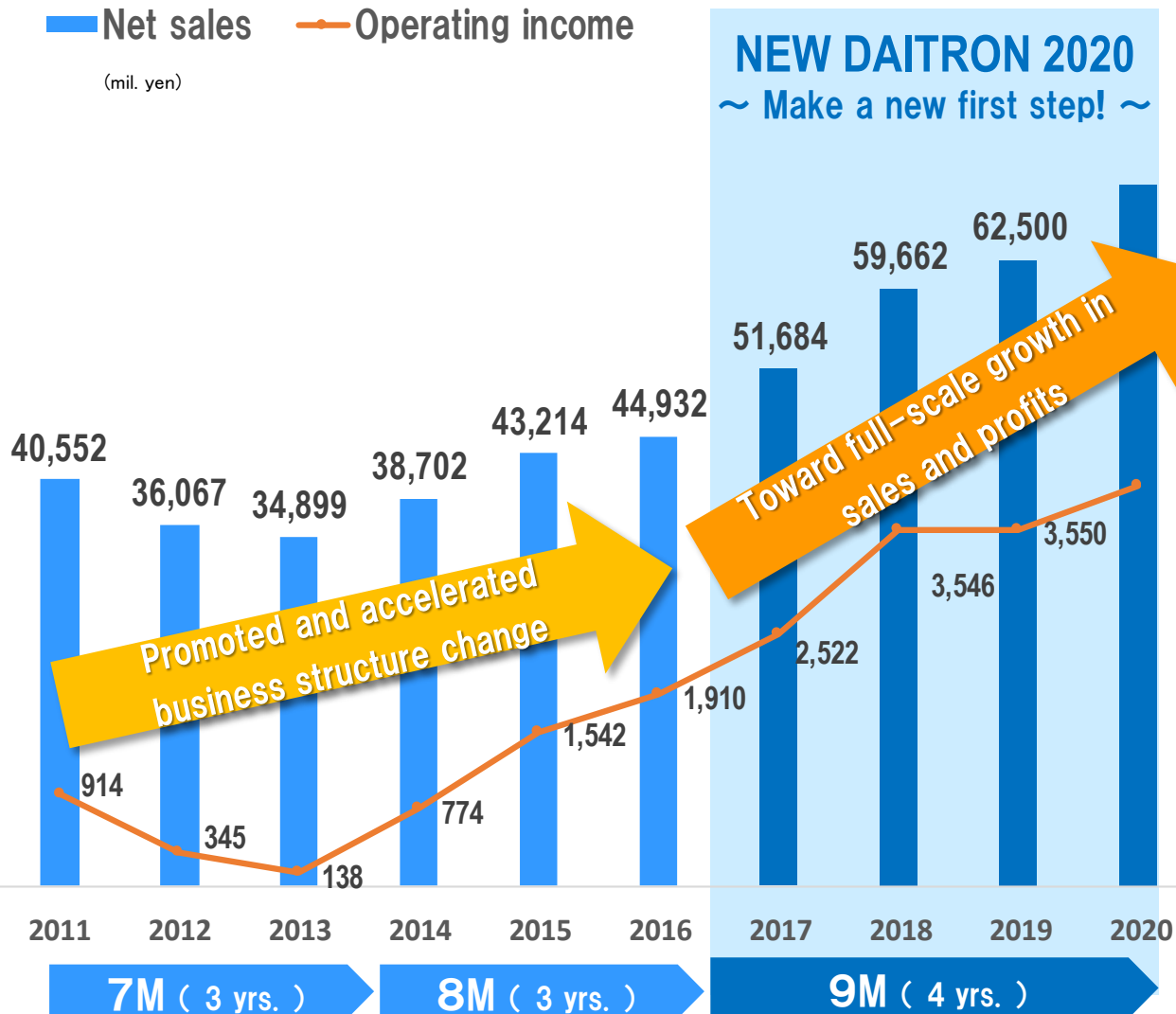
3 Ideal

- **Unique company with manufacturing and sales functions combined**
 - Being "reliable" for customers and offering a "sense of security" to suppliers
 - Having "dynamism" of a trader and "potentiality and soundness" of a manufacturer
- **Company with distinctive technologies and products indispensable to the industry**
- **Company whose employees feel job satisfaction and are proud of working for it**
- **Organization which has united strength and moves autonomously and actively**

1) Numerical targets (consolidated) **Daitron**

Net sales Operating income

(mil. yen)



【 2020 numerical targets 】

Aim at further continued growth beyond record performance both in sales and profits by achieving sustainable growth

【 Target management indexes 】

Equity ratio

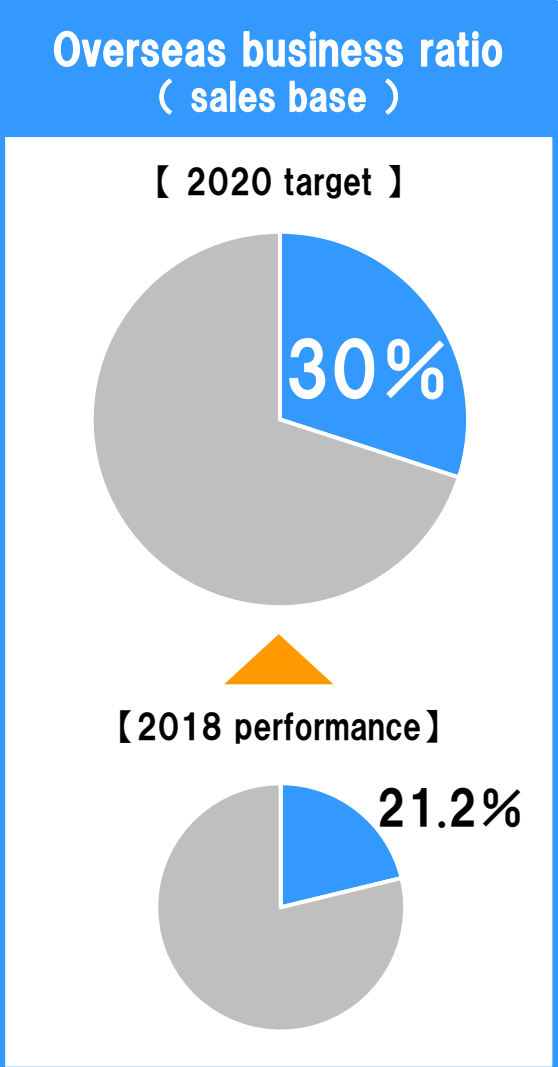
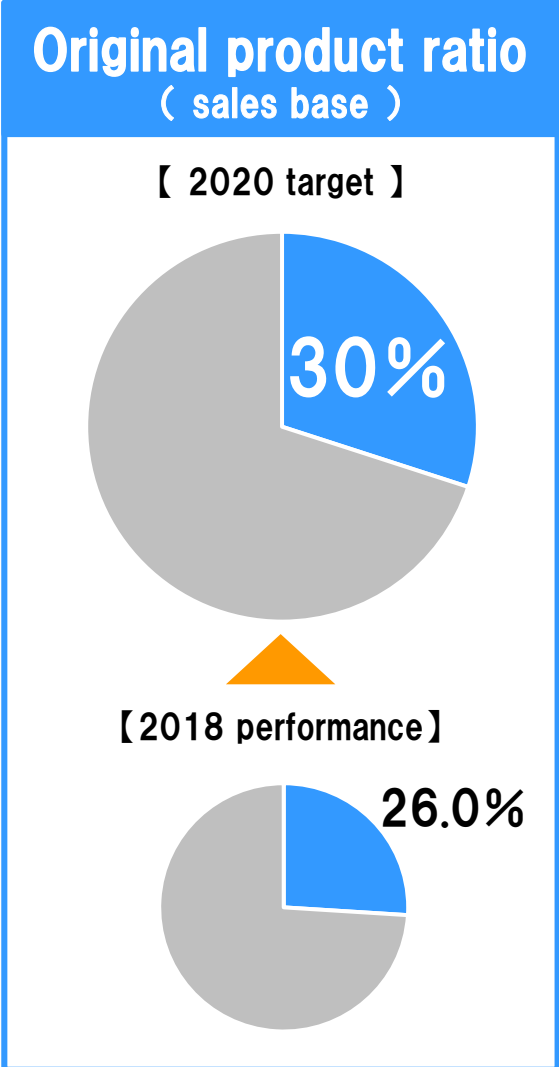
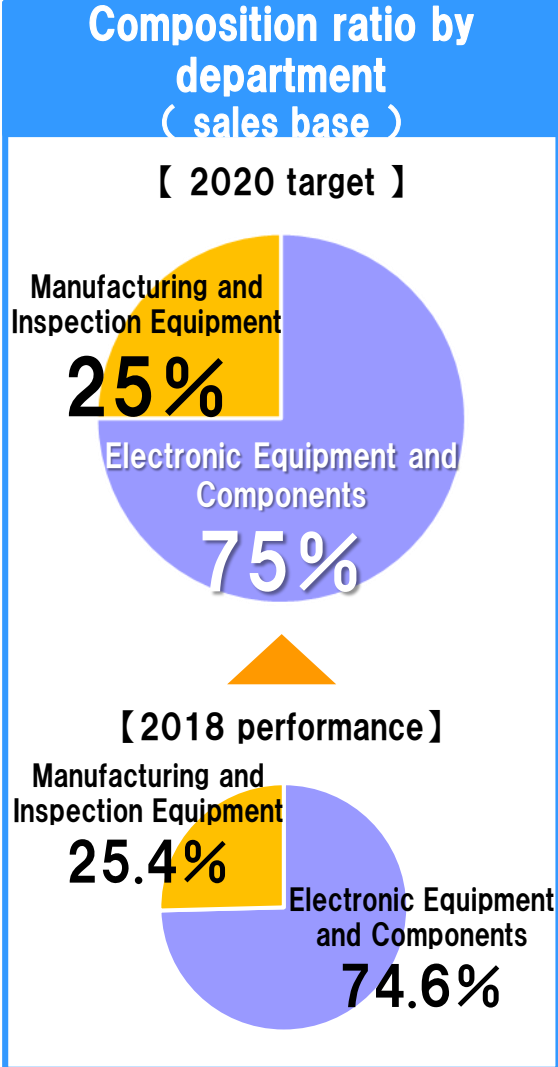
50%

ROA

4% or above

ROE

8% or above



【Basic Policy】

To seek the maximized effect (synergy) of three-company merger under the new frame based on the combined manufacturing and sales policy toward the realization of its long-term vision (basic idea)



【Basic Strategies】

- ① Promotion of growth-focused business reconstruction**
- ② Reinforcement of original product development**
- ③ Enhancement of overseas operations**
- ④ Improvement in marketing and sales capabilities**
- ⑤ Strengthened integration of production divisions**
- ⑥ Reinforcement of organizational and personnel strengths**

Point of basic strategy in 2019 (9M 3rd year) – 1

1. Promotion of growth-focused business reconstruction

- (1) Automotive: ADAS & EV related business expansion
- (2) Medical: Pharmaceutical industry & consumables related business expansion
- (3) Robotics: Response to expanding and globalized market

2. Reinforcement of original product development

- (1) Brush-up on original technologies and existing product lines
- (2) Reinforcement of new products development (new fields)
- (3) Enhancement of quasi-original lines by reinforced coordination with suppliers

3. Enhancement of overseas operations

- (1) Expansion of networks
- (2) Enhancement of product lines

Point of basic strategy in 2019 (9M 3rd year) – 2

4. Improvement in marketing and sales capabilities

- (1) Expansion of sales networks
- (2) Increase in added value by complex (system) sales

5. Strengthened integration of production divisions

- (1) Improvement in earning power of Equipment Factory & Specialized Equipment Factory
- (2) Reinforcement of production functions of Group companies
- (3) Operation of Chubu Second Factory

6. Reinforcement of organizational and personnel strengths

- (1) Seek personnel development and revitalization through job rotation and career path system
- (2) Strengthen risk management
- (3) Operation of new personnel system

Develop markets
regarded as promising



Automotive



Medical



Infrastructure



Robotics



Aerospace

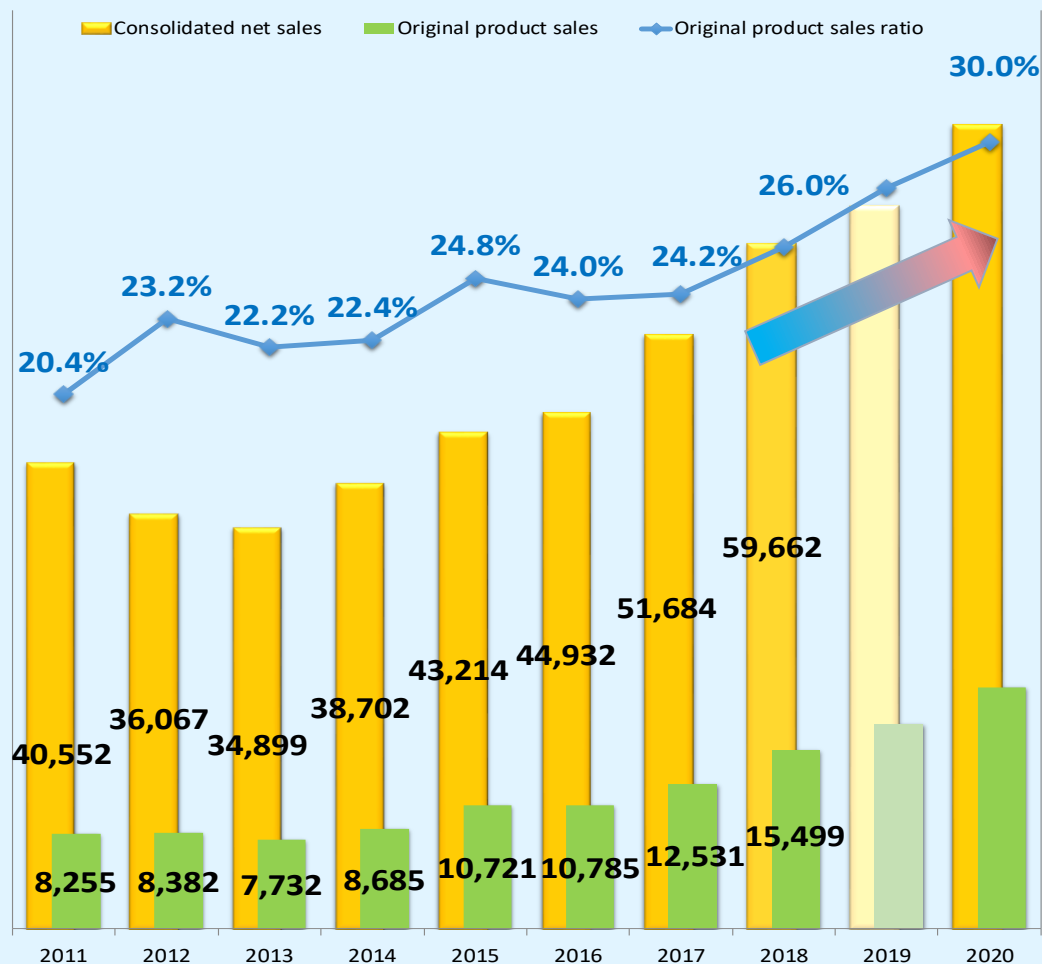
Promotion of
business
reconstruction

**Stable
growth
foundation**

【Basic strategy - 2】

Reinforcement of original product development

(mil. yen)



Original product ratio
(sales base)
Aim at 30% in 2020

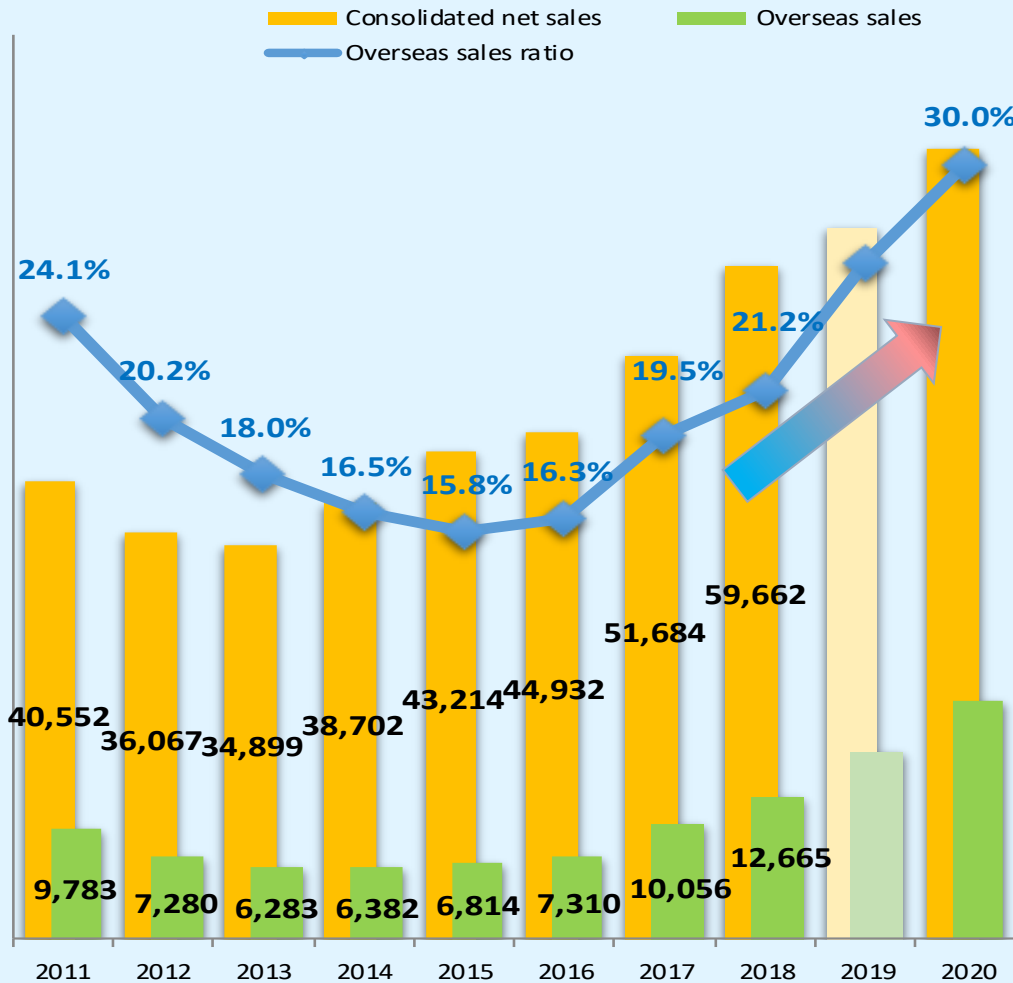
Strategic point

- Brush-up of original technologies & present product lines
- Reinforcement of new products development (new field)
- Enhancement of quasi-original lines by reinforced coordination with suppliers

[Basic strategy - 3]

Enhancement of overseas operations

(mil. yen)



Overseas sales ratio
(sales base)
Aim at 30% in 2020

Strategic point

- Expansion of business with local companies
- Expansion of electronic parts business
- Expansion of business of selling products by overseas manufacturer to overseas customers
- Promotion of business unique to respective localities
- Enhancement of network

【Basic strategy - 4】

Improvement in marketing and sales capabilities



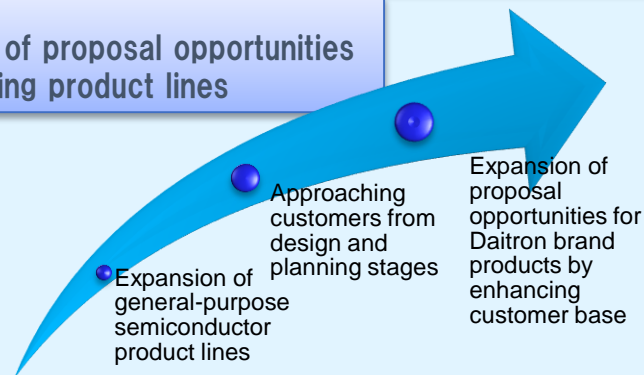
Strategic point 1

Expansion of domestic and overseas sales networks

Strategic point 2

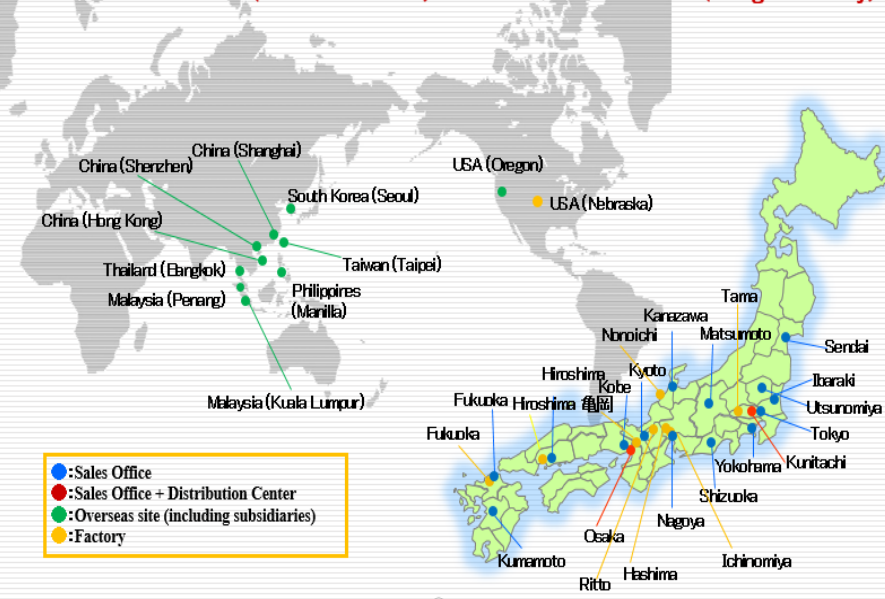
Strengthening of presence in the existing markets

Expansion of proposal opportunities by expanding product lines



- 【 Japan 】 - Tohoku District: Sendai (newly established as of January 1, 2019)
- Shikoku District
- 【 Overseas 】 - Vietnam: Hanoi (to be founded in 2019)
- India - Europe, etc.

24 domestic locations (incl. 8 factories) & 11 overseas locations (incl. 1 factory)



IoT Exhibition



Japan International Aerospace Exhibition



【Basic strategy - 5】

Strengthened integration of production divisions



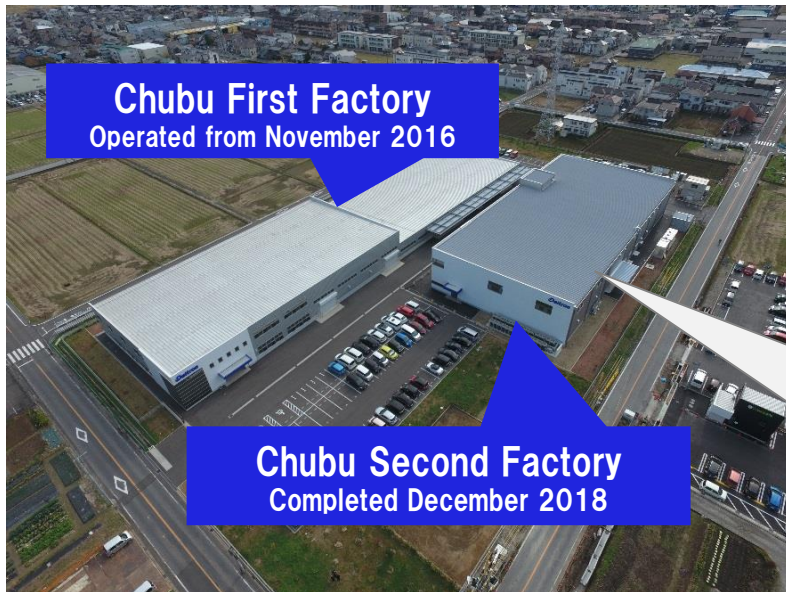
Chubu Factories

(Ichinomiya city, Aichi)

Newly established as a core factory of Daitron Group



Toward core manufacturing and development site



- (1) Production expansion in business at Chubu First Factory (power supply business, aircraft/vehicle harness business, auto related business)
- (2) Completion/operation of Chubu Second Factory



Photo of completed Chubu Second Factory

【 First Factory 】

For electronic equipment and components production

>> Operated from November 2016

【 Second Factory 】

For manufacturing equipment related production

>> Completed December 2018

Toward a technology-based company

New Daitron Group is going to seek original evolution by the maximized effect of three-company merger as a technology-based company in the electronics industry under the combined manufacturing and sales policy.

The Company's earnings forecasts stated in this material are prepared based on the information currently available to us.

In the electronic equipment/parts industry and the manufacturing equipment industry, which the Company belongs to, technologies change very rapidly and competition is intense.

In addition, there are various external factors that may affect directly or indirectly the performance of the Company such as the economic conditions of North America and Asian countries.

Please note that, therefore, the Company's earnings forecasts may vary from those in this material.

<<For inquiry concerning this material and our IR activities>>

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