

FY 2023 Financial Material

Daitron Co., Ltd.

Securities Code: 7609



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

Change in Full-Year Earnings



■ FY 2023 earnings

Net Sales **¥92,156 mil.**
(105.2% y/y)

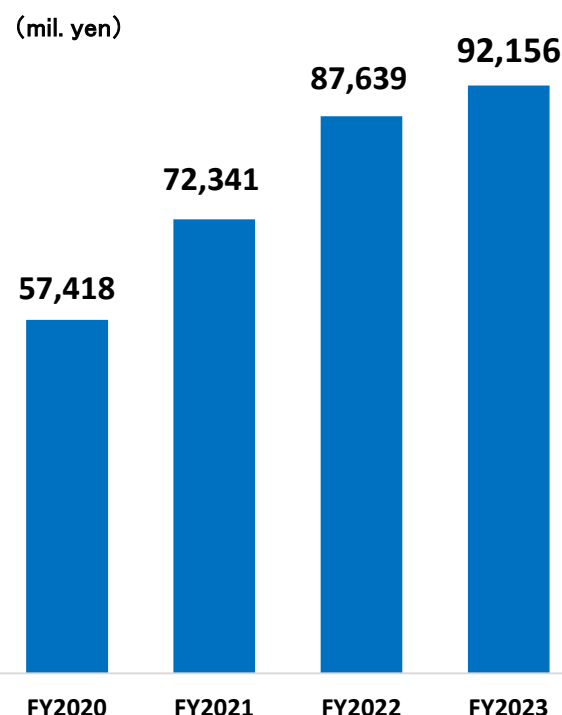
■ **Operating income** **¥ 5,943 mil.**
(98.2% y/y)

■ **Ordinary income** **¥ 6,015 mil.**
(96.9% y/y)

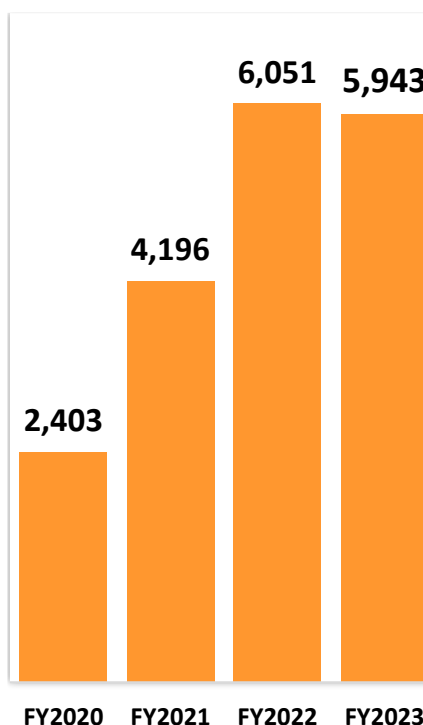
■ **Net income*** **¥ 4,014 mil.**
(94.7% y/y)

Change in full-year earnings

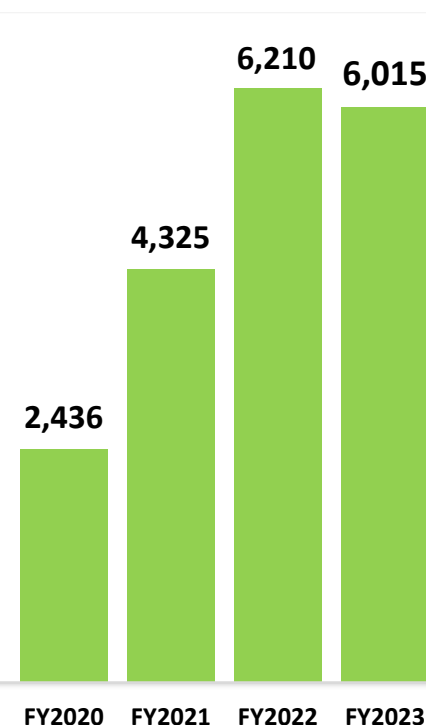
Net Sales



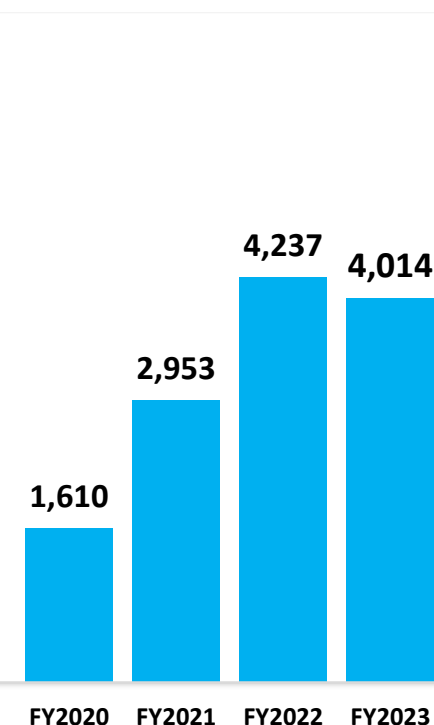
Operating income



Ordinary income



Net income *

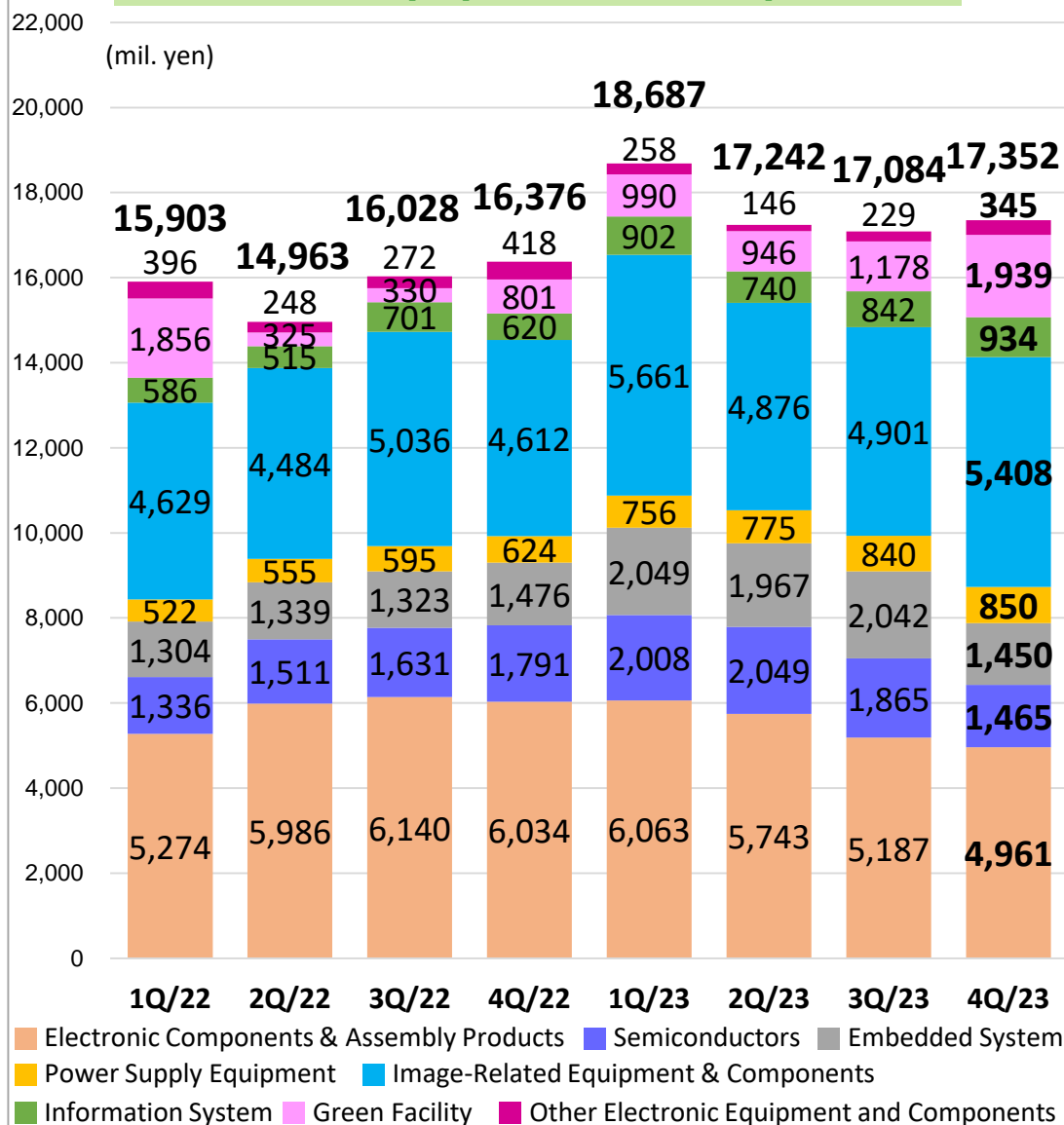


* Net income attributable to owners of parent

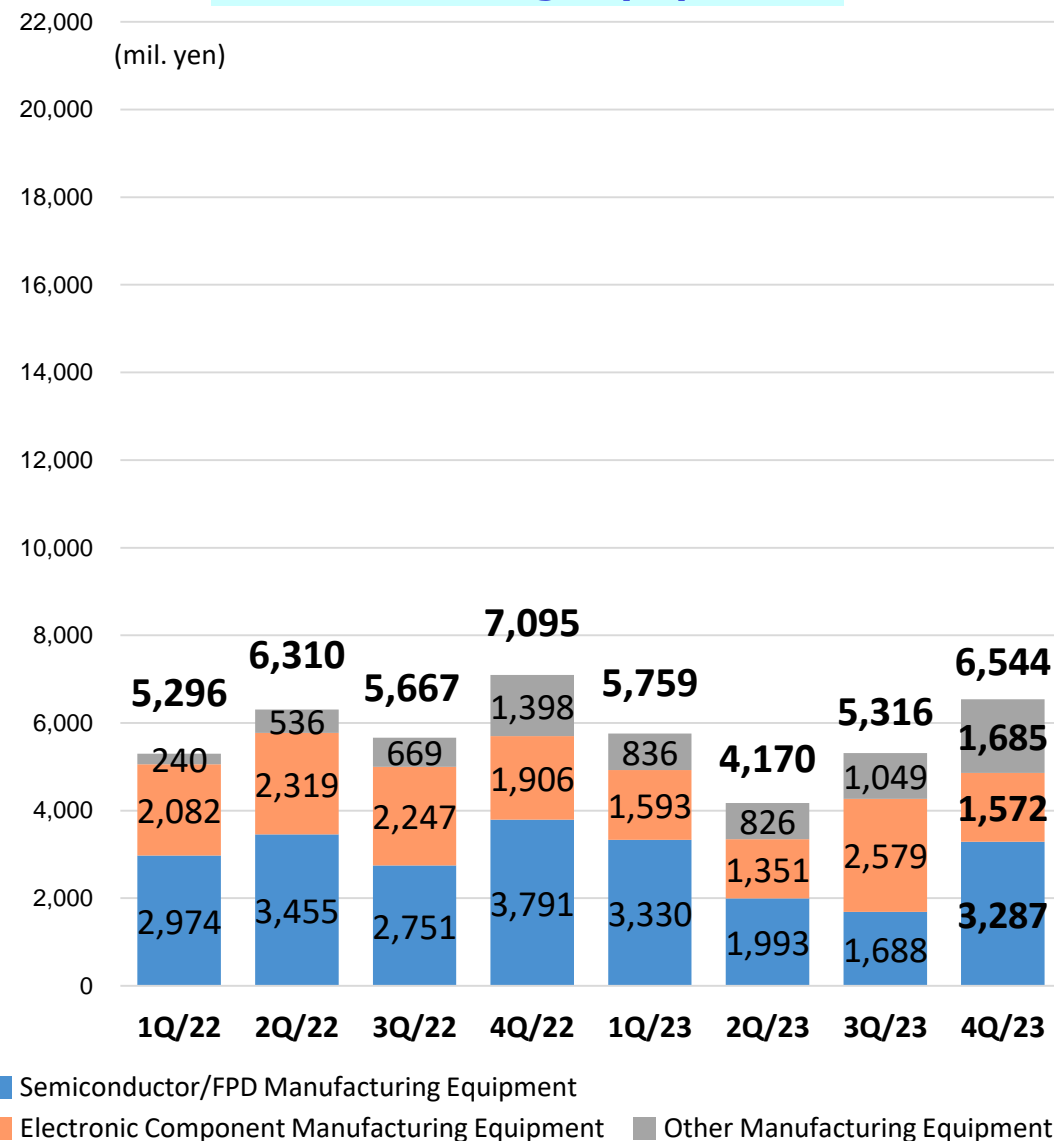
Product Segment Quarterly Performance Change



Electronic Equipment & Components



Manufacturing Equipment



Financial Position & Cash Flows



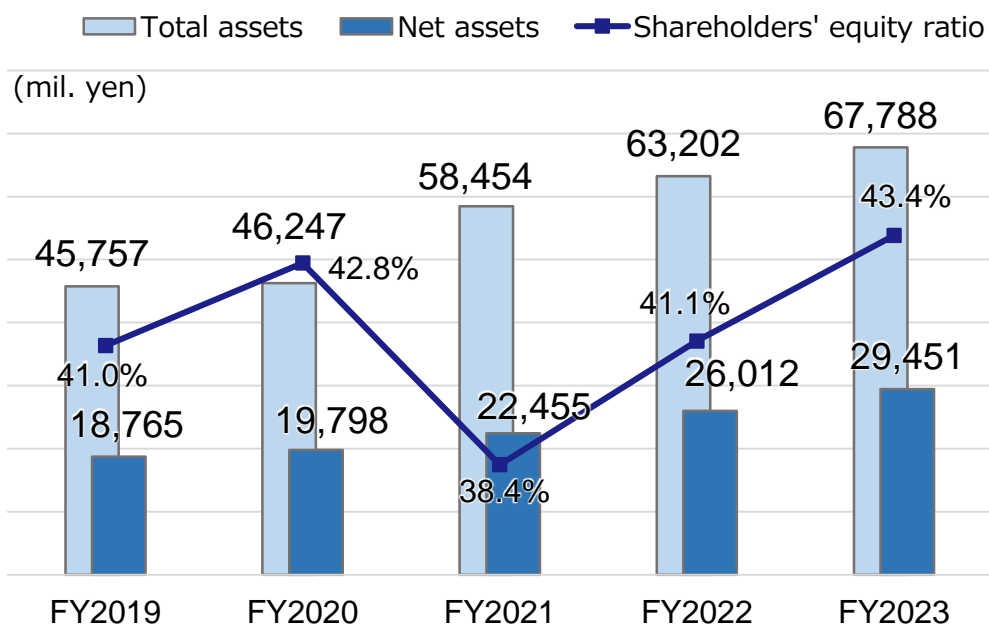
Consolidated financial position

Total assets
¥67,788 mil.
(up ¥4,586 mil.)

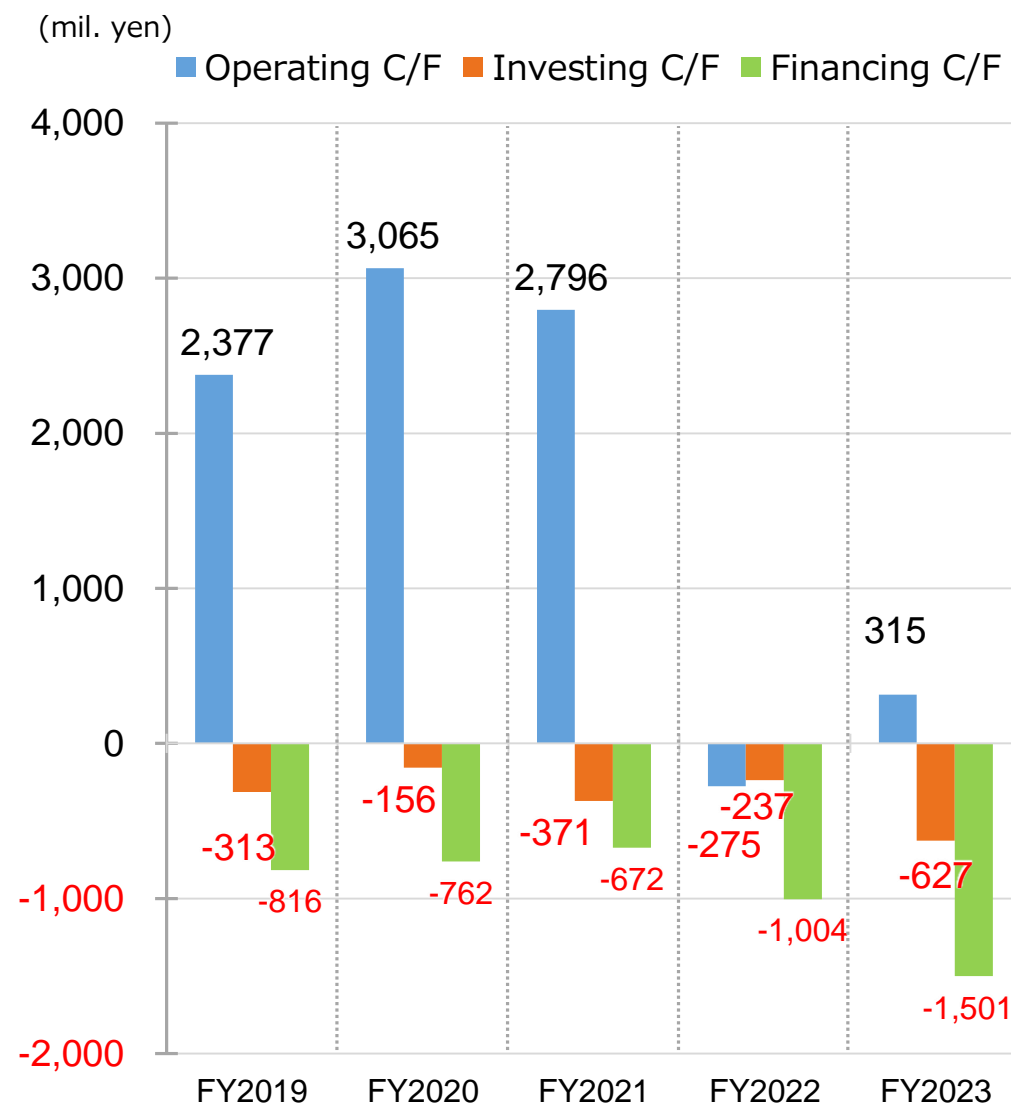
Liabilities
¥38,337 mil.
(up ¥1,148 mil.)

Net assets
¥29,451 mil.
(up ¥3,439 mil.)

Total assets · Net assets · Equity ratio



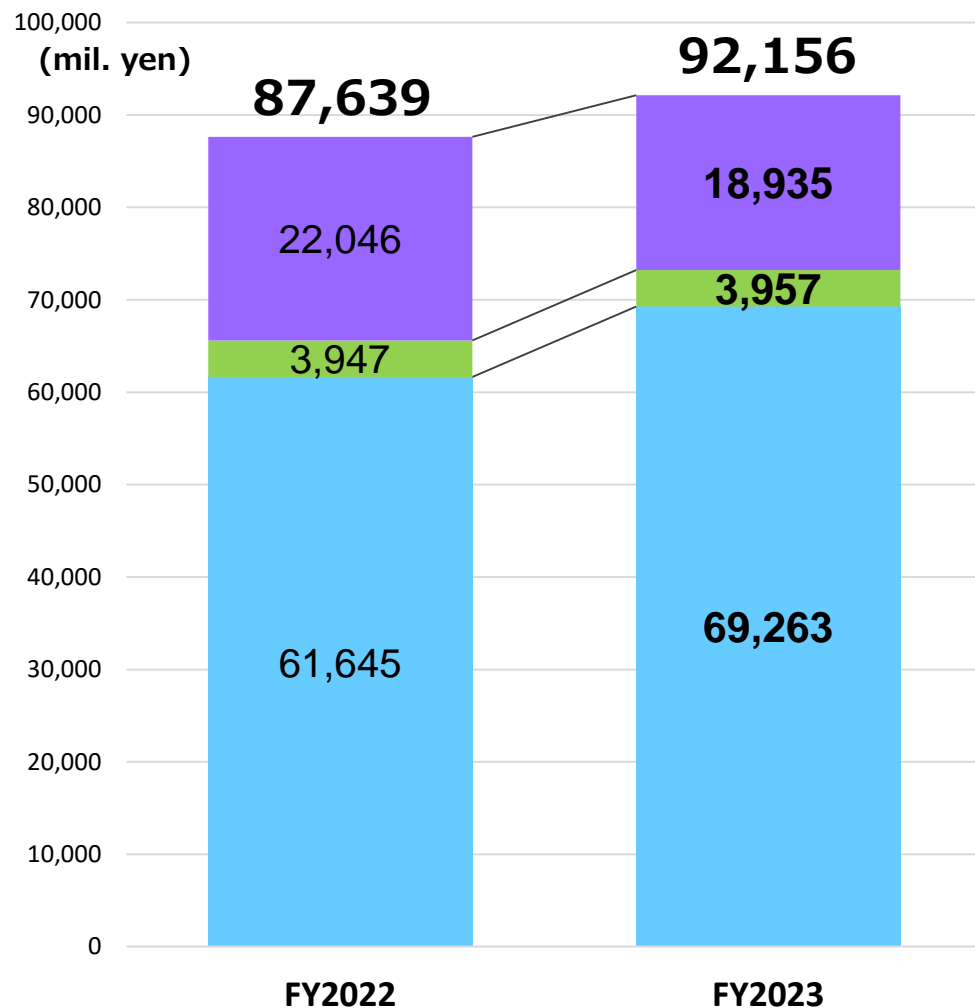
Consolidated cash flows



Performance Change by Report Segment



Net Sales from External Customers

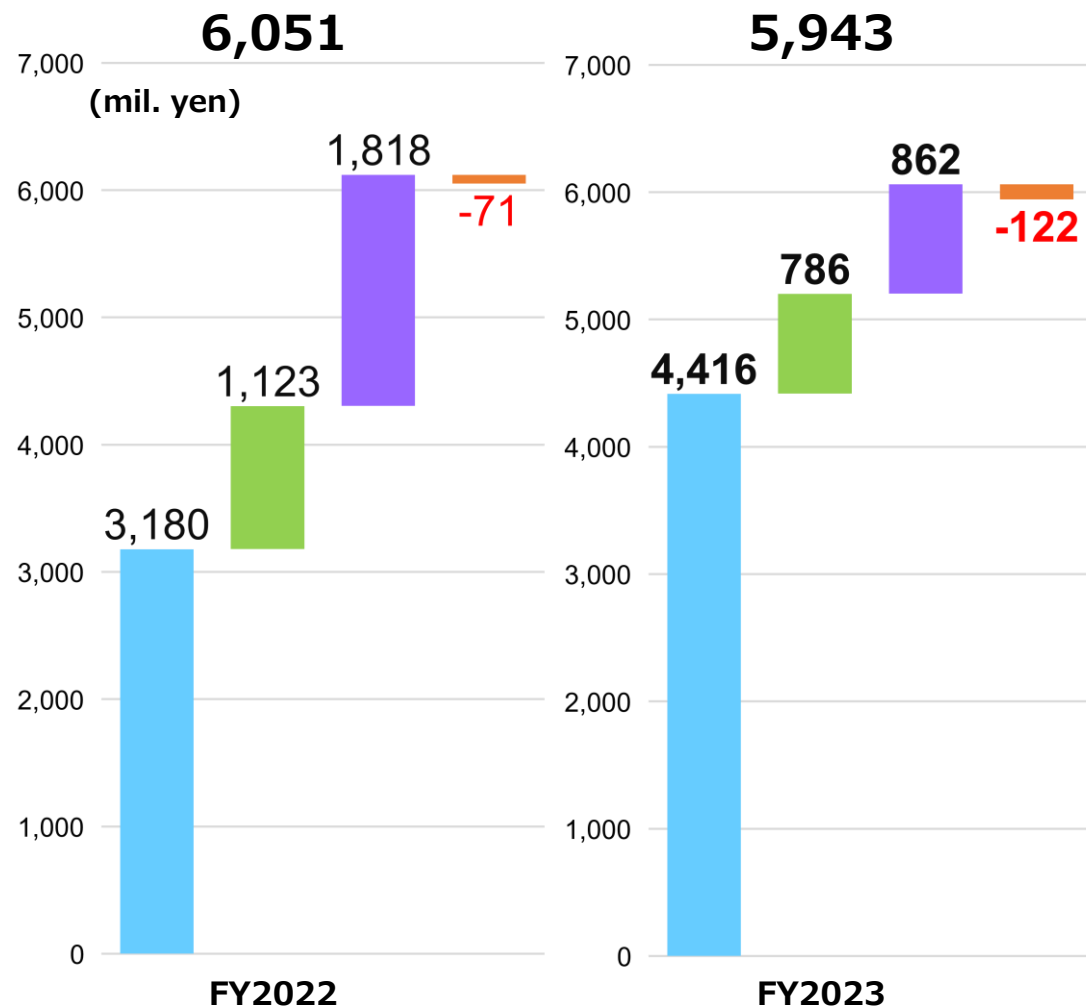


■ Domestic Sales Business ■ Domestic Manufacturing Business ■ Global Business

(Reference) Domestic Manufacturing Business
Total net sales including inter-segment sales

FY2023 11,530 mil. yen
(FY2022 11,583 mil. yen)

Operating Income



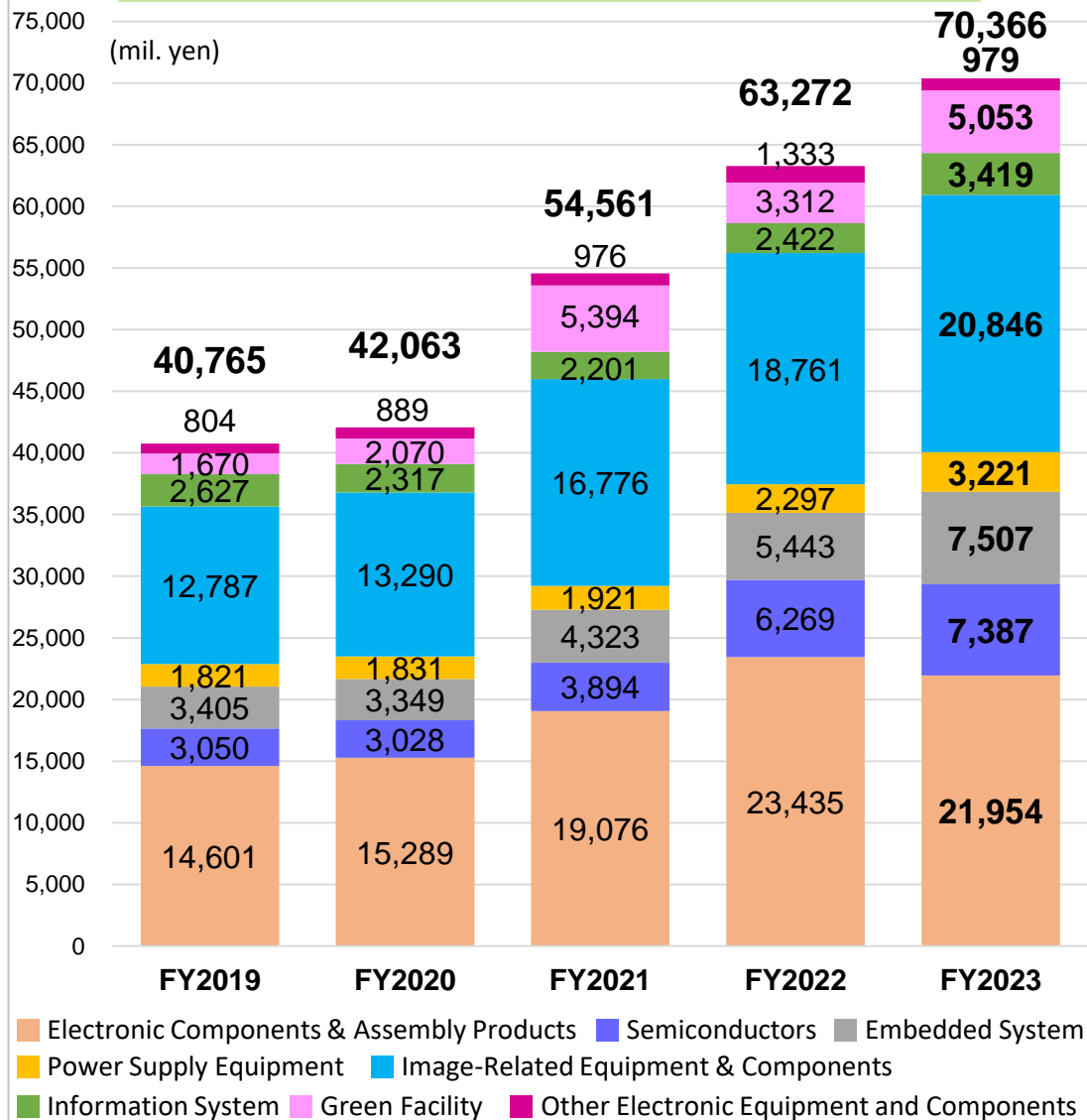
■ Domestic Sales Business ■ Domestic Manufacturing Business
■ Global Business ■ Adjustment*

* Adjustment includes inter-segment eliminations and corporate expenses that are not allocated to individual reportable segment

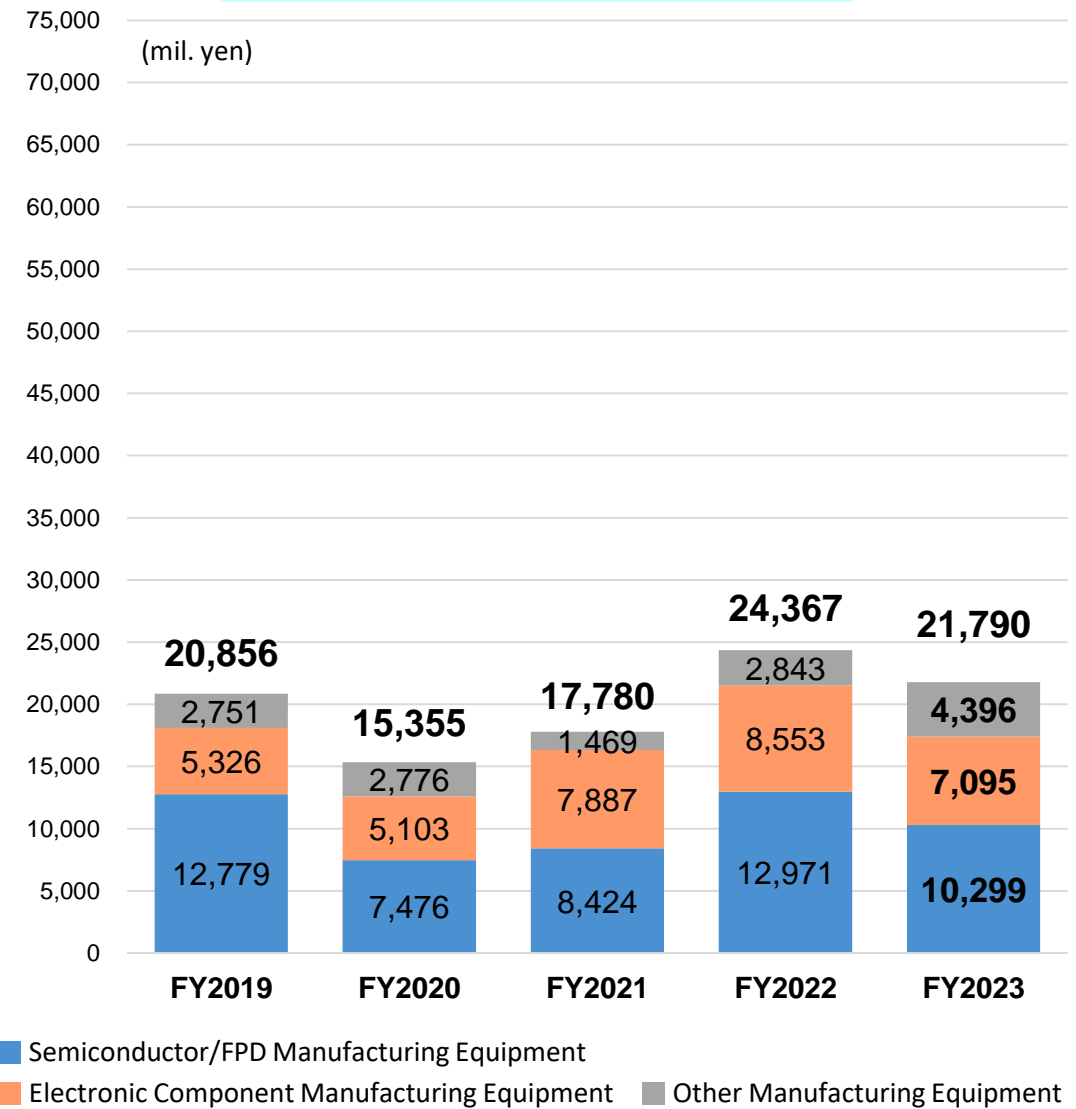
Product Segment Performance Change



Electronic Equipment & Components



Manufacturing Equipment



Business Structure of the Company FY2023 performance



Business	By product segment	Sales composition ratio	Gross profit margin	Original product ratio	Overseas sales ratio
Electronic Equipment & Components	Electronic Components & Assembly Products	23.8% (26.7% FY2022)	22.1% (20.7% FY2022)	16.1% (16.0% FY2022)	North America 3.4% (2.5% FY2022)
	Semiconductors	8.0% (7.2% FY2022)	20.5% (20.8% FY2022)		
	Embedded System	8.1% (6.2% FY2022)	16.5% (16.0% FY2022)		
	Power Supply Equipment	3.5% (2.6% FY2022)	17.5% (18.6% FY2022)		Europe 0.6% (0.5% FY2022)
	Image-Related Equipment & Components	22.6% (21.4% FY2022)	13.9% (15.1% FY2022)		
	Information System	3.7% (2.8% FY2022)	23.4% (21.8% FY2022)		
	Other Electronic Equipment and Components	1.1% (1.5% FY2022)	△9.8% (7.4% FY2022)		
Manufacturing Equipment	Semiconductor/FPD Manufacturing Equipment	11.2% (14.8% FY2022)	23.7% (19.9% FY2022)		Asia 17.1% (22.5% FY2022)
	Electronic Component Manufacturing Equipment	7.7% (9.8% FY2022)	25.8% (26.4% FY2022)		
	Other Manufacturing Equipment	4.8% (3.2% FY2022)	17.8% (25.3% FY2022)		
New Business	Green Facility	5.5% (3.8% FY2022)	26.1% (33.6% FY2022)		21.0% (25.5% FY2022)
Total		100.0%	19.7% (20.1% FY2022)		

 shows the product segments including Daitron's original products.

Year-on-year net sales by area



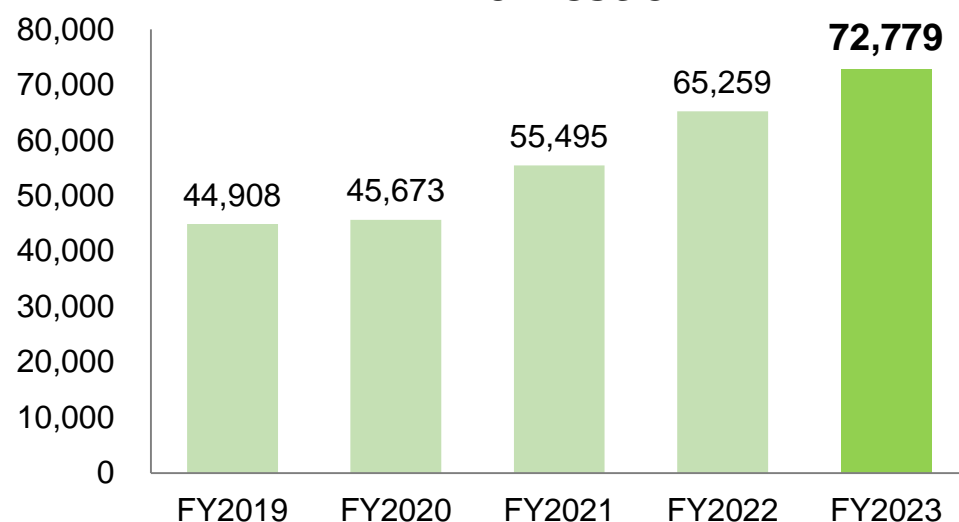
(mil. yen)	FY2022	FY2023	Difference
Domestic	65,259	72,779	7,520
Overseas The figures in parentheses are sales ratio	22,380 (25.5%)	19,376 (21.0%)	$\Delta 3,004$ $(\Delta 4.5\text{pt})$
North America	2,190	3,089	899
Europe	467	536	69
Asia	19,723	15,750	$\Delta 3,973$
Total	87,639	92,156	4,517

Sales Change by area

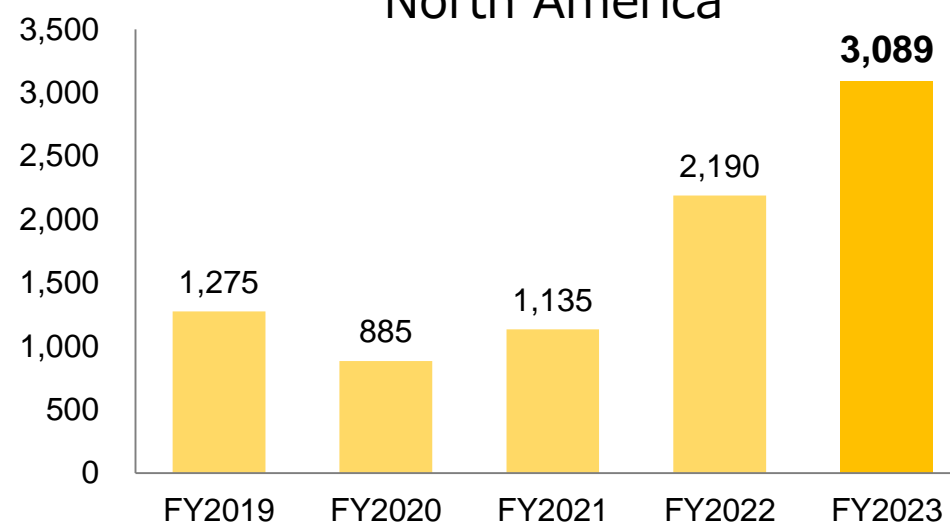


(mil. yen)

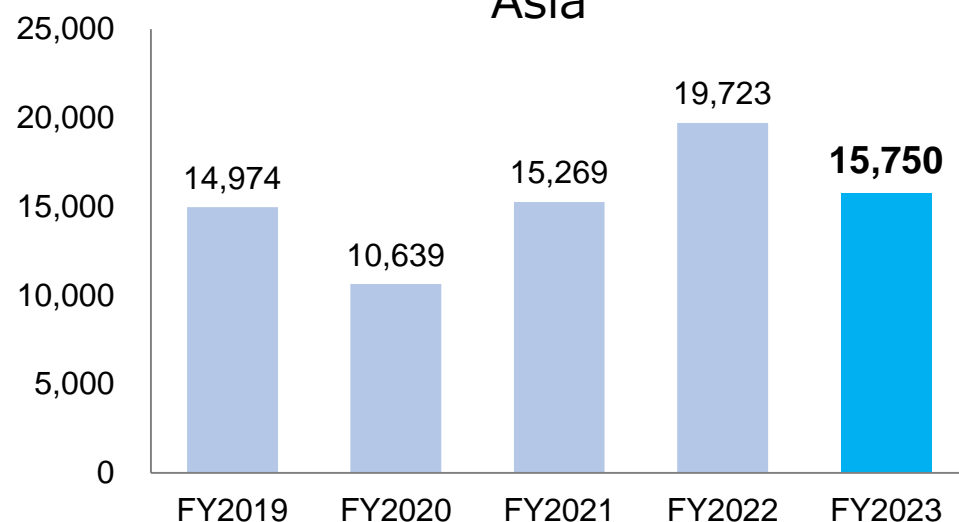
Domestic



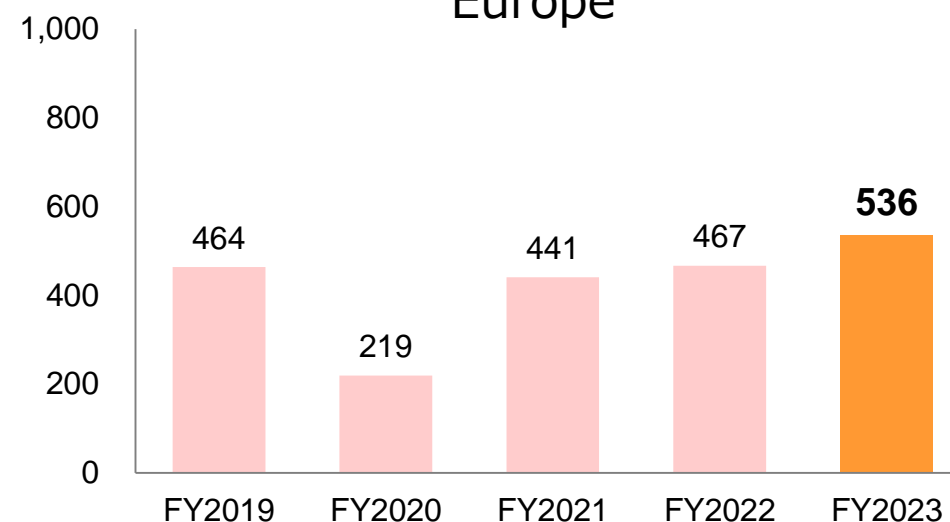
North America



Asia



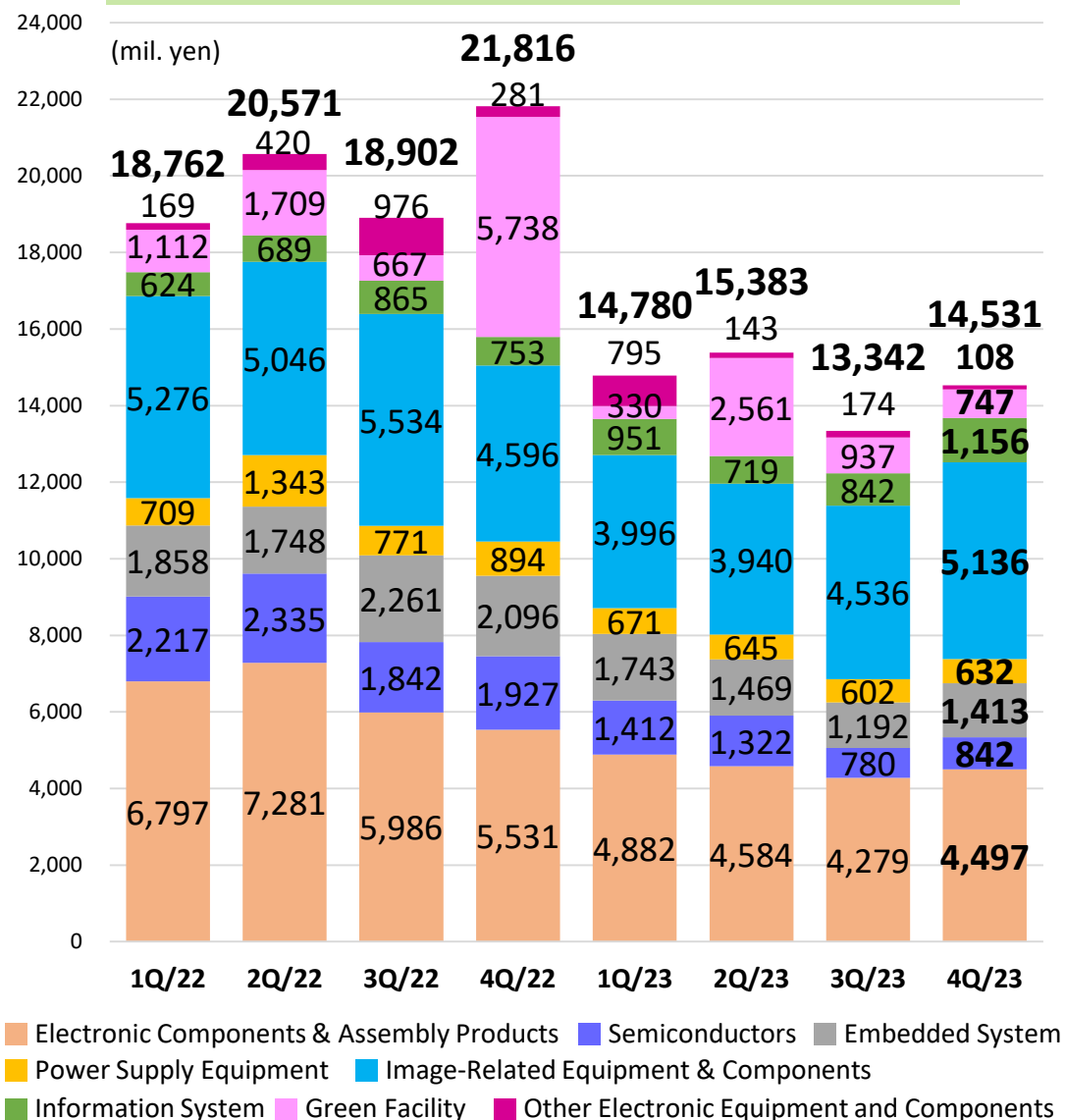
Europe



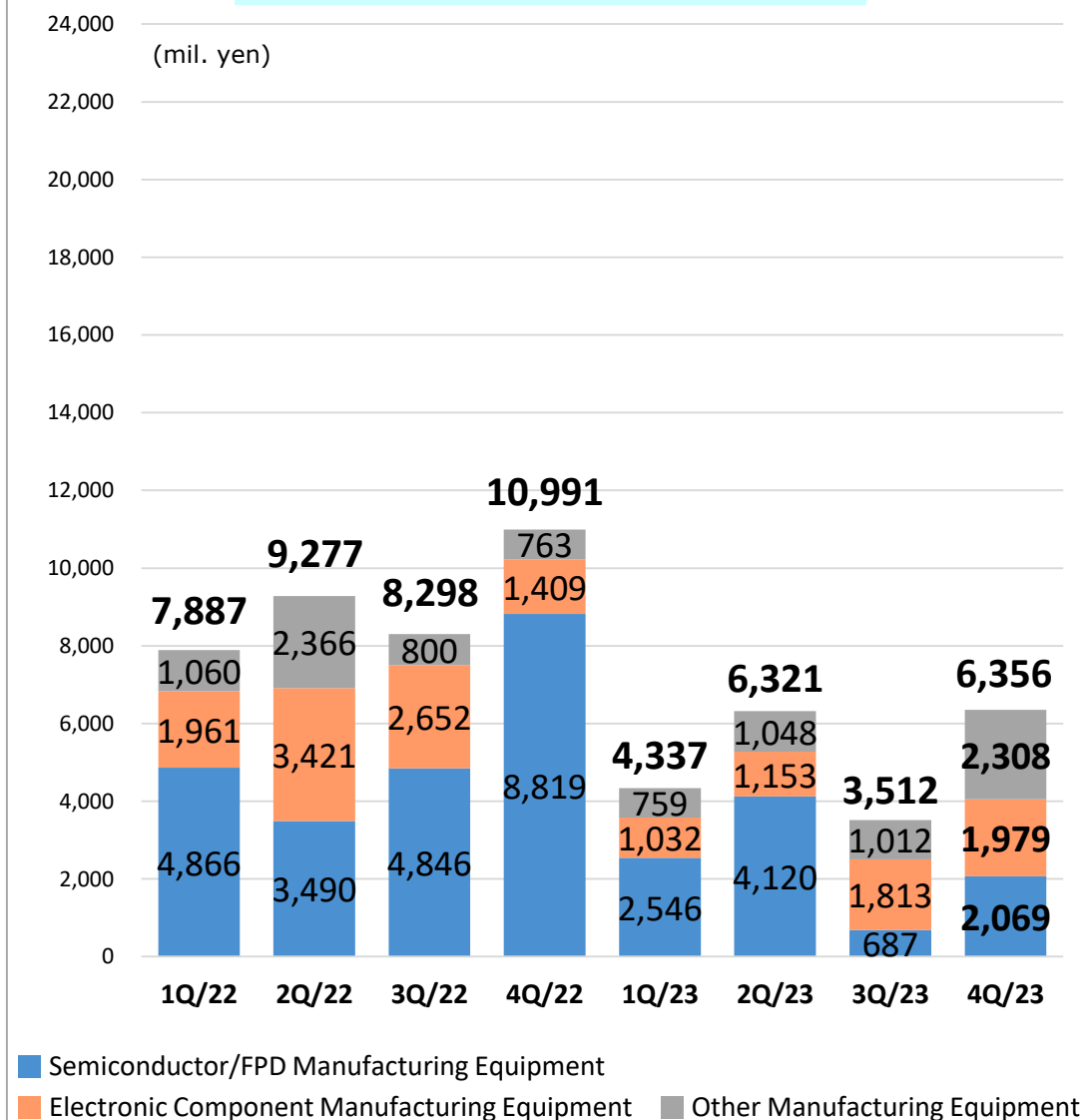
Quarterly Order Change (by product segment)



Electronic Equipment & Components



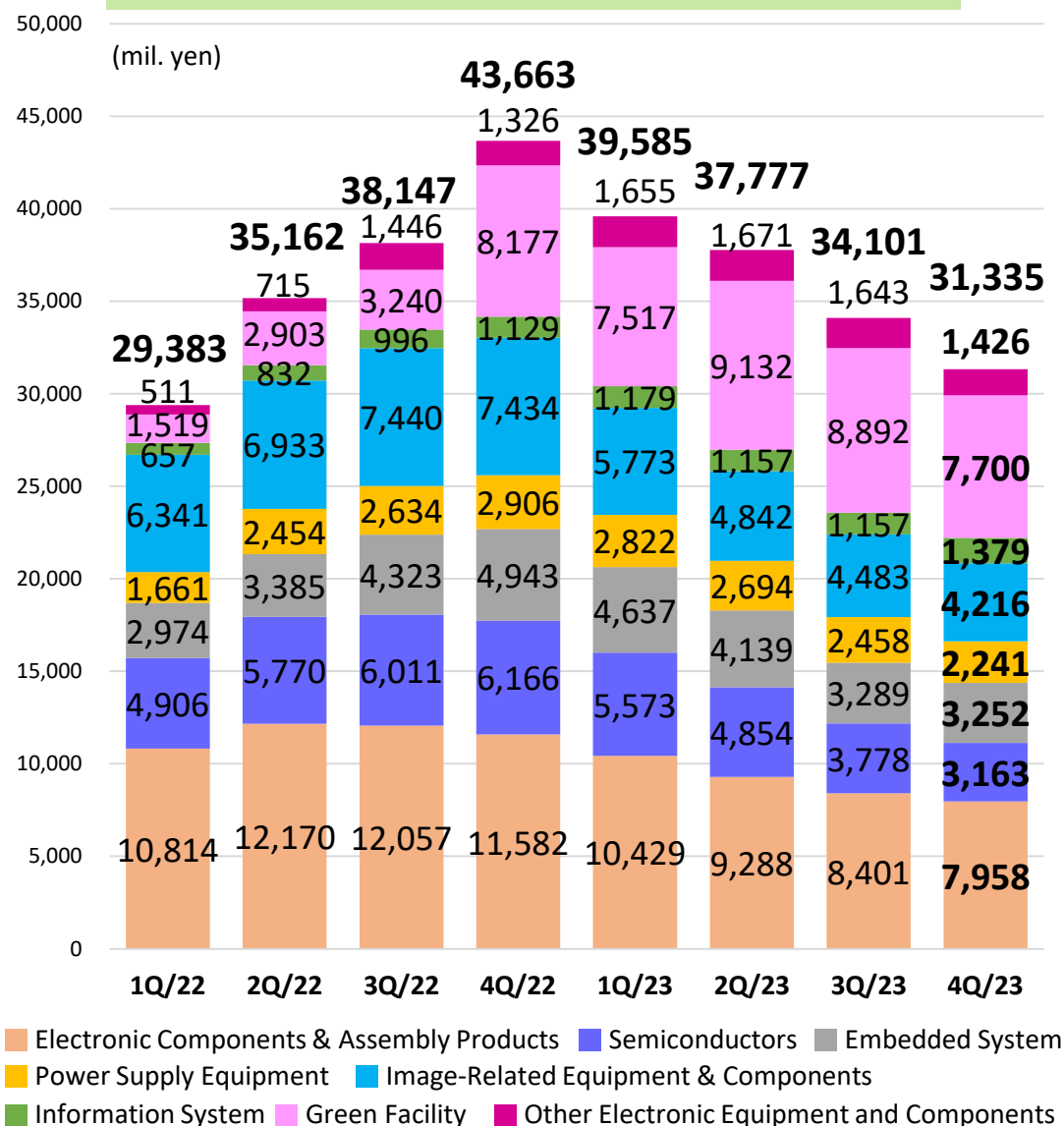
Manufacturing Equipment



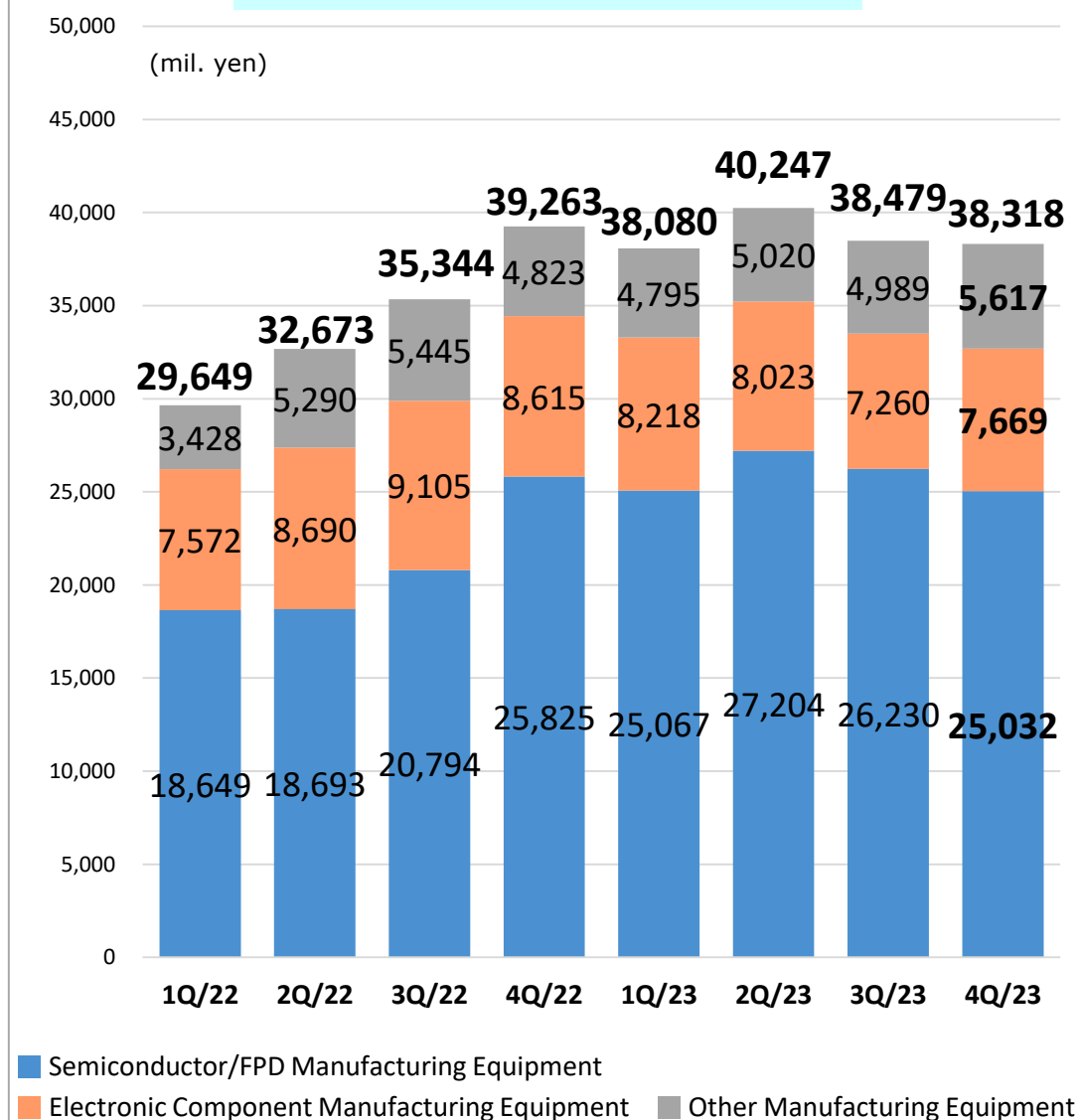
Quarterly Order Backlog Change (by product segment)



Electronic Equipment & Components



Manufacturing Equipment



Order Backlog for sales from next year onwards

•Electronic Equipment and Components	5,797 mil.yen
•Manufacturing Equipment	17,492 mil.yen
•total	23,289 mil.yen

Consolidated Performance Forecast (full-year)



■ **Net Sales** **¥92,500 mil.**
(100.4% y/y)

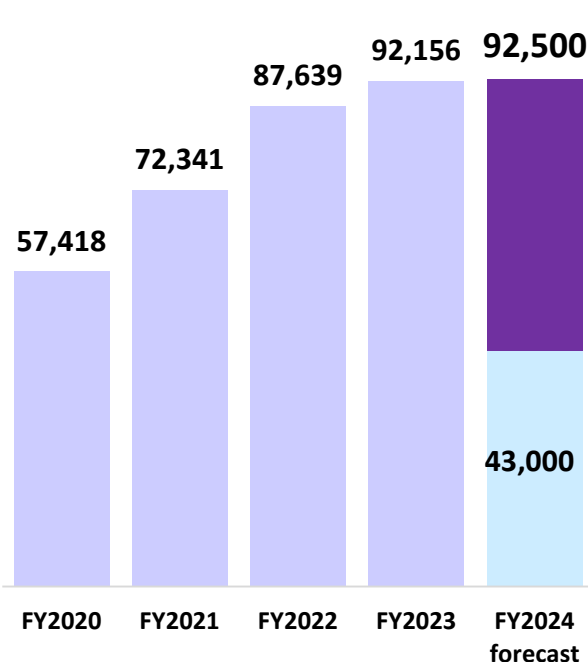
■ **Operating income** **¥6,000 mil.**
(100.9% y/y)

■ **Ordinary income** **¥6,000 mil.**
(99.7% y/y)

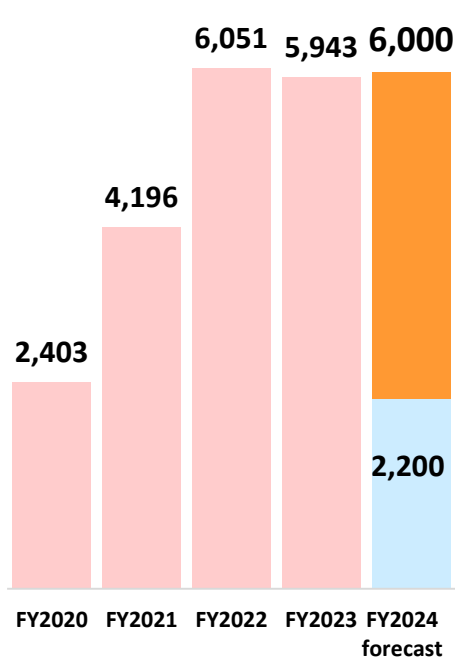
■ **Net income*** **¥4,000 mil.**
(99.6% y/y)

Net Sales

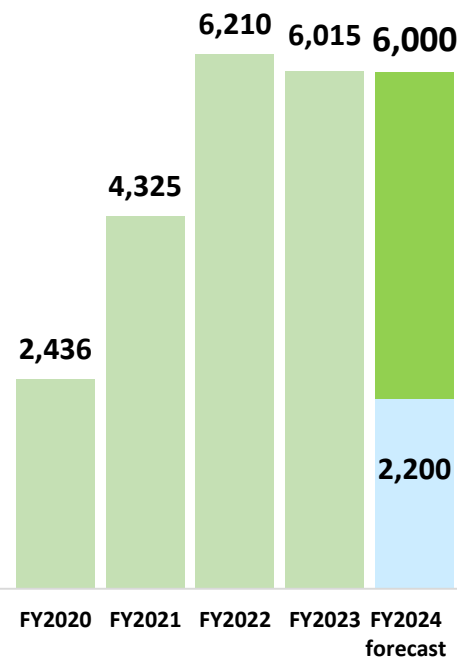
(mil. yen)



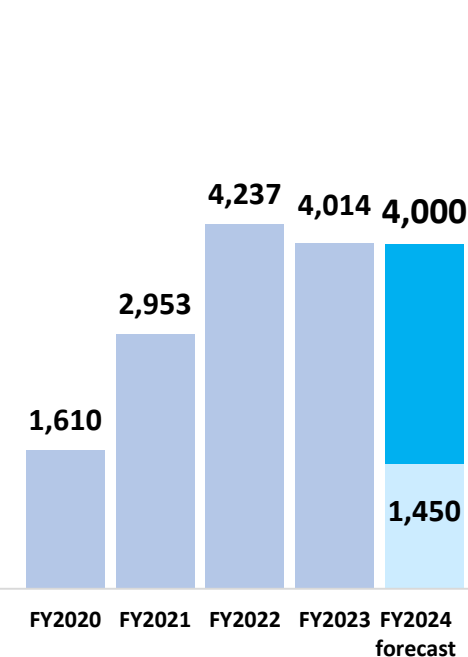
Operating income



Ordinary income



Net income *



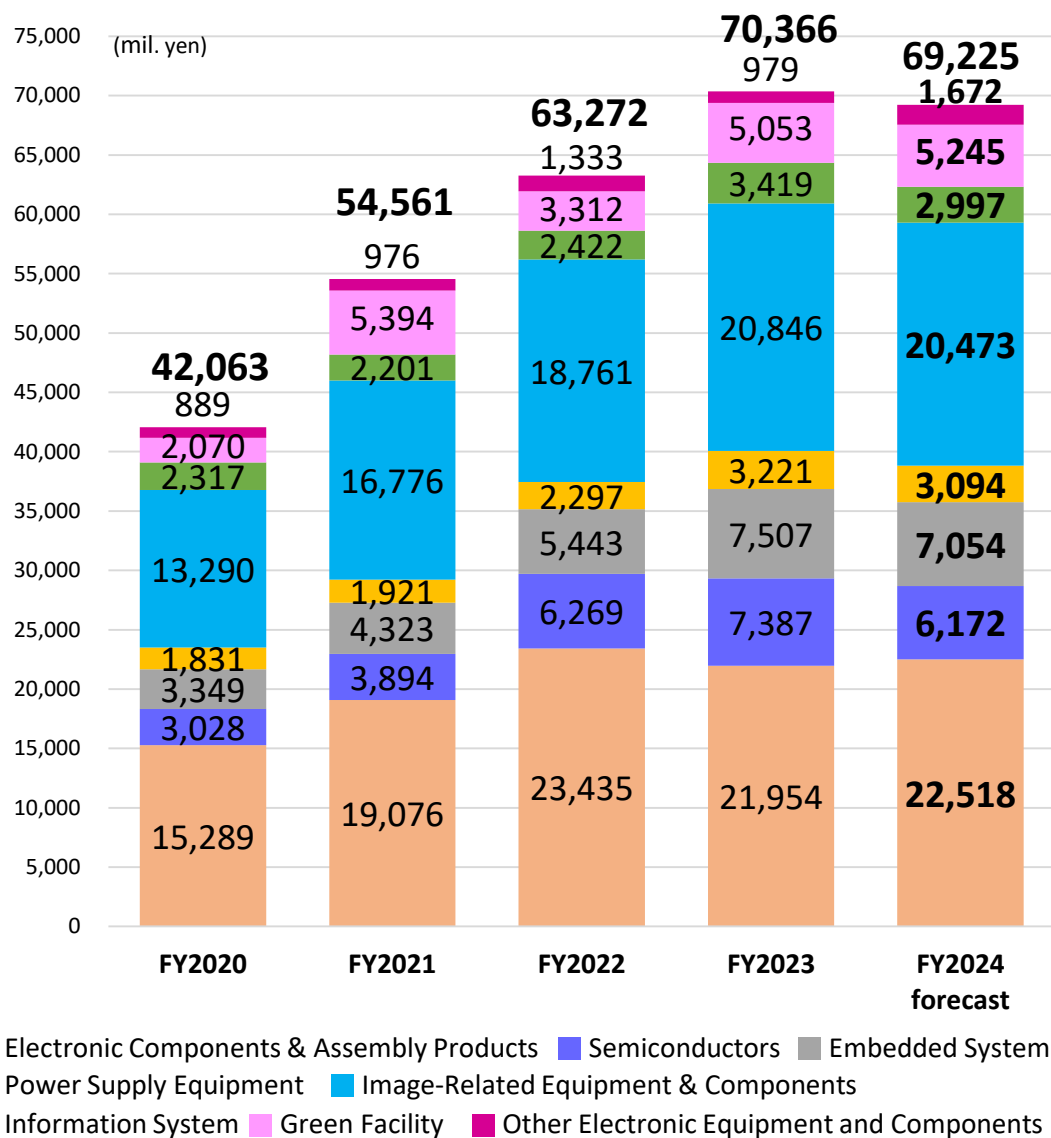
* Net income attributable to owners of parent

Figures shown as represent the forecast for the second quarter.

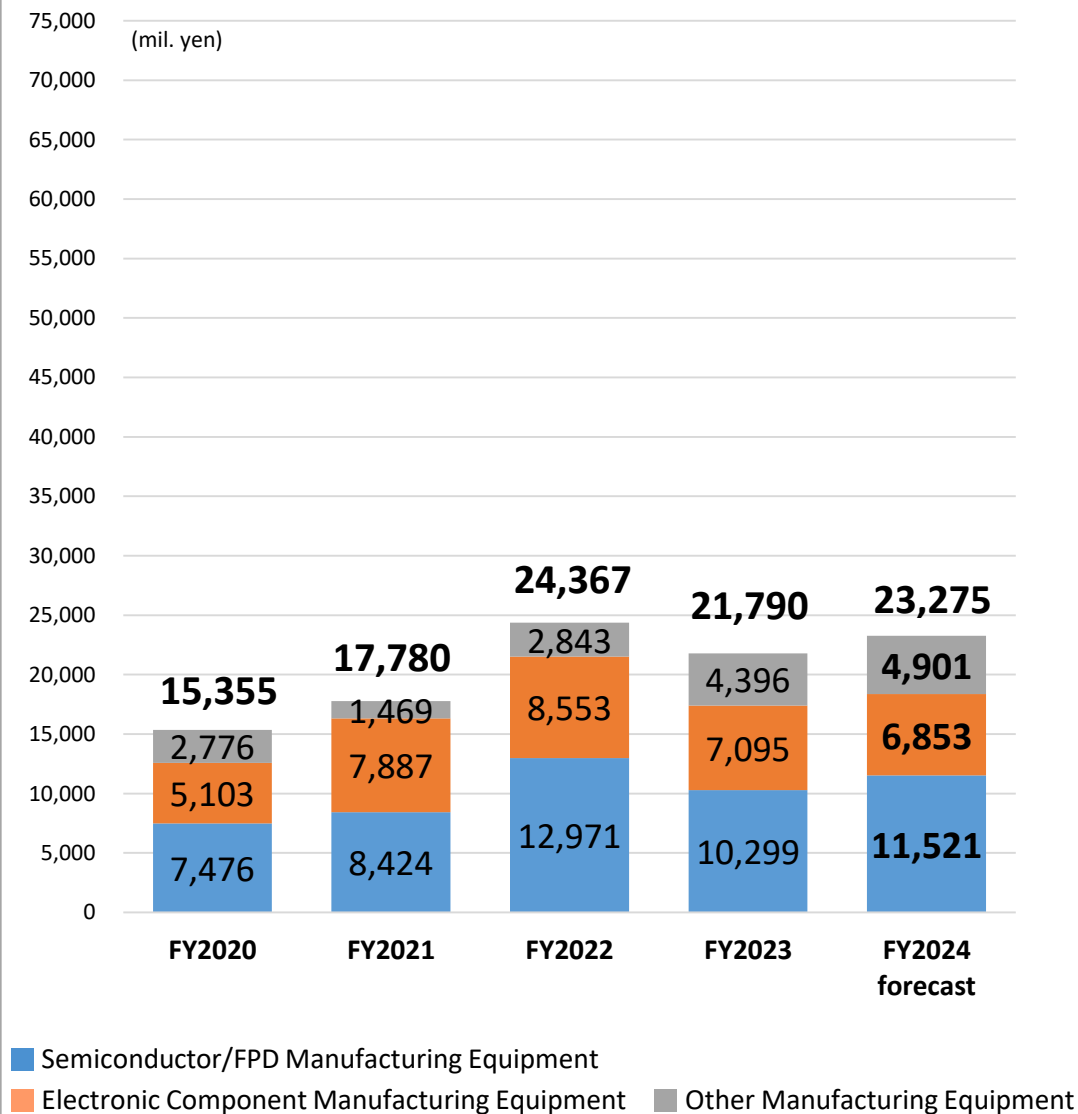
Performance Change and Forecast by Product Segment



Electronic Equipment & Components



Manufacturing Equipment



Dividend



(yen)	2Q end (interim)	Period-end	Annual dividend (interim + period-end)	Initial forecast	Payout ratio
FY 2020	20	30	50	50	34.4%
FY 2021	35	*45	*80	55	30.1%
FY 2022	45	70	115	80	30.1%
FY 2023	50	70	120	115	33.2%
FY 2024 forecast	50	70	120		33.3%

*Notes Period-end dividend detail : ordinary dividends 35.00 yen, commemorative dividends 10.00 yen
Annual dividend detail : ordinary dividends 70.00 yen, commemorative dividends 10.00 yen

11th Medium-Term Business Plan

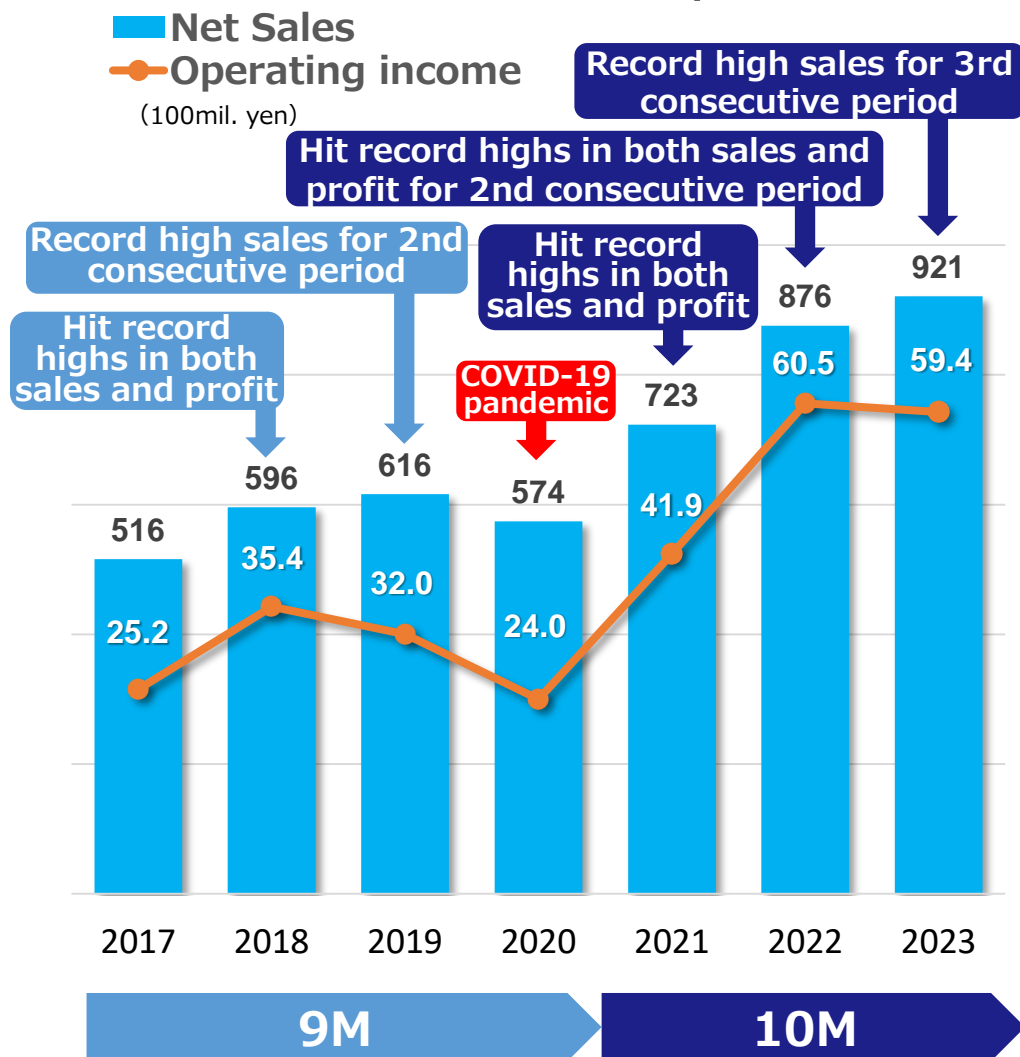
【 FY2024~FY2026 】



Evaluation of 10M (i) Quantitative Evaluation: Performance Results, Management Indices, etc.



Continuing from the 9M (9th Medium-Term Business Plan), we succeeded in steadily **achieving record high growth in both sales and profit** under the 10M (10th Medium-Term Business Plan).



Main Management Indices (Result of 2023)

Equity ratio

Result of
43.4%
to a target of
50%

ROA

Result of
6.1%
to a target of
6% or above

ROE

Result of
14.5%
to a target of
12% or above

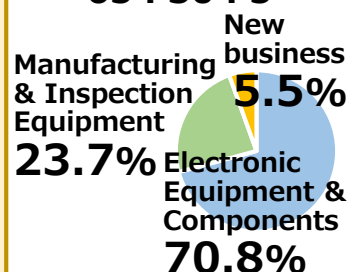
KPIs for business structure reform (Result of 2023)

Stability + Challenge axis

Composition ratio by business

(sales base)

To target
composition ratio of
65 : 30 : 5

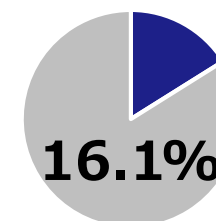


Profit axis

Original product ratio

(sales base)

To target of
25%

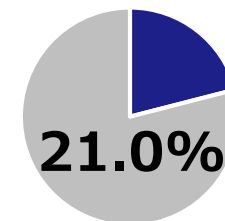


Growth axis

Overseas business ratio

(sales base)

To target of
30%



Evaluation of 10M (ii) Qualitative Evaluation: Basic Strategic Policies, etc.



[Summary of 10M]

Significantly improved business performance by accurately reading the trend of technological innovation and **achieved growth to a level that allows the Company to have its long-term goal of consolidated sales of 100-billion yen** within its range as a result of driving forward aggressive growth strategies under the slogan **"Make a leap forward in the global market as a technology-based company,"** despite the rapidly changing circumstances affected by COVID-19 and the international situation

[Main Results by Basic Strategic Policy]

* For KPI ratios, see page 17.

Basic Strategic Policy (i)

Promote business structure reform!

Basic Strategic Policy (ii)

Maximize the merger synergy!

Basic Strategic Policy (iii)

Define focus areas and markets to accelerate growth!

Basic Strategic Policy (iv)

Increase power toward sustained growth!

- New businesses achieved their targets of a 5% market share
- Affected by the shortage of semiconductors and electronic components, manufacturing/inspection equipment did not increase their market shares for delivery reasons, while the electronic equipment & components related shares were high.
- Both original products and overseas business missed their targets in percentage but grew significantly in sales.
- Maintained a consolidated gross profit margin of 20%, a target of the Group marked by a "combined manufacturing and sales policy."
- Although our target markets presented patchy appearances affected in part by Covid-19, we focused on moving markets and firmly grasped the demand for capital investments and production activities, remained at high levels of both sales and orders.
- One of the particularly great achievements in our overseas location strategies was a network expansion by establishing new overseas subsidiaries.
- Regarding the development of new businesses, we advanced the foundations for software-related businesses, in addition to the growth of the Green Facility Department.
- Also, steady progress was made in reviews of the personnel evaluation system and reforming work styles in order to revitalize the organization.



Our Company will aim to provide a comfortable and safe work environment, respecting our employees' needs for self-esteem and encouraging every individual to achieve their fullest potential.

Our Company will do its utmost to satisfy its customers, shareholders, and suppliers.

Our Company will strive to maintain a global outlook and continue to conquer challenges in technological innovations to provide high value-added products for our customers.

Our Company is committed to being a good corporate citizen and actively participating in those communities where we are represented.



Creator for the **NEXT**

We will create new value making use of the group network as an engineering trading company leading the electronics industry

NETWORK
ENGINEERING
X (SYNERGY)
TRADING

External message

Grasp markets from a global viewpoint to create and provide values one step ahead of customer needs

Internal message

Always create a next business and seek a stage for further growth

Foundations of 11M Development

3) Overall Picture of Medium- to Long-Term Measures



Started 11M, a new Medium-Term Business Plan, in 2024 as the 2nd step toward a long-term vision "2030 VISION"

Continuously pursue **business structure related indices and management indices** that are essential for our medium- to long-term growth to **maximize corporate value**

1st STEP
toward 2030 VISION

10M
(3 years)
2021~2023

Previous Medium-Term Business Plan

2nd STEP
toward 2030 VISION

11M
(3 years)
2024~2026

New Medium-Term Business Plan

3rd STEP
toward 2030 VISION

12M
(4 years)
2027~2030

Long-term vision
"2030 VISION"

Quantitative Target (2030)

Consolidated net sales of **over 100 billion yen** for further expansion

Qualitative Target
(Ideals toward 2030)

A corporate group that is needed **globally** for its **technological** and **proposing capabilities**



A corporate group that **co-creates diverse values** with **all its stakeholders** through business activities

Foundations of 11M Development

4) Outline of Long-Term Vision



Two ideals toward a long-term vision "2030 VISION" –
sustained growth of us and contribution to the realization of a sustainable society
(Pursuit of sustainability of us) (Contribution to sustainability of the society)



* The above five value creation activities correspond to our five materiality initiatives.

Foundations of 11M Development

5) Slogan and Main Reinforcement Points



◆Medium- to long-term slogan◆

Make a leap forward in the global market
as a technology-based company

Major policies in 11M in line with long-term vision

- A company that grows in the global market as a technology-based company with net sales of over 100 billion yen
- A company that offers affluent lifestyles to society at large through electronics and electrical technologies
- A company that its employees feel happy to work for and proud of
- A company that has the strength of solidarity with an organizational culture of working autonomously and actively

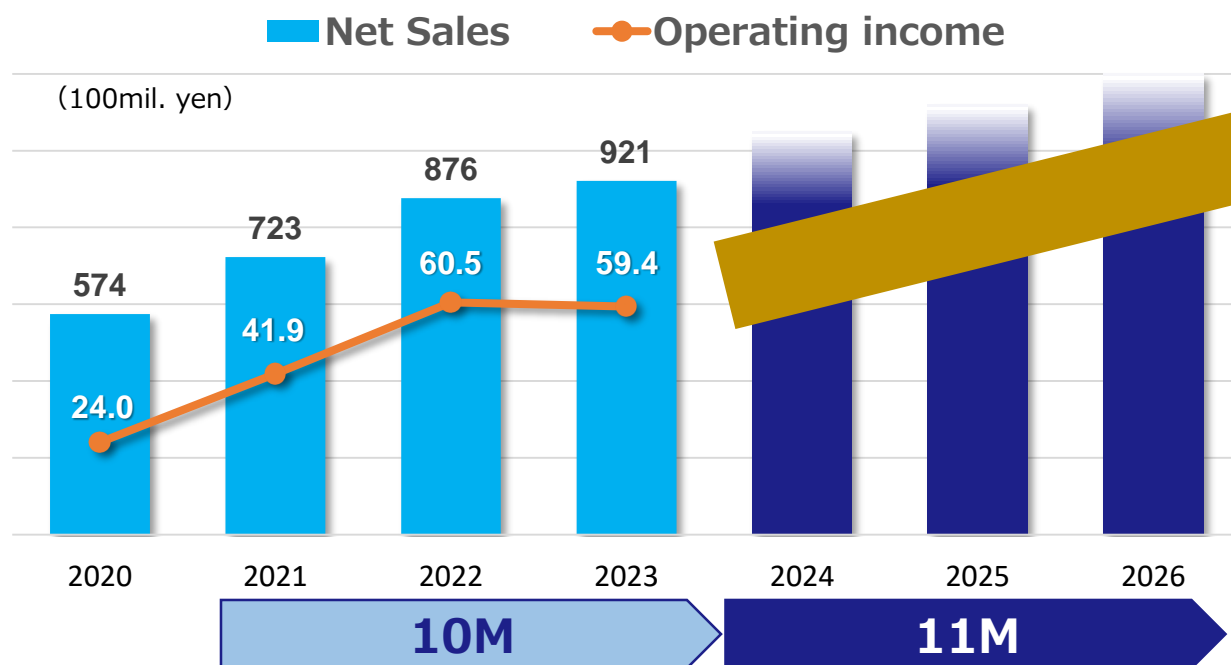
Main reinforcement points (focus challenges)

- Continuous reinforcement of **domestic business** as a basis for stable growth
- Further reinforcement of **overseas business** as the core of our medium- to long-term growth strategy, particularly the electronic equipment and components business in overseas markets
- Development, cost reduction, and sales enhancement of **original products** as sources of the profitable structure
- Strengthening of creation and cultivation of **new businesses** to nurture new earnings pillars



◆ Basic ideas (continued from 10M) ◆

- Aim at **sustained expansion of net sales & operating income** through management focusing on growth potential
- Seek **gross profit margin of 20%** by continuous business structure reform
- Expect an annual SGA increase by around 3-5% to promote investments forming the foundation of sustained growth (in human resources, technology development, etc.)



**Toward
sustained
expansion**
in net sales &
operating income
having a target of a
100-billion yen
company within range



Set and pursue targets in four management indices for business profitability, financial health, and capital efficiency

**Business
Profitability**



Gross profit margin

Target
20%
or above

Financial Health



Equity ratio

Target
50%

**Capital
Efficiency**



ROE

Target
12% or above

ROA

Target
6% or above



Promote further step-up with the basic policies in 10M continued in broad outlines

Basic Strategic Policy (i)

Promote business structure reform!

Basic Strategic Policy (ii)

Maximize strengths taking advantage of our uniqueness!

Basic Strategic Policy (iii)

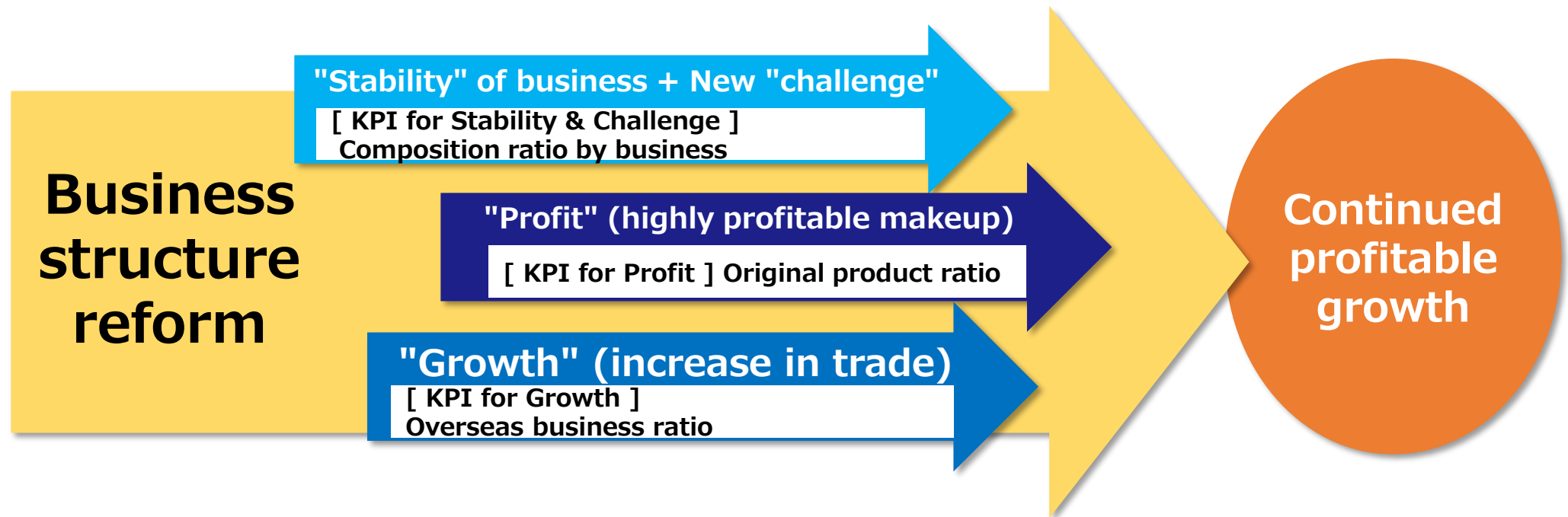
Define focus areas and markets to accelerate growth!

Basic Strategic Policy (iv)

Increase power toward sustained growth!

◆ Basic Strategic Policy (i) ◆

Promote business structure reform!



- Pursue four axes of Stability, Challenge, Profit, and Growth toward a business structure that enables stable and sustained growth without being affected by the silicon cycle and other demand and business cycles in the electronics industry
- Aim to achieve targets through continuous progress management by setting three KPIs (business structure-related indices) to evaluate the progress in the pursuit of these four axes

Three KPIs for business structure reform

Stability + Challenge axis

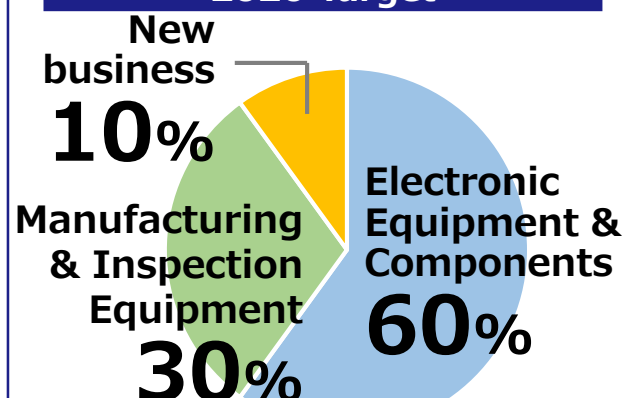
Profit axis

Growth axis

Composition ratio by business

(sales base)

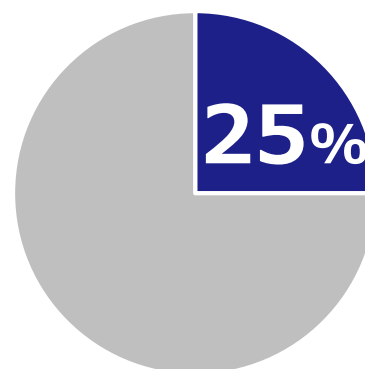
2026 Target



Original product ratio

(sales base)

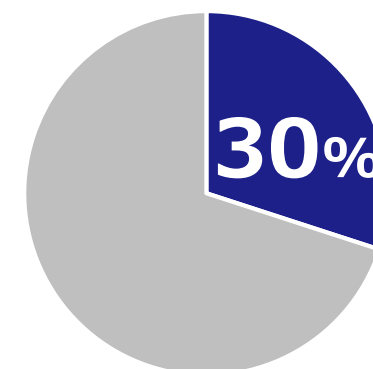
2026 Target



Overseas business ratio

(sales base)

2026 Target



● Composition ratio by business



A new target of "Sales composition ratio of 10%" set as a KPI to measure the results of new business creation:

For accelerated efforts in new businesses creation in response to the achievement of the 5% target set in the previous Medium-Term Business Plan (10M)

● Original product ratio



The target is set at 25% continuing from the previous Medium-Term Business Plan (10M):

"Original products" are limited to the our own products and products developed in collaboration with partner companies

● Overseas business ratio



Overseas sales calculated as in the past. The target remains 30%.



◆ Basic Strategic Policy (ii) ◆

Maximize strengths taking advantage of our uniqueness!



- We have unique strengths such as possessing both trading and manufacturing functions as well as the strong domestic and overseas partner bases
- Further enhance its differential advantage in the industry by building the one and only corporate group combining the manufacturing and sales functions on a global level and maximizing its strengths based on such uniqueness

◆ Basic Strategic Policy (iii) ◆

Define focus areas and markets to accelerate growth!

Main focus areas and markets

- Semiconductor
- Automotive
- Industrial equipment
(including robots and automated equipment)
- Communication
- IoT (including sensor related)
- AI
- 5G&6G
- Medical
- Energy and battery
- Aerospace
- Marine
- Railroad vehicle related
- Data center
- Computing related

Three measures to develop focus areas and markets

- 1 Promote business expansion in focus areas and markets for existing organizations
- 2 Promote commercialization and monetization in cross-sectional projects
- 3 Promote business creation and development from the stage of a "new business"

- Analyze domestic and overseas market trends and business opportunities for us, and continue to develop and expand proactively and aggressively in the defined focus areas and markets
- Implement strategic initiatives for the above objectives appropriate to the respective situations of the above three measures



1

Existing

Promote business expansion in focus areas and markets for existing organizations

Semiconductor related business

(power devices, analog devices, semiconductor manufacturing equipment manufacturers)

Data center related business

(UPS systems, secondary batteries, peripheral equipment)

Industrial/Consumer equipment related business

(robotics, automation, manpower saving)

Aerospace and defense related business

Automated visual inspection related business

(lenses, cars, medical, welding)

2

PROJECT

Promote commercialization and monetization in cross-sectional projects (PJs)

Automotive PJ

- Focus on EV/CASE fields
- Develop construction/agricultural machinery manufacturers
- Expand overseas business
- Develop battery market (production materials/equipment)

Medical PJ

- Expand overseas medical-related sales
- Develop medical devices on contract
- Expand D&P medical-related sales
- Promote sales strategies by product segment

IoT PJ

- Examine original product development based on market needs
- Enhance solution proposals (collaborate with the Information System Sales Dept. and SIers)
- Work on the sensor business

3

New

Promote business creation and development from the stage of a "new business"

Software PJ

- Realize alliances/M&As
- Develop software for sensor device field
- Develop original software

ECO/SDGs related

- Develop renewable energy related business
- Expand sales of environment-related products (Pacific, India)
- Develop the lithium-ion battery recycling business

Others

- R&D acceleration tools (computer simulation, AI)
- MI (Materials Informatics)
- Manufacturing DX field



◆ Basic Strategic Policy (iv) ◆

Increase power toward sustained growth!

Increase **marketing power!**

- 1 Reinforce domestic business**
as a basis for stable growth
- 2 Reinforce overseas business**
as the core of our growth strategy

Increase **manufacturing power!**

- 3 Reinforce global production systems**
- 4 Enhance technology/product development and intellectual property strategies** for higher value-added products

Increase **the power of corporate divisions!**

- 5 Increase the power of corporate divisions!**
- 6 Promote ESG management**
(sustainability initiatives)

- Promote reinforcement from the three perspectives of "marketing," "manufacturing," and "corporate divisions," which form indispensable foundations for sustainable growth based on the main reinforcement points (focus challenges)
- Increase our comprehensive power by enforcing the above policies

Outline of 11M

5) Specific Strategies for Basic Strategic Policy (iv)



1

Reinforce domestic business as a basis for stable growth

Increase **marketing power!**


● Further deepen relations with focus customers

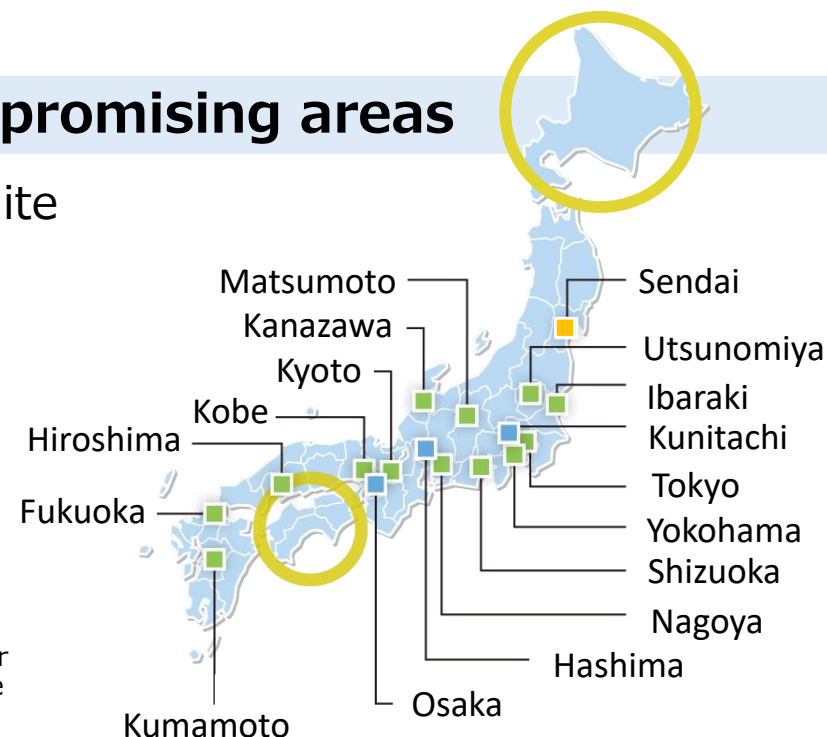
- Continue deployment of "**All-Daitron**" products
(Promote trinity cooperation by D&P Company, M&S Company, and Overseas group)
- Expand business with local blue-chip companies by strengthening **sales focused on local areas**

● Proactively promote new deployment in promising areas

- Examine establishing new locations (including satellite offices) in promising areas
[Candidate areas] Hokkaido, Shikoku, Mie, etc.
- Promotion to sales office: Sendai

- Sales office
- Sales office + Logistic Center
- Satellite office

*  Circled areas are under examination for establishing new locations in the future



Outline of 11M

5) Specific Strategies for Basic Strategic Policy (iv)



2

Reinforce domestic business as a basis for stable growth

Increase **marketing power!**

● Continuously promote expansion focused on the electronic equipment and components business

* Control stable expansion of the manufacturing equipment business, where demand fluctuates significantly (planned launch/acceptance inspection of orders, selection and concentration of customers, risk hedging)

● Expand and enhance overseas sales locations

- Establish regional manager companies (Greater China and Indo-Pacific regions)
- Expand sales locations by region

■ Overseas site (including subsidiaries)
■ Under investigation



[North America & Europe]

- Establish satellite offices or make distributorship agreements (at least 3 regions each)
- Establish maintenance offices (North America: 2 regions, Europe: at least 3 regions other than the Netherlands)

[Indo-Pacific]

- Establish a representative office in India (2 potential sites under examination)
- Examine the establishment of a manufacturing location (for harnesses, power supplies, and shift to in-house production of outsourced products) (Potential site: Vietnam)

[Greater China]

- Establish and expand/enhance satellite offices (Inland China)

Outline of 11M

5) Specific Strategies for Basic Strategic Policy (iv)



3

Reinforce global production system

Increase **manufacturing power!**

● Enhance domestic and overseas production capacities

Continuously enhance domestic and overseas production systems centered on the Chubu Factory, the mother plant for our global production system

Domestic

- **Develop new partner companies**
(harness, assembly and wiring, substrate, sheet metal, painting, software design, mechanical design)
- **Promote alliances and M&As with software companies**
=> Secure human resources and reinforce technical capabilities

Overseas

- **Personnel reinforcement at the Lincoln Factory**
- **Develop partner companies for the Lincoln Factory**
(Mexico, U.S., Japan)



● Continuously promote production cost reduction measures

- Formulate and execute permanent person-hour reduction plan for the Lincoln Factory
- Establish new production location in the Asian region (Potential site: Vietnam)



4 Enhance technology/product development and intellectual property strategies for higher value-added products

Increase **manufacturing power!**

- **Continuously enhance systems centered on the engineering departments of the Chubu Factory**
- **Proactively develop technologies and products**
 - Enhance increase the value added to mass-produced products (with upgraded performance, additional functions, etc.)
 - Enhance software related technologies that are essential for future higher value-added technologies/products
 - => Employ more software engineers and examine alliances with software companies, etc.
 - Strengthen customer information collection in Japan and overseas, and continuously pursue original product development
- **Enhance intellectual property strategies**
 - Improve the foundations for intellectual property management by defining core technologies and taking inventory of technologies held by us.
 - Establish a new qualification system based on a medium- to long-term intellectual property strategies
 - => Increase employees' motivation by establishing a comprehensive system linked to the evaluation system
 - Expand the number of patents applied for and held over the medium to long term



5 Enhance business support function

Increase the power of
corporate divisions!

● DX (digital transformation)

Increase productivity and operational quality through DX promotion

(i) Transform business processes/systems

- Start upgrading/replacing systems for estimation, sales, purchasing, production management, accounting, business management, etc.
- Enhance information security

(ii) Develop DX promotion infrastructure

- Identify issues using DX promotion indices and take measures

=> Obtain DX certification

● Global human resources

Develop global human resources and exchange personnel in and outside Japan

- Introduce and institutionalize an overseas location internship system
- Continue hiring Vietnamese technical intern trainees at D&P Company and expand it to other factories

● Human capital management

Increase the value of human resources through human capital management

(i) Increase labor productivity through investment in training and education

- Develop and invest in training/ education systems to increase individual skills
- Employ experienced and specialized human resources

(ii) Promote diversity and inclusion

- Promote women's empowerment (increase the ratios of female employees at management-track and management positions)
- Promote seniors' empowerment (increase satisfaction)
- Promote hiring persons with disabilities (comply with legal employment rate)
- Review the personnel systems (develop systems such as various allowances for experts, seniors, etc.)
- Obtain the Certified Health & Productivity Management Outstanding Organizations Recognition

● PR/IR

(i) Establish a department specialized in PR/IR

(ii) Increase recognition of the Daitron brand



5 Promote ESG management (sustainability initiatives)

Increase the power of
corporate divisions!

● Contribute to the realization of a sustainable society through ESG management promotion

1. Promote activities of the Sustainability Committee

- Establish materiality-related KPIs and take specific actions (promote the Sustainability Committee's subcommittee activities)
- Disclose KPI progress in Integrated Reports

2. Response to the Corporate Governance Code

- Examine measures of requiring explanations

3. Strengthen corporate governance

Compliance Committee

Prevent occurrence/spread of scandals in the company

Risk Management Committee

Prevent management risks to preserve management resources

Internal Control Committee

Ensure the effectiveness of internal control over financial reporting

Pursue the optimal balance between growth investment and shareholder returns while maintaining financial health

Growth investment

[Basic idea]

Aggressively make growth investments centered on the development of human resources and expansion of overseas locations as the basis for future growth strategies

■ Outline of preferred investments in 11M

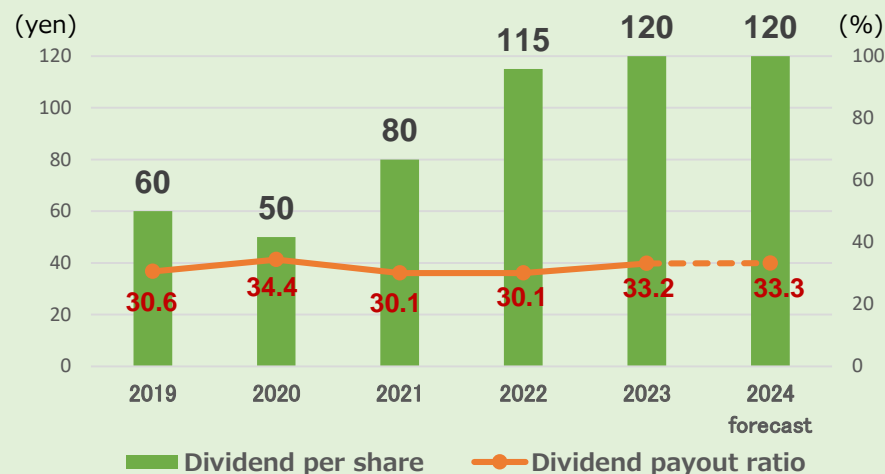
- Examine the first advance into the Indian market and the establishment of manufacturing locations in Southeast Asia and new satellite offices in the U.S. and China
- Develop locations for data center related projects (UPS, storage batteries, etc.)
- Increase production capabilities, efficiency, etc. of factories in Japan
- Promote DX (strengthen system replacement & information security measures)
- Human capital investment (direct investment + opportunity investment)

Shareholder return

[Basic idea]

Raise the consolidated dividend payout ratio from previous 30% to 40% as a guideline during the 11M to strengthen shareholder returns

■ Changes in dividend per share and payout ratio





Toward a technology-based company

The Daitron Group, as a technology-based company in the electronics industry, will work together with all our stakeholders to co-create new value for the global market.

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 Europe, North America and Asian countries.

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

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