

FY 2021 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 2021 earnings

Net Sales **¥72,341 mil.**
(126.0% y/y)

- Operating income **¥ 4,196 mil.**
(174.6% y/y)
- Ordinary income **¥ 4,325 mil.**
(177.5% y/y)
- Net income **¥ 2,953 mil.**
(183.3% y/y)

Change in full-year earnings

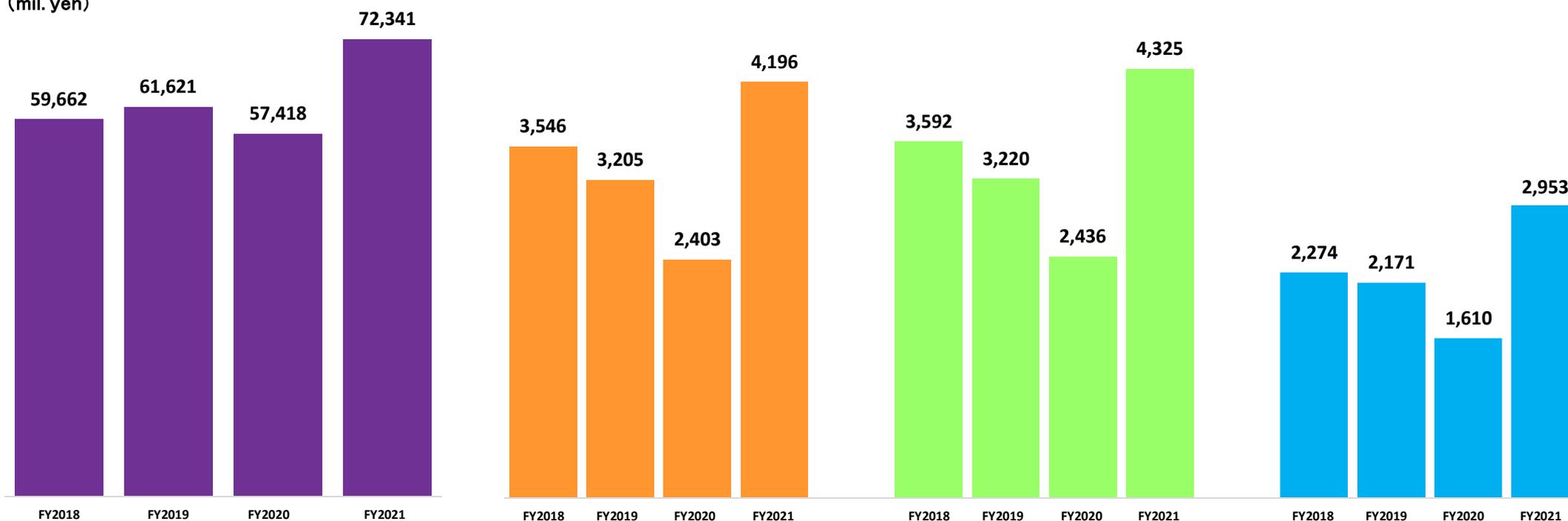
Net Sales

Operating income

Ordinary income

Net income

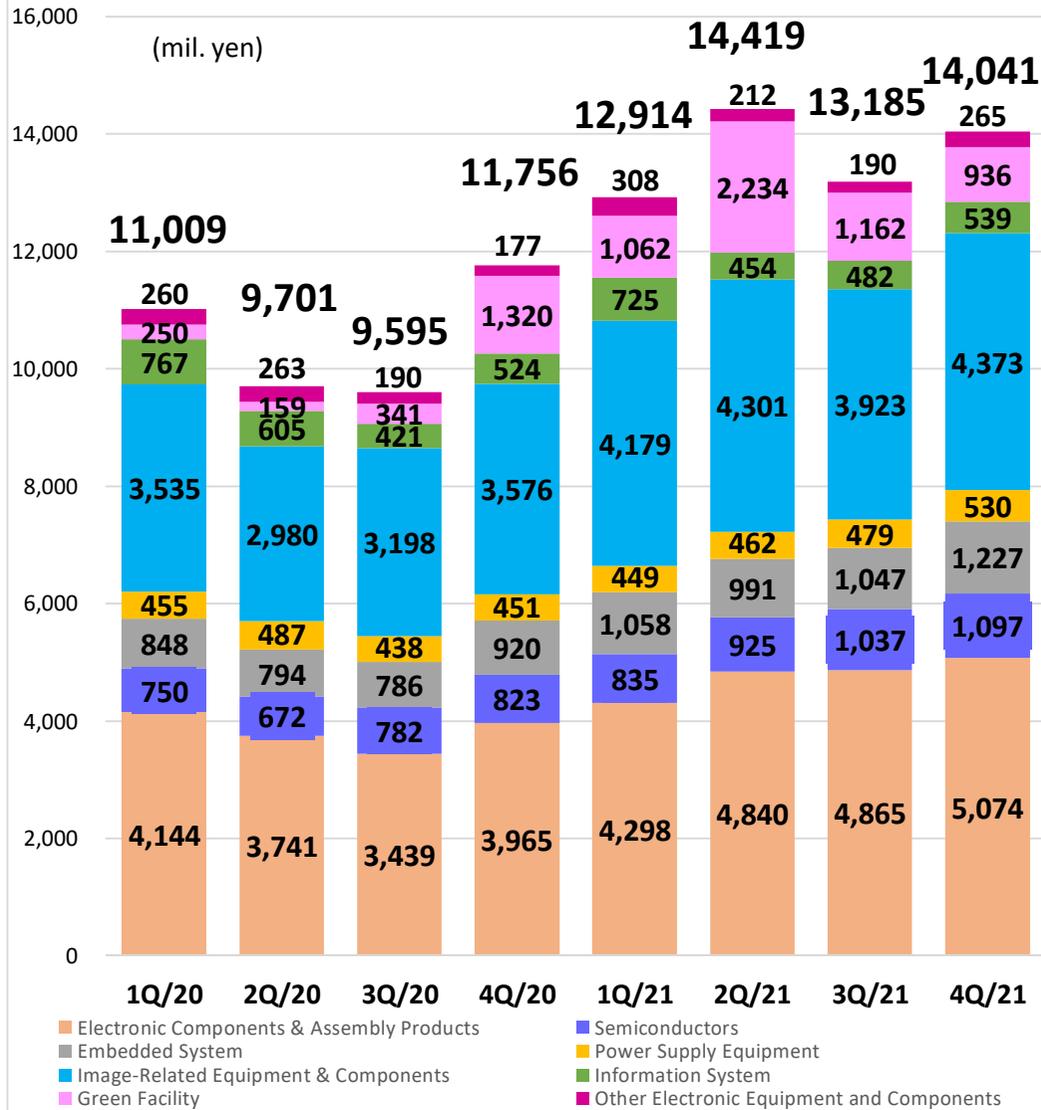
(mil. yen)



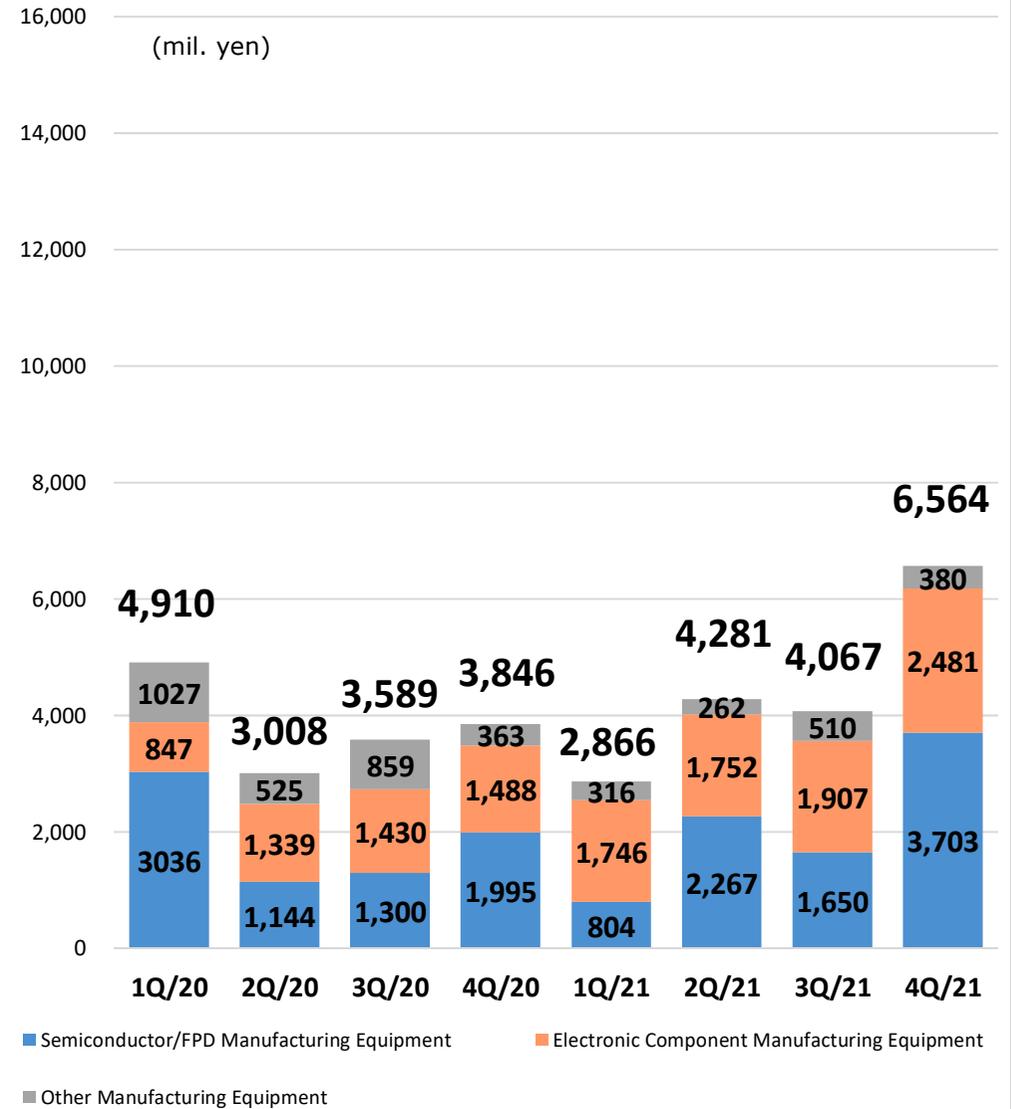
Product Segment Quarterly Performance Change



Electronic Equipment & Components



Manufacturing Equipment



Consolidated financial position

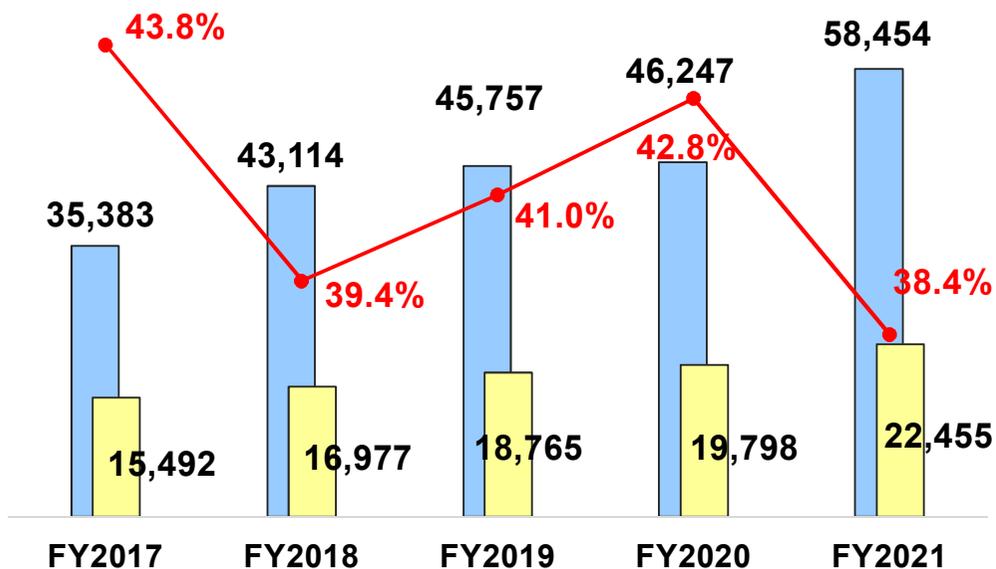
Total assets
¥58,454 mil.
 (up ¥12,206 mil.)

Liabilities
¥35,998 mil.
 (up ¥9,550 mil.)

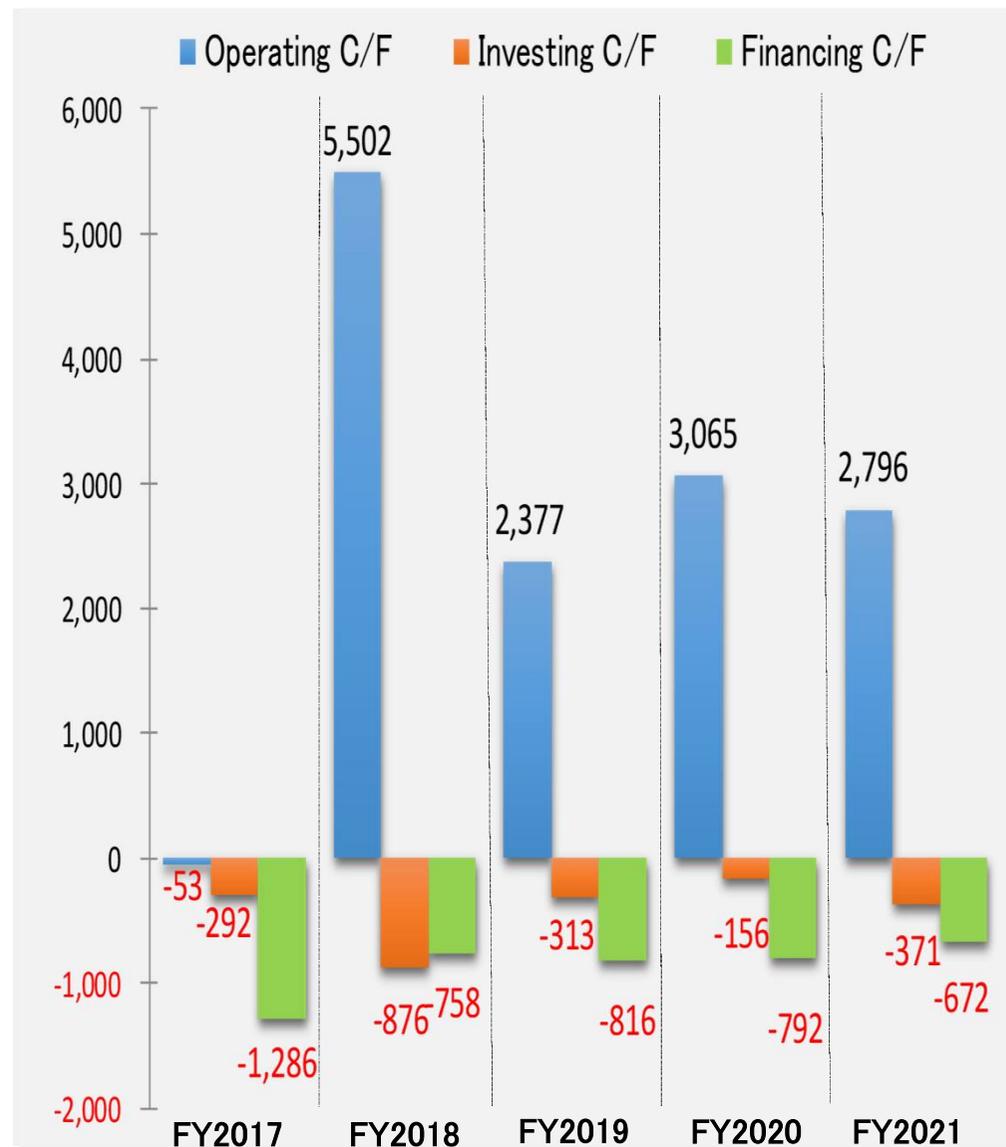
Net assets
¥22,455 mil.
 (up ¥2,656 mil.)

Total assets · Net assets · Equity ratio

(mil. yen) ■ Total assets ■ Net assets ● Shareholders' equity ratio



Consolidated cash flows



General Change by Report Segment

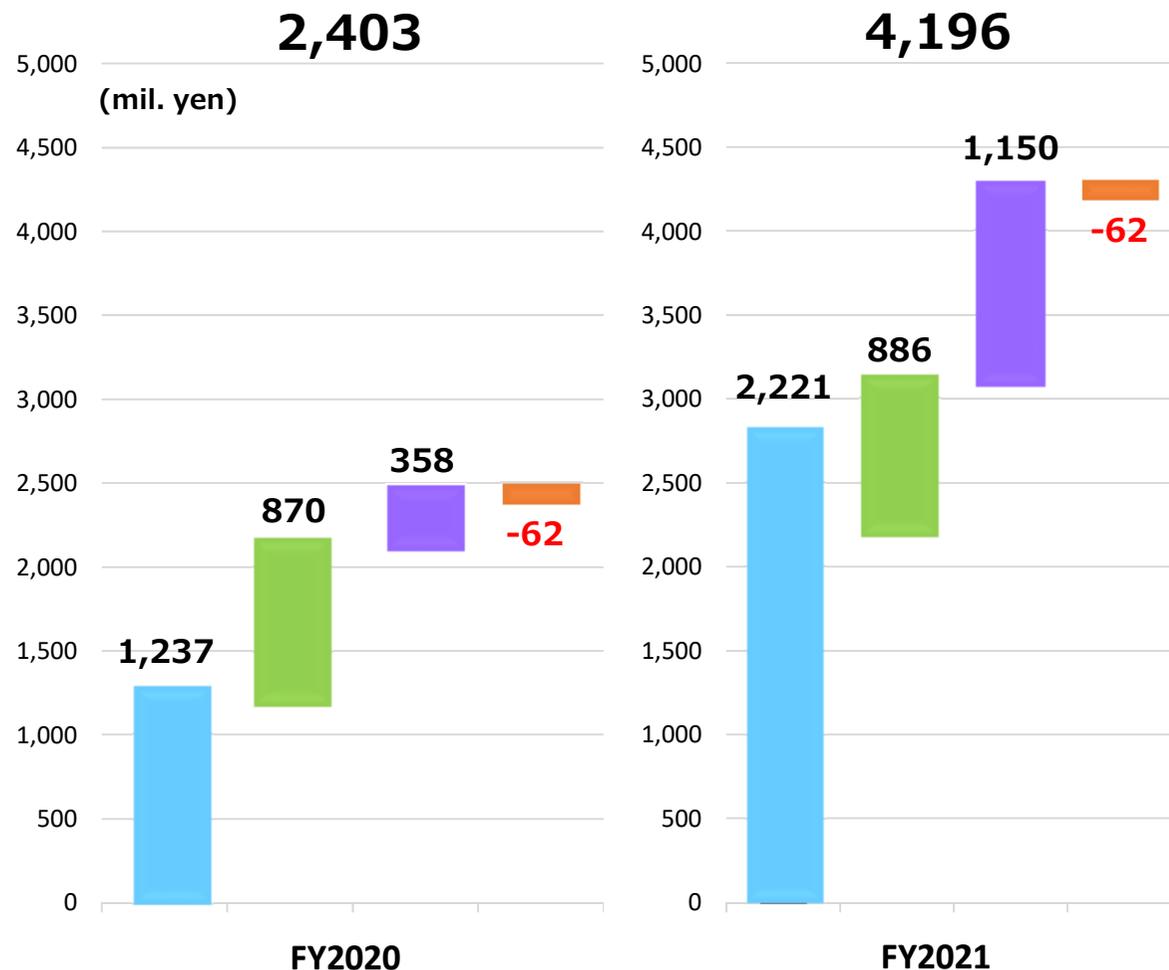


Net Sales



■ Domestic Sales Business ■ Domestic Manufacturing Business
 ■ Global Business

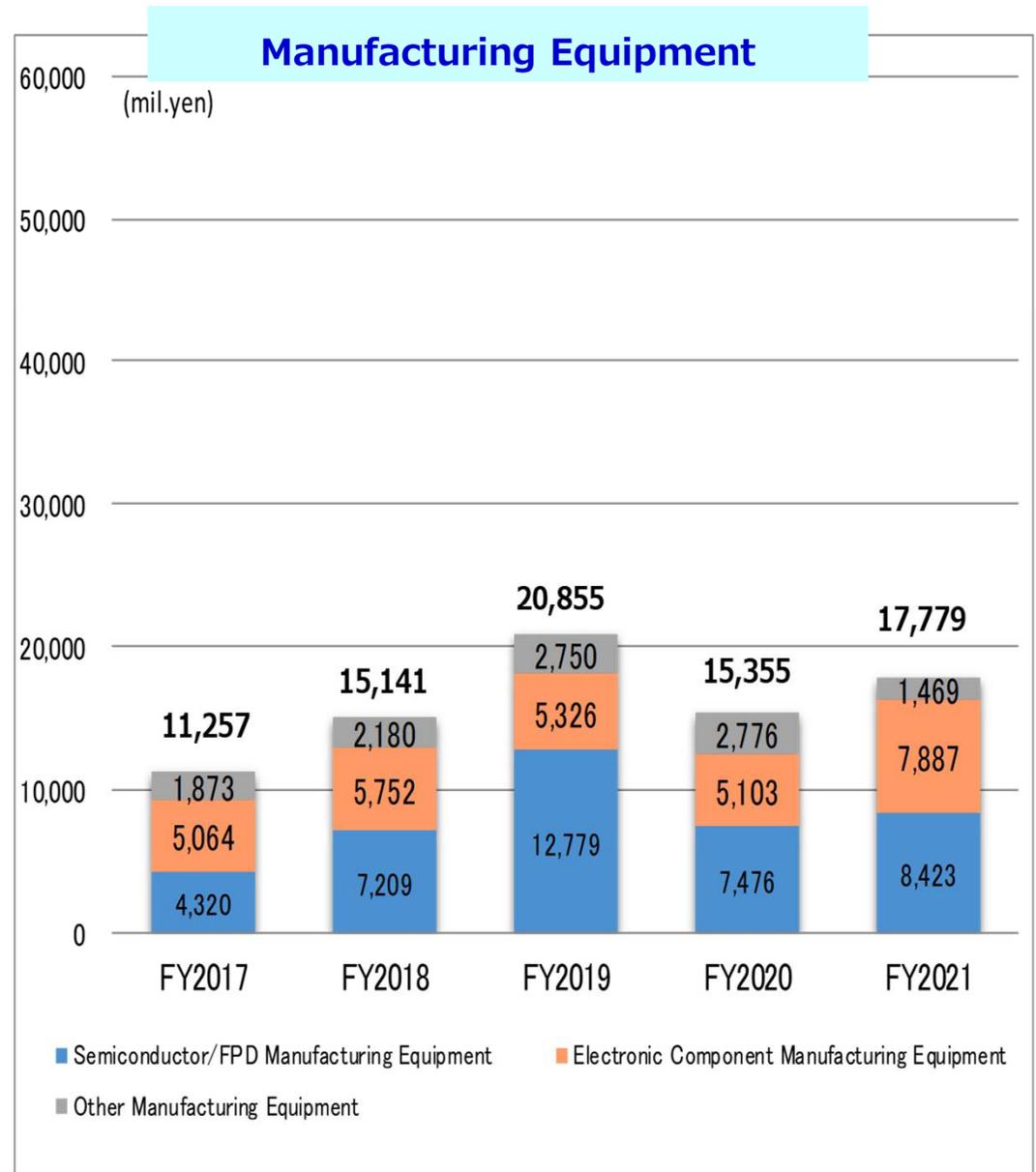
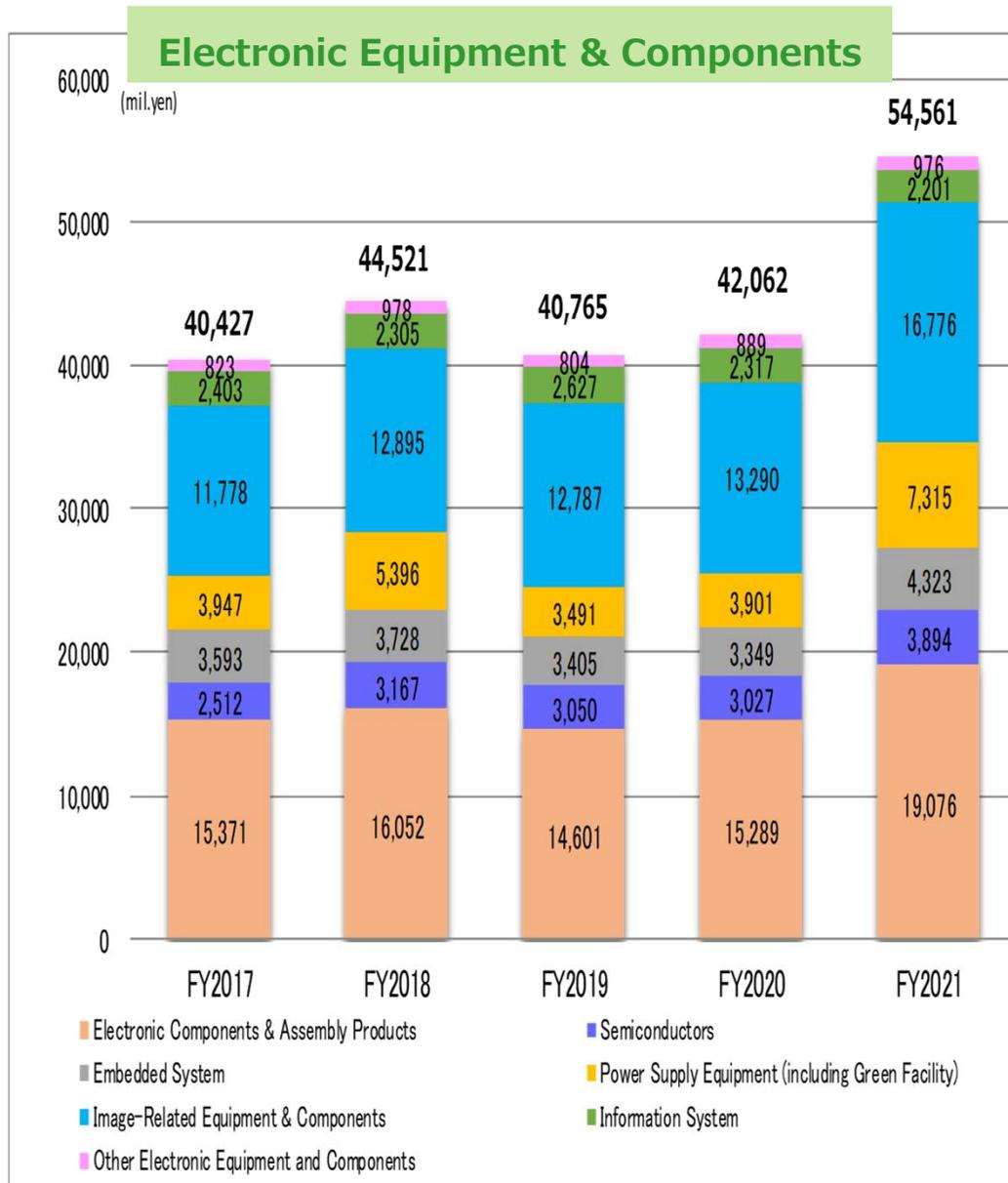
Operating income



■ 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



Business Structure of the Company 2021 performance



Business	By product segment	Sales composition ratio	Gross profit margin	Original product ratio	Overseas sales ratio
Electronic Equipment & Components	Electronic Components & Assembly Products	26.4% (26.6% 2020)	21.7% (22.7% 2020)	15.8% (18.3% 2020)	North America 1.6% (1.5% 2020)
	Semiconductors	5.4% (5.3% 2020)	18.5% (17.4% 2020)		
	Embedded System	6.0% (5.8% 2020)	16.3% (15.2% 2020)		
	Power Supply Equipment (including Green Facility)	10.1% (6.8% 2020)	21.7% (24.5% 2020)		
	Image-Related Equipment & Components	23.2% (23.2% 2020)	13.5% (14.3% 2020)		
	Information System	3.0% (4.0% 2020)	24.4% (26.1% 2020)		
	Other Electronic Equipment and Components	1.4% (1.6% 2020)	8.4% (9.5% 2020)		Europe 0.6% (0.4% 2020)
Manufacturing Equipment	Semiconductor/FPD Manufacturing Equipment	11.6% (13.0% 2020)	21.2% (20.6% 2020)	Asia 21.1% (18.5% 2020)	
	Electronic Component Manufacturing Equipment	10.9% (8.9% 2020)	27.2% (28.5% 2020)		
	Other Manufacturing Equipment	2.0% (4.8% 2020)	22.6% (15.1% 2020)		
Total		100.0%	19.7% (20.0% 2020)	15.8% (18.3% 2020)	23.3% (20.5% 2020)

 shows the product segments including Daitron's original products.

Year-on-year net sales by area

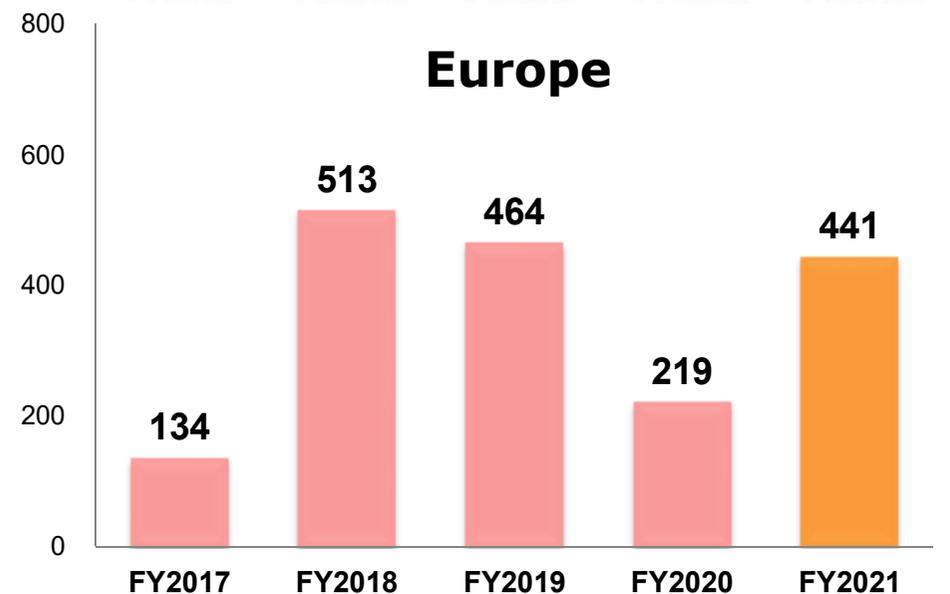
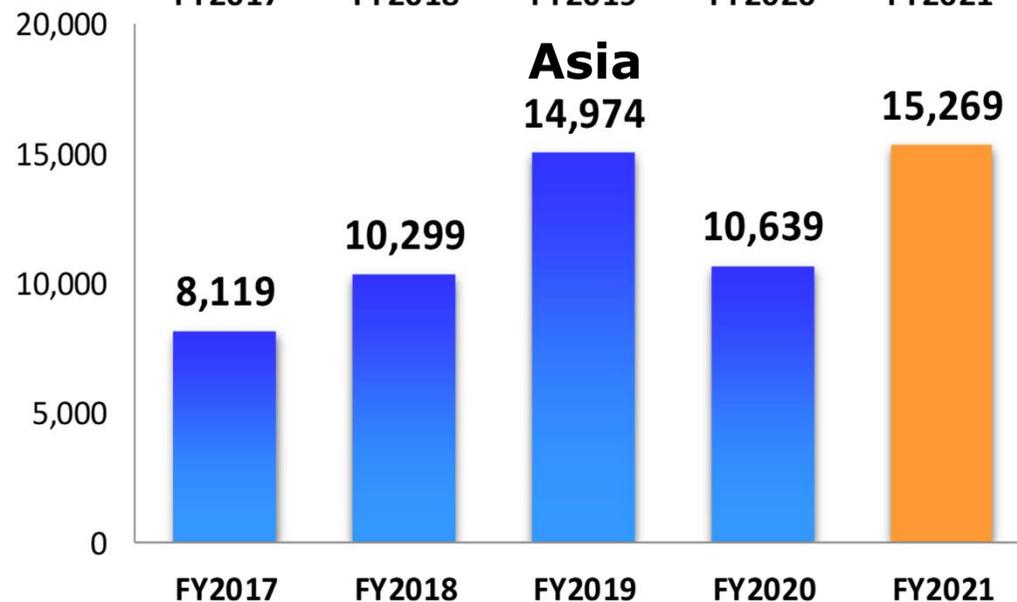
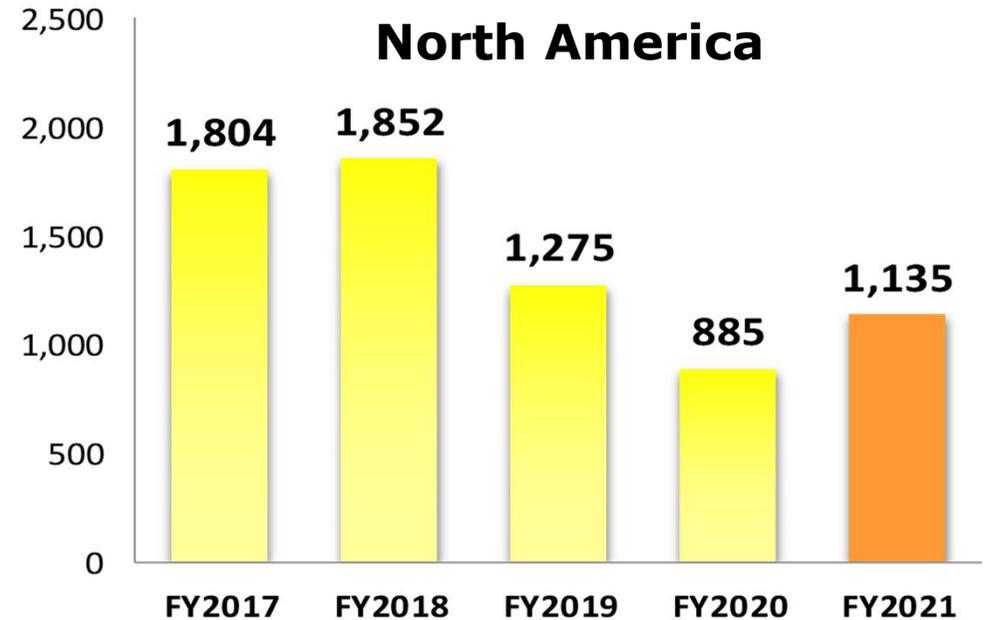
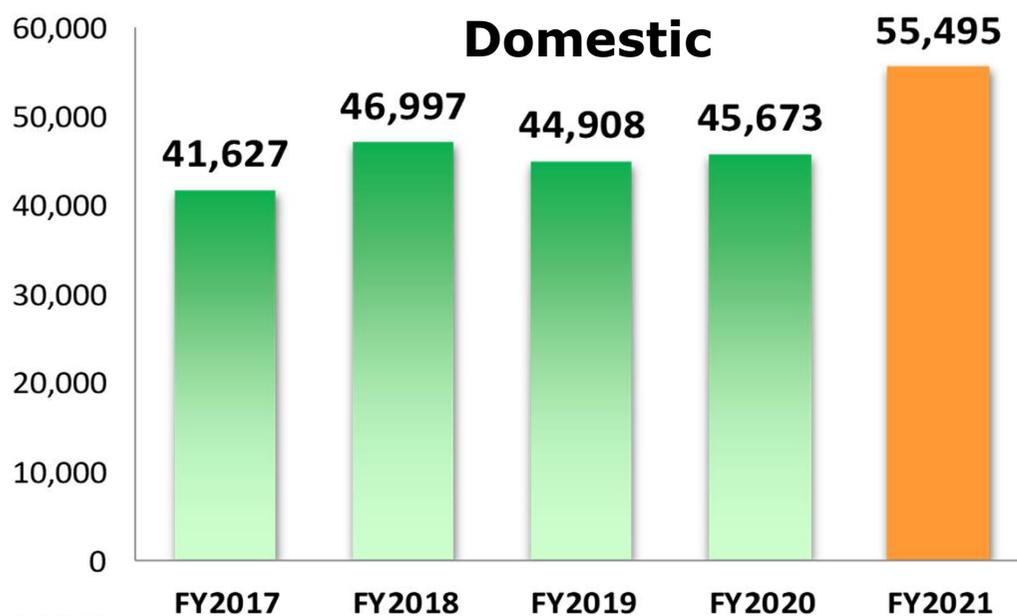


(mil. yen)	2020	2021	Difference
Domestic	45,673	55,495	9,821
Overseas The figures in parentheses are sales ratio	11,744 (20.5%)	16,846 (23.3%)	5,102 (+2.8pt)
North America	885	1,135	250
Europe	219	441	222
Asia	10,639	15,269	4,630
Total	57,418	72,341	14,923

Sales Change by area



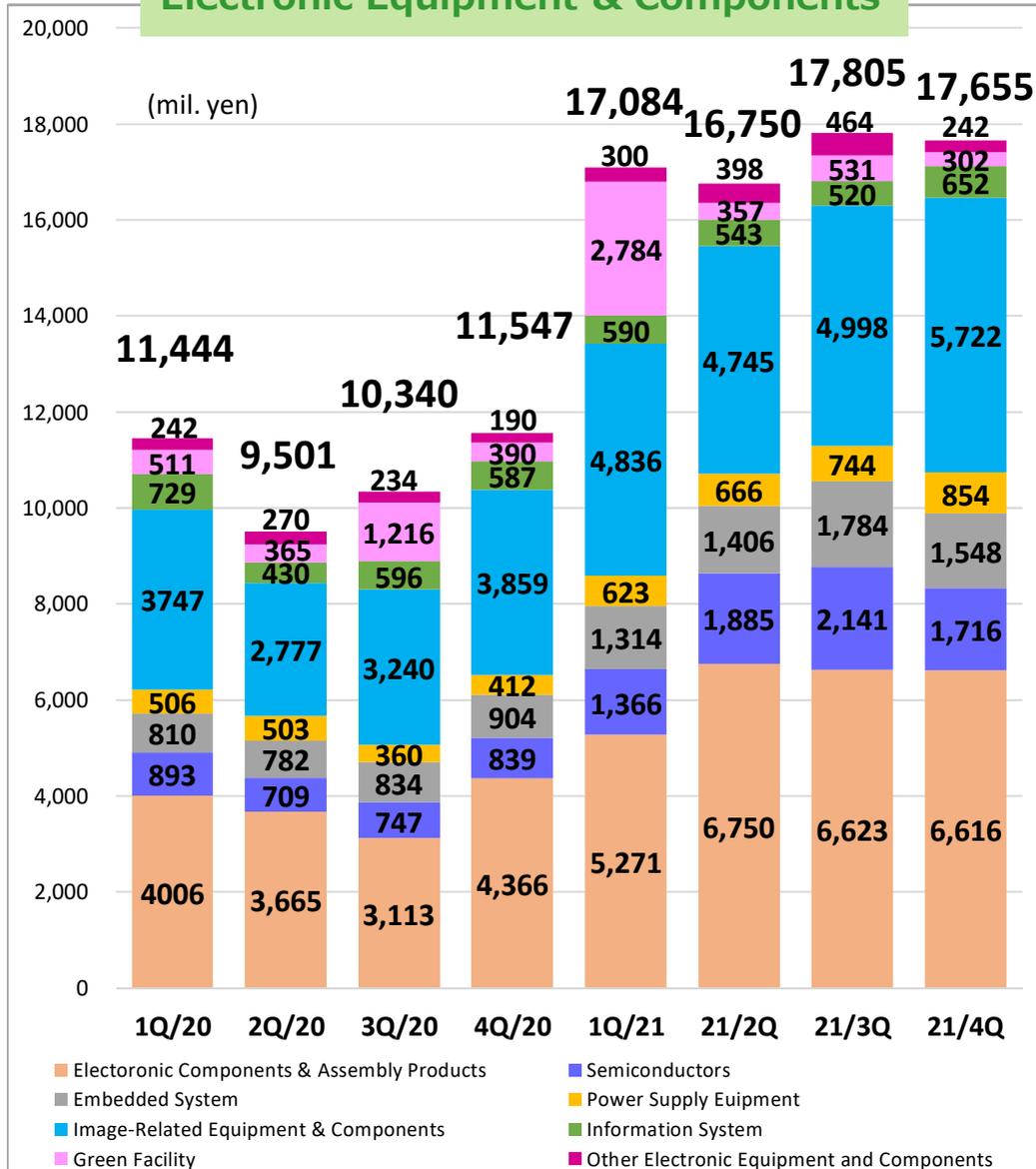
(mil. yen)



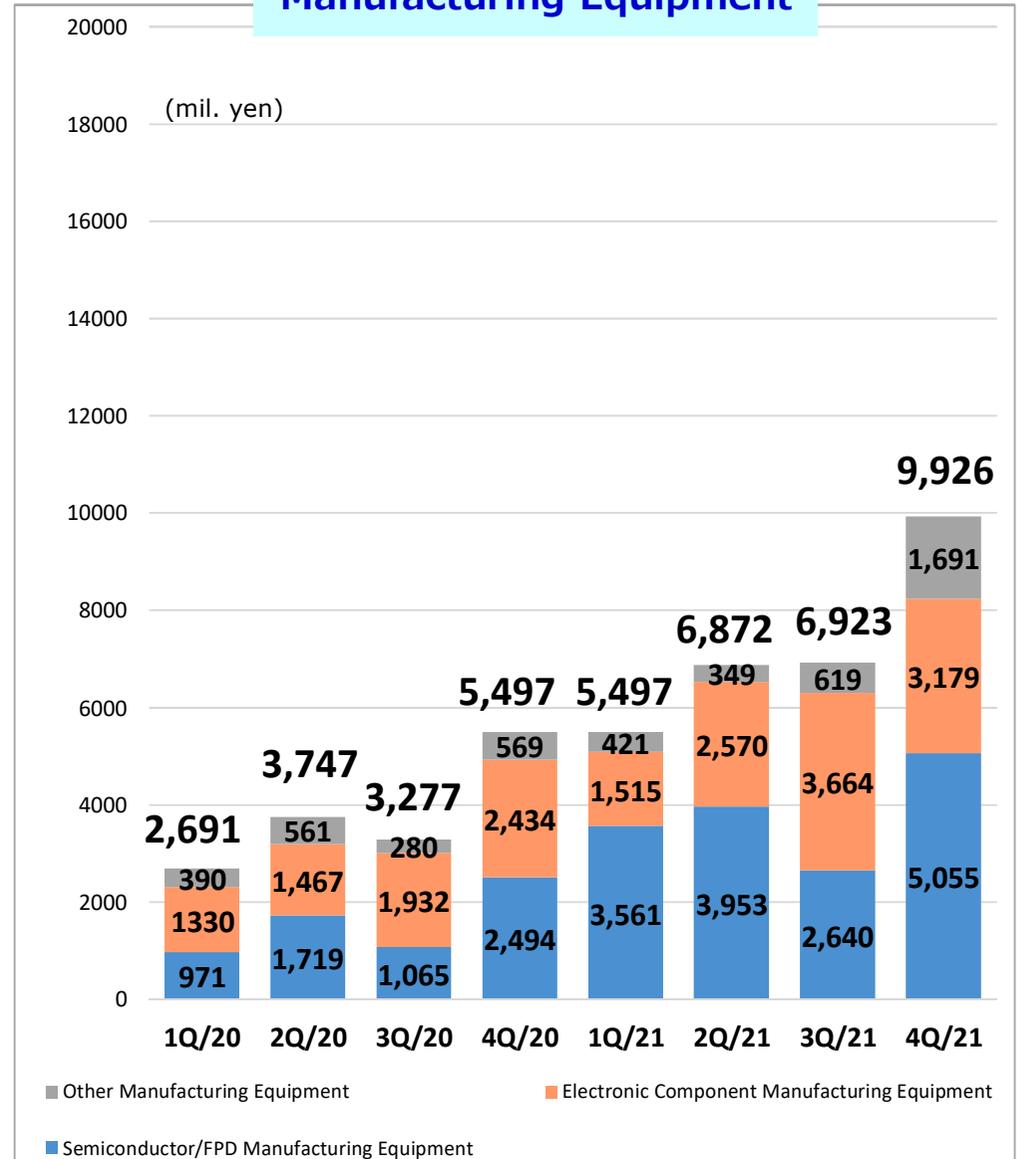
Quarterly Order Change (by product segment)



Electronic Equipment & Components



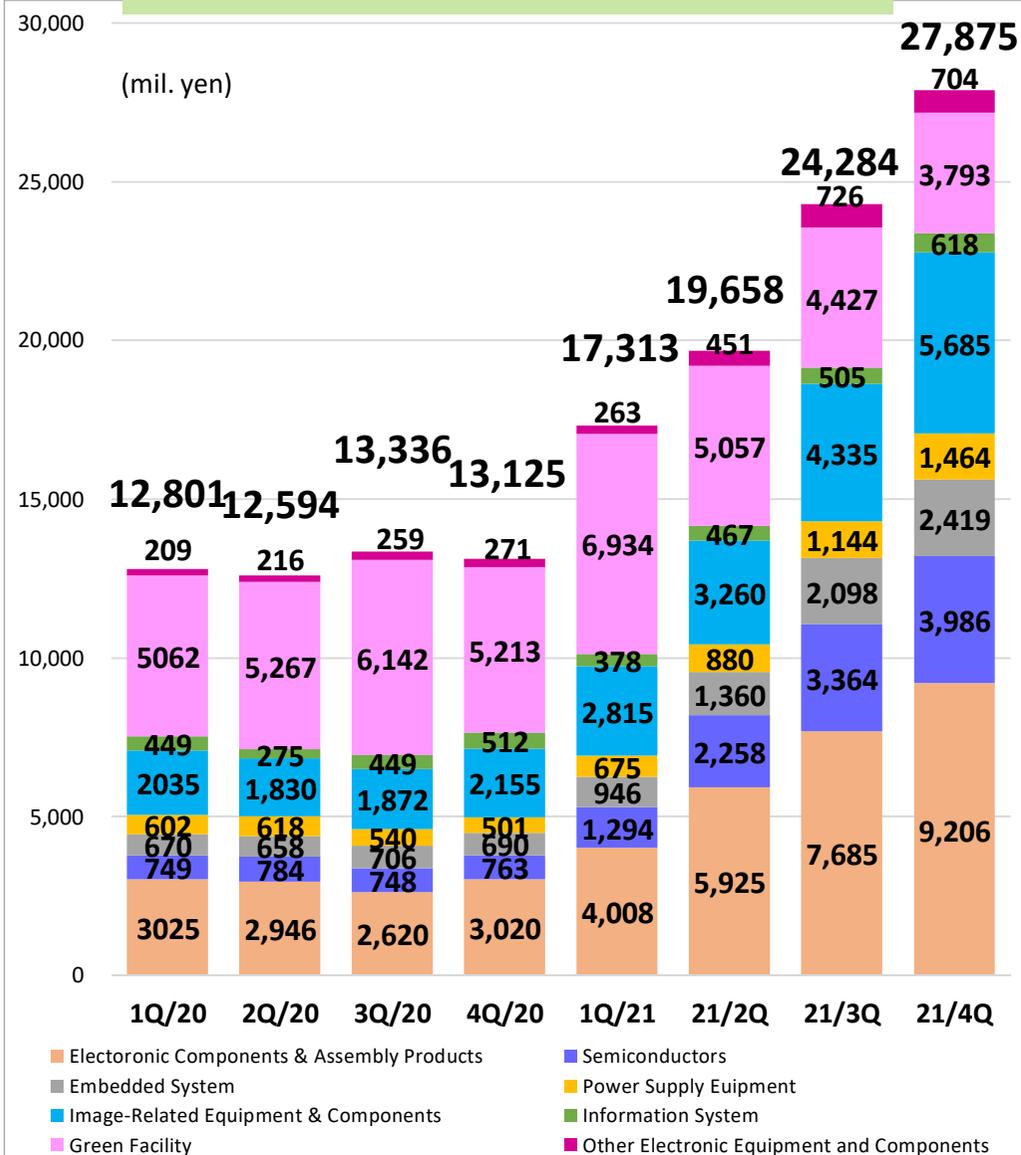
Manufacturing Equipment



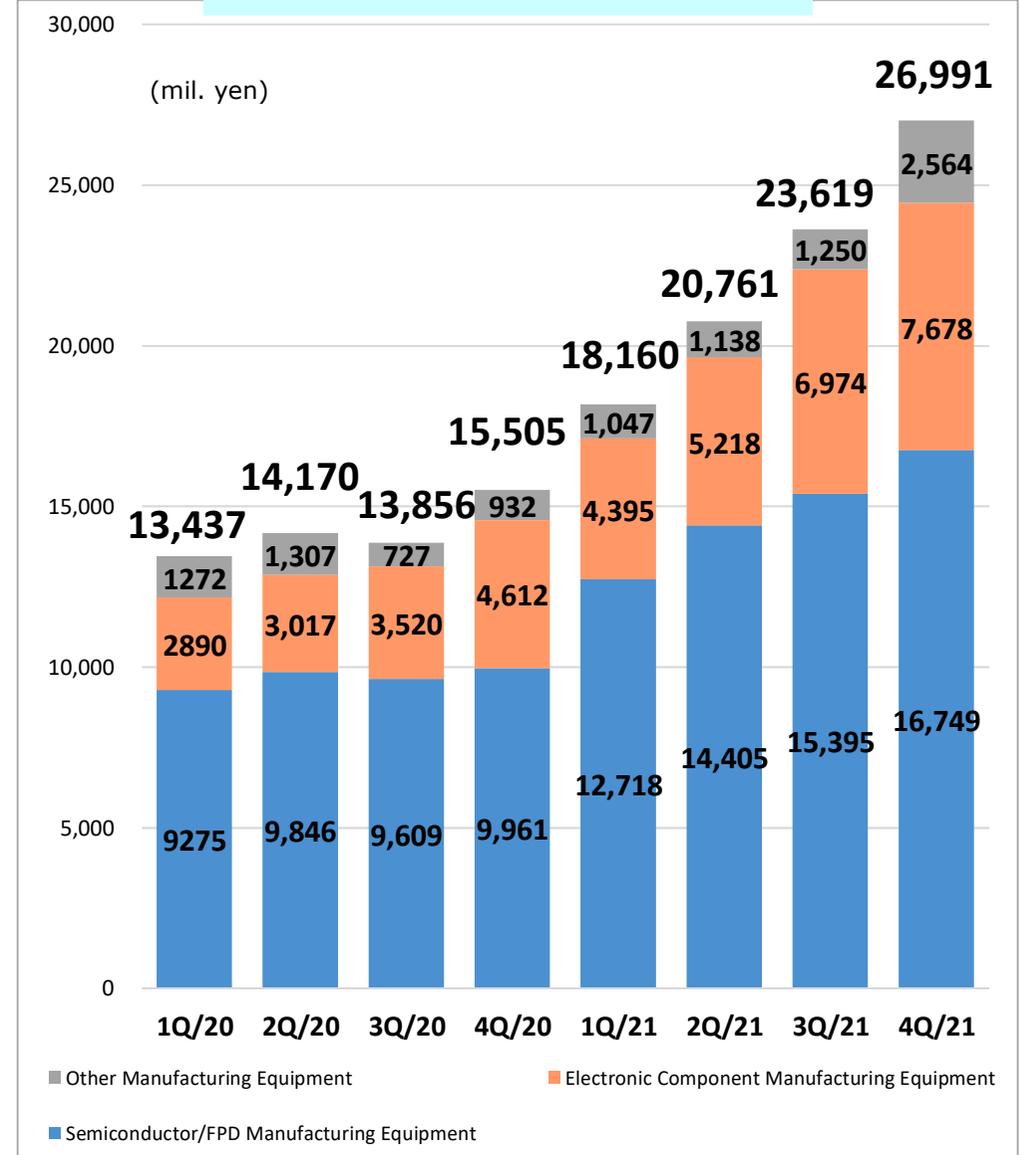
Quarterly Order Backlog Change (by product segment)



Electronic Equipment & Components



Manufacturing Equipment



* Including backlogs of orders for delivery in or after 2023 of approximately 563 million yen in Electronic Equipment and Components, and approximately 6,129 million yen in Manufacturing Equipment.

Consolidated Performance Forecast (full-year)



■ **Net Sales** ¥75,000 mil.
(103.7% y/y)

■ **Operating income** ¥4,100 mil.
(97.7% y/y)

■ **Ordinary income** ¥4,100 mil.
(94.8% y/y)

■ **Net income** ¥2,780 mil.
(94.1% y/y)

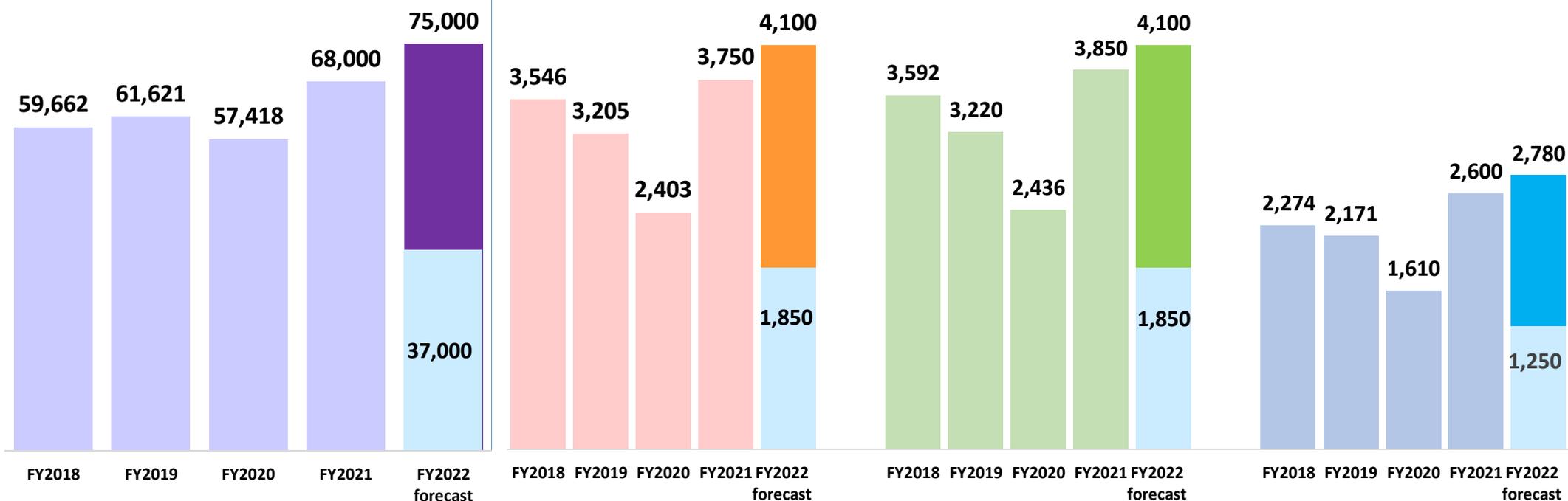
Net Sales

Operating income

Ordinary income

Net income

(mil. yen)

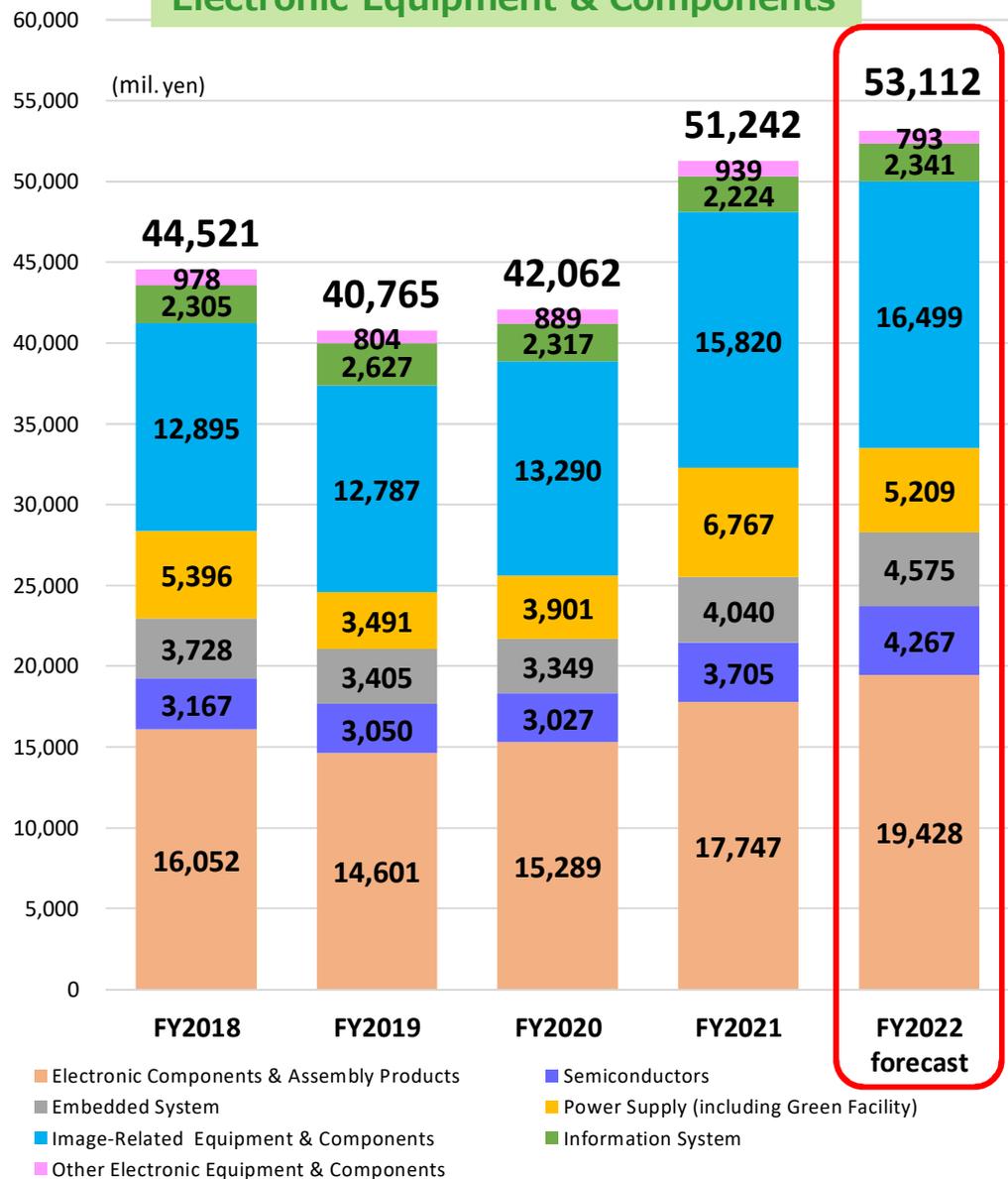


Figures shown as represent the forecast for the second quarter.

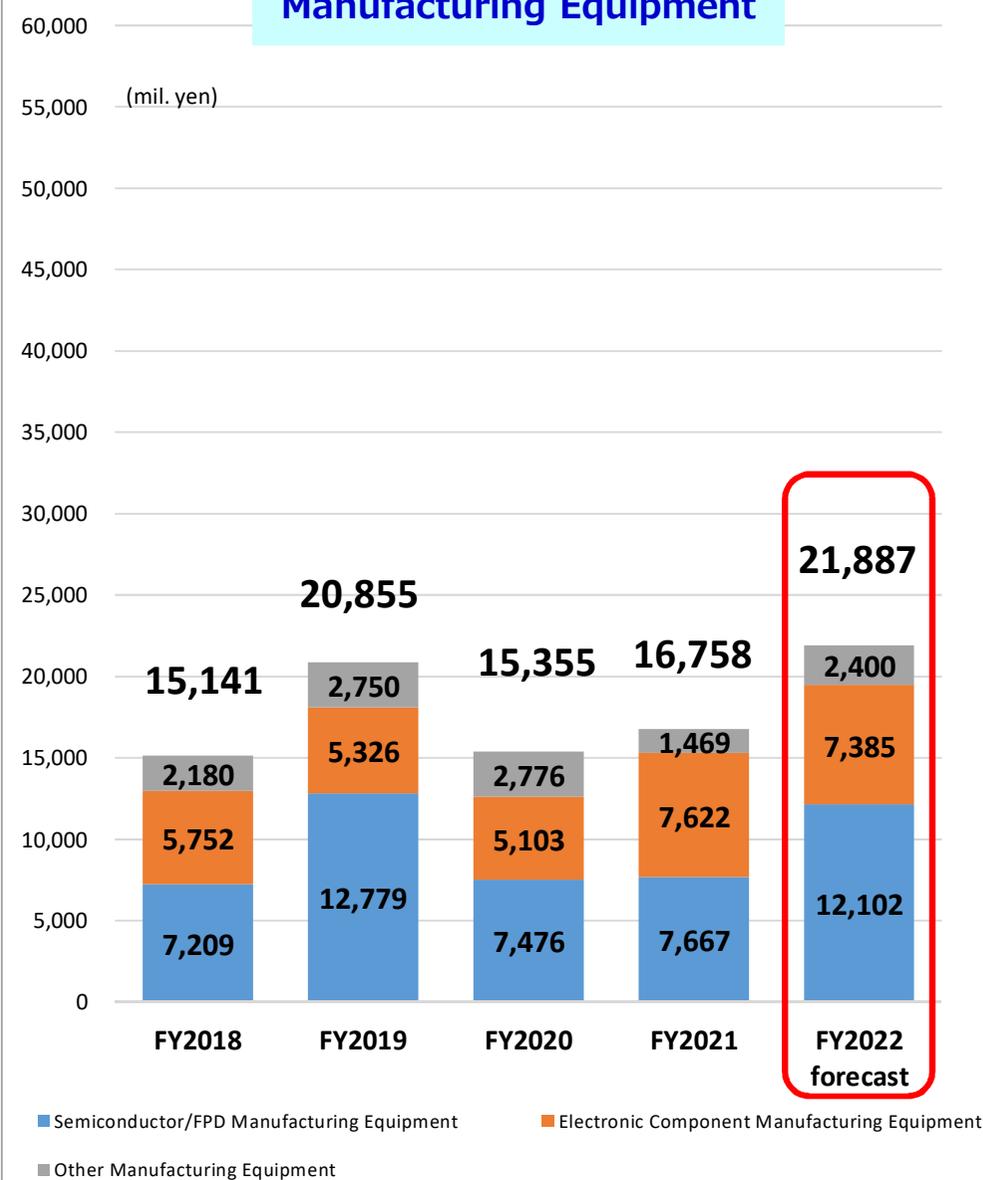
Performance Change and Forecast by Product Segment



Electronic Equipment & Components



Manufacturing Equipment



■ Our measures

- Established a response team
- Established guidelines on introduction of reduced work hours, staggered work hours & telecommuting, postponement overseas business trips & non-urgent domestic business trips, and self-restraint from hosting events & entertainment eating and drinking
- If having an infection case, give internal & external notices, and the people concerned will have PCR tests

■ Trend of electronic industry

- Though affected by economic deterioration associated with the COVID-19 pandemic, electronic equipment & components and semiconductor related demand grew with stay-at-home consumption increased and teleworking promoted.
- In addition, electronic equipment & components and semiconductor related demand remained strong for automotive and industrial equipment such as robots and 5G and IoT related products.

Dividend



(yen)	2Q end (interim)	Period-end	Annual dividend (interim + period-end)	Initial forecast	Payout ratio
FY 2018	20	35	55	50	26.8%
FY 2019	25	35	60	60	30.6%
FY 2020	20	30	50	50	34.4%
FY 2021	35	*45	*80	55	34.1%
FY 2022 forecast	35	45	80		31.9%

*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

10th Mid-Term Management Plan

【 FY2021~FY2023 】

Creator for the **NEXT**

We will create new value making use of the group Network as a 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

◆ S l o g a n ◆

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

◆ Long-Term Vision ◆

1 Corporate image to pursue

- A company that contributes to society as a technology-based company with technical and sales capabilities developed from a global point of view
- A company that introduces innovations and realizes high productivity based on diversity
- 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

2 Long-term goal

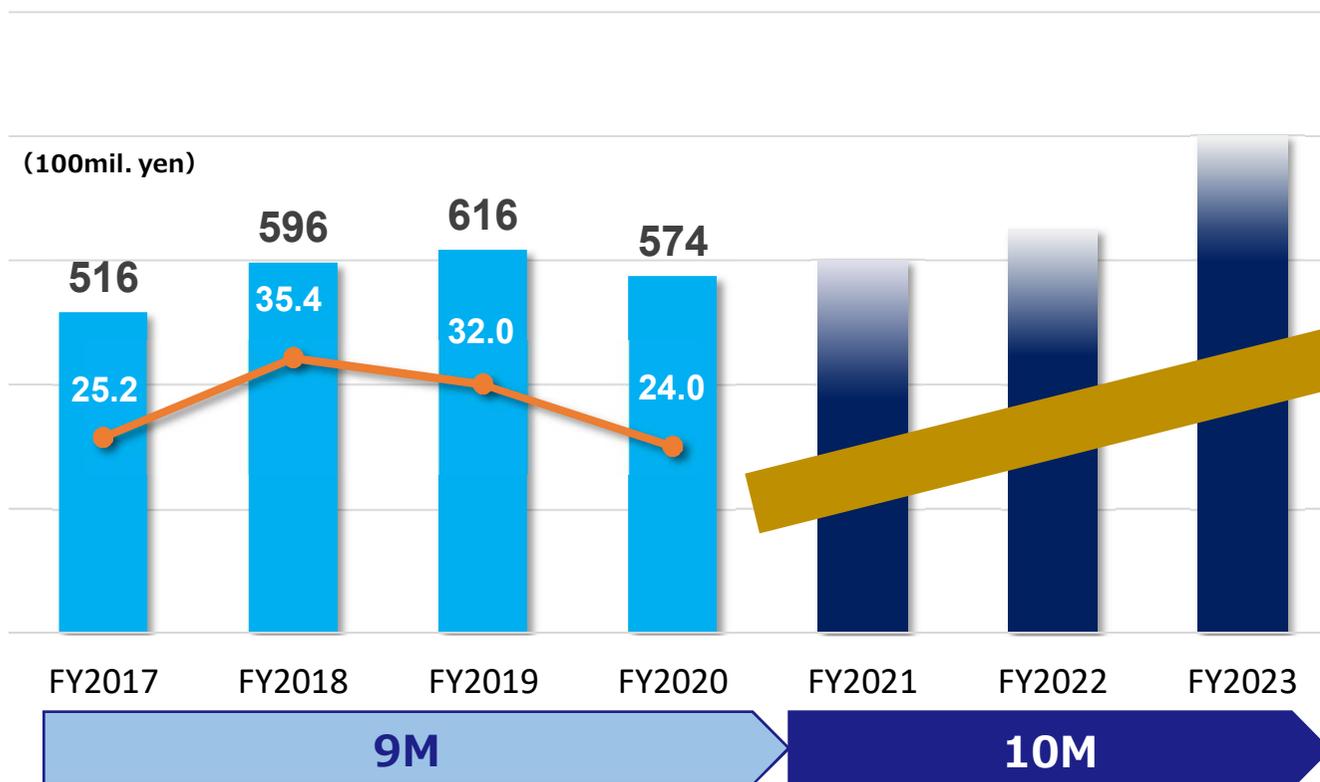
**Aim at a
consolidated
sales 100
billion yen
company**

Review of 10M 1) Target Value



- 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
- Promote investments forming the foundation of sustained growth
(**Capital investment in factory-based** → **Shift to in human resources, technology development, etc.**)

■ Net Sales ● Operating income



**Toward
sustained
expansion**

Equity ratio

Target **50%**
or more



Result of 2021

38.4%

ROA

Target **6%**
or more



Result of 2021

5.6%

ROE

Target **12%**
or more



Result of 2021

14.0%

* For "ROA" and "ROE", the target levels are raised based on the 9M results
For "Equity ratio", the same target level as in 9M is set

Basic Strategic Policy ①

Promote business structure reform!

Basic Strategic Policy ②

Maximize the merger synergy !

Basic Strategic Policy ③

Define focus areas and markets to accelerate growth !

Basic Strategic Policy ④

Increase power toward sustained growth !

◆ Basic Strategic Policy ① ◆

Promote business structure reform!



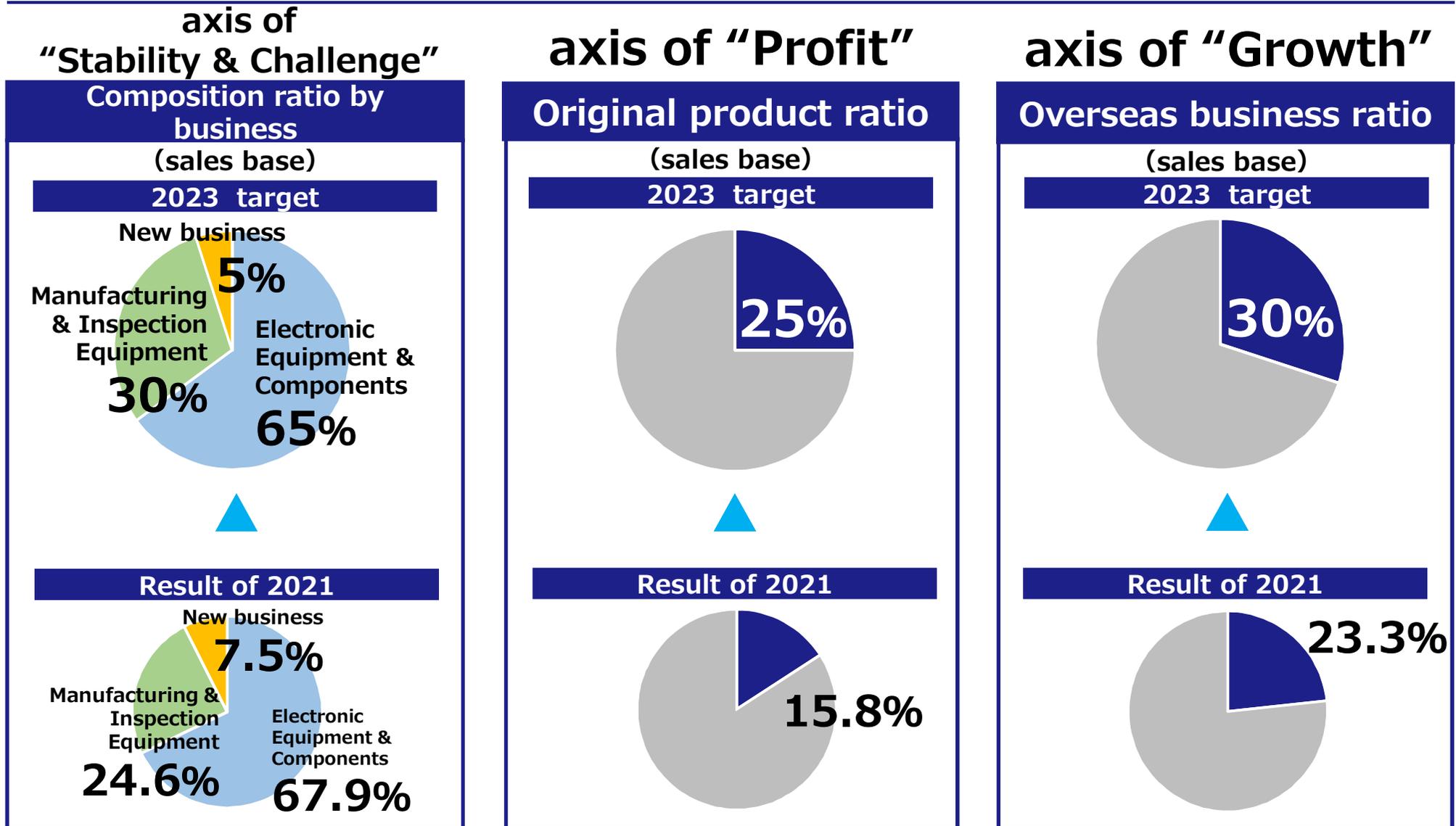
History of past 10 years

Pursued the three axes of “Stability”, “Profit”, and “Growth” based on the three KPIs (key performance indicators), or business structure related indices, aiming for a reform into a business structure that enables stable and sustained growth not affected by the business cycle or demand in the electronics industry including the silicon cycle

Future effort

- To promote business structure reform continuously pursuing the three KPIs
- To establish an axis of “Challenge” as a new target to further “new business creation”

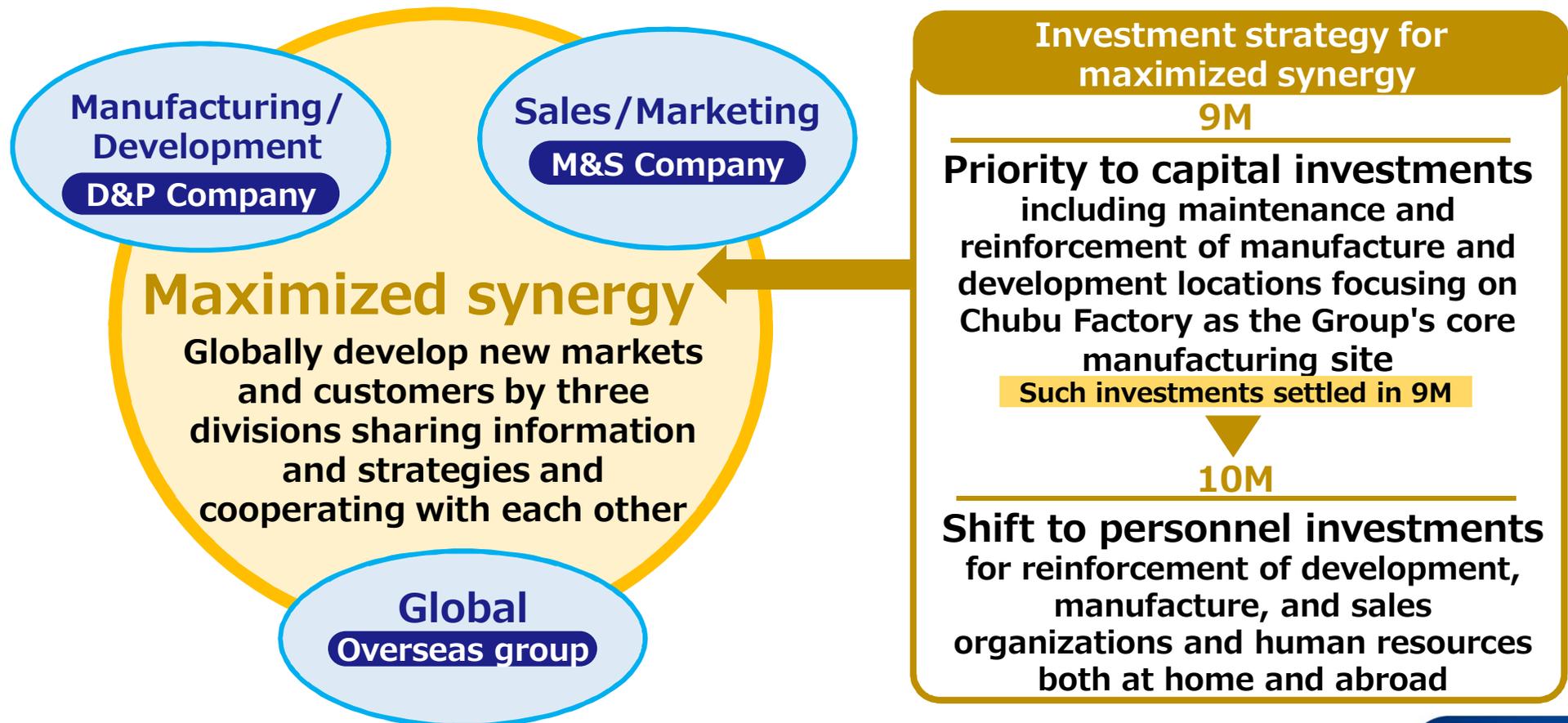
Three KPIs for business structure reform



◆ Basic Strategic Policy ② ◆

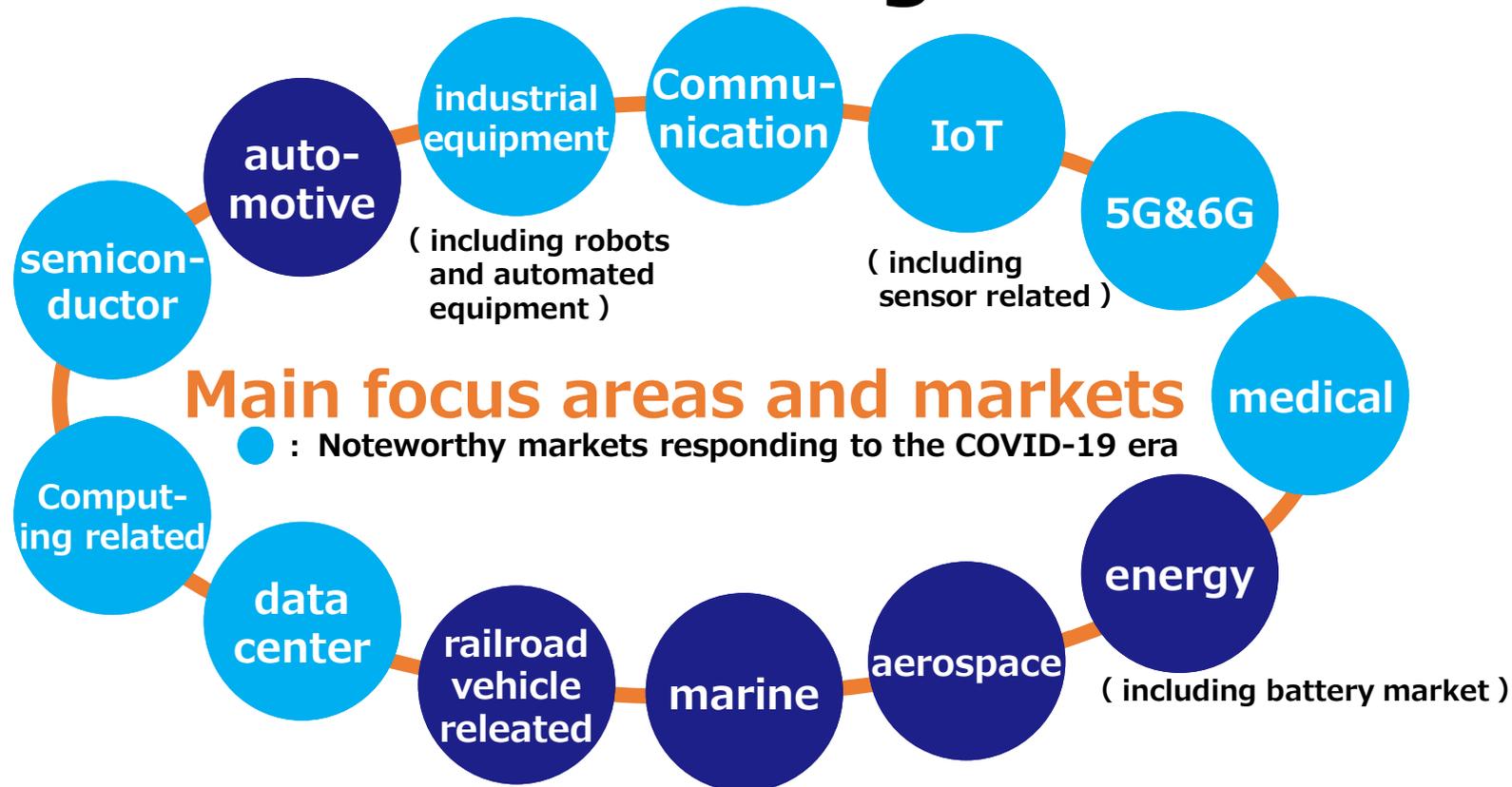
Maximize the merger synergy!

Build the one and only corporate group globally combining the “manufacturing” and “sales” functions through aggressive efforts to maximize the merger (synergy) continued from 9M!



◆ Basic Strategic Policy ③ ◆

Define focus areas and markets to accelerate growth!



◆ Basic Strategic Policy ④ ◆

Increase power toward sustained growth!

Increase **marketing power** !

1 Reinforcement and steady growth of domestic business

2 Growth of overseas business

Increase **manufacturing power** !

3 Reinforcement of production system

4 Reinforcement of original product business

Increase **new business creation power** !

5 Development of new business

Increase **the power of corporate divisions** !

6 Reform of business support function

1 Reinforcement and steady growth of domestic business

Increase **marketing power** !

● Further strengthening and deepening of relations with focus customers

• Strengthening of customer base:

Response focusing on customers expected to grow and expand

• Deepening of relations with customers:

By deployment of "All-Daitron" products

● Further strengthening of "locally based sales activities" and new development in promising areas

• Personnel reinforcement at and promotion to sales offices of promising locations

• Examination of establishment of new locations in promising areas

(such as Hokkaido, Shikoku)



 Circled areas are under investigation for establishing new locations

2 Growth of overseas business

Increase **marketing power** !

● Selection of focus customers/markets to deepen/develop, and working more actively on them

- Image business related in Southeast Asia
- Electronic merchandise related in China
- OLED market related in Korea
- E-business related in Europe and US

● Expanding overseas network

【Sales location】

- Investigation of EU location (candidate: Germany)
- Investigation of establishing new satellite offices in US and China
- Making main Southeast Asian locations subsidiaries ⇒ for strengthened sales in Southeast Asia

【Manufacturing location】

- Investigation of manufacturing location in Southeast Asia (candidate: Vietnam) ⇒ toward next Mid-Term Plan



3 Strengthening of production system

Increase **marketing power** !

● System strengthening focusing on Chubu Factory

- Concentrate production mainly of products requiring advanced technologies and high quality (continuously from 9M)
- Construction of cooperation system with Daito Tec

● Promotion of multifaceted cost-reduction measures

- Pursuit of profitability by factory/ product/ business
- Continuous cost-reduction activities through promotion of “standardization”

● Strengthening of earnings structure

- Expansion of OEM business
- Strengthening of online sales (agency operations)



Electronic equipment & parts production site (in First Factory)

Chubu Factory



Manufacturing equipment production site (in Second Factory)

4 Strengthening of original product business

Increase **marketing power** !

- Strengthening of systems centering on Chubu Factory technical divisions

- More emphasis on product/technology development

- Strengthening of development of “standard products” suitable for mass production/planned production
- Promotion of development for achieving issues by segment

[Electronic parts business]

- ⇒ **Component** : underwater connectors
- ⇒ **Image** : successor of KIRARI-NINJA, IoT sensor
- ⇒ **Power Supply** : Inverter tranceless UPS, next power supply development
- Expansion of original products in collaboration with partner companies

[Example of electronic parts business original product]



underwater connectors



KIRARI-NINJA-DS



IoT sensor



Inverter tranceless UPS

5 Cultivation of new business

Increase **marketing power** !

- Cultivation of and groundwork for new business as new revenue base

➡ Target sales size

- Toward creation of 5 to 10 billion yen business

➡ Target area

- Markets and merchandise not worked on before
⇒ 【Candidate】
- Software · ECO-related business, etc.

➡ Approach

- To organizationally examine establishment of “new business promotion system”

Example of new business cultivated in 9M

Result of “Green Facility Dept. ”

New development activities focusing on “power supply system related market

Sales comparison (yearly average)

[8M] 0.48 bil. **380%up** [9M] 2.27 bil.



6 Reform of business support function

Increase the power of corporate divisions !

● Strengthening of "human resources power"

Seek revitalization of organization by "diversity"

- ① **Review of personnel evaluation system**
 - Stable operation of merit rating system and penetration of requirement definition document by rank
 - Job performance evaluation, promotion system, etc.
- ② **Promotion of adoption and utilization of diverse human resources**
 - Systematic hiring of new graduates (foreign human resources) and mid-career employees
 - Promotion of utilization of foreign/senior/handicapped human resources
- ③ **Enhancement of human resources development**
 - Systematization of education and training systems for developing human resources with market value
 - Enhancement of development of female managers
 - Enhancement of career path system
- ④ **Response to the COVID-19 era and working practices reform**
 - Institutional design for diverse ways of working eyeing the post COVID-19 era

● Strengthening of "corporate division"

Promotion of foundation building eyeing the next era

【IT strategy】

- ▶ Development of road map toward the next core system

【Financing strategy】

- ▶ Total assets compression and management cost reduction

【PR strategy】

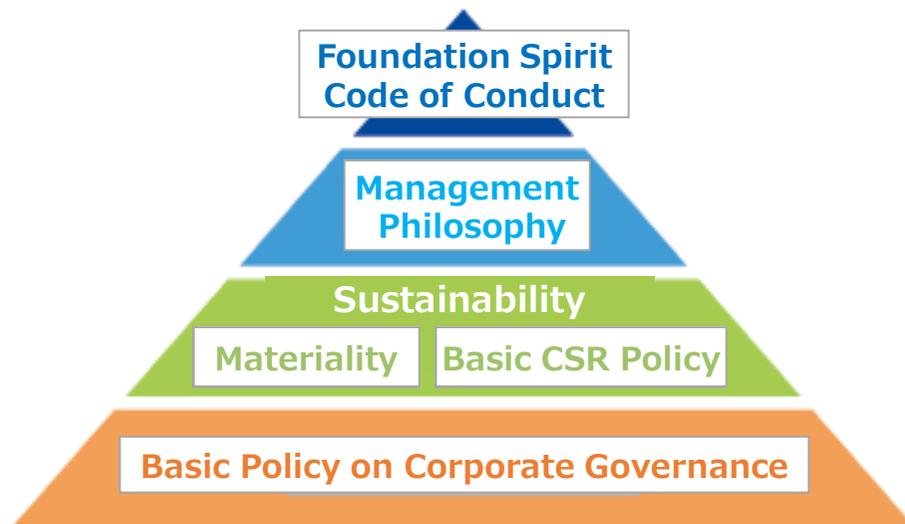
- ▶ Increasing recognition of Daitron brand

【Governance】

- ▶ Further strengthening of corporate governance

Sustainability

■ Sustainability System Chart



We established the "Management Philosophy" in 1993, which spells out our responsibilities for corporate ethics, global environment and social contribution, not to mention compliance with laws and regulations. Our sustainability is organized in this management philosophy and its origins, the "Founding Spirit" and "Code of Conduct" at the top. In addition, we decided to continually pursue the "Basic CSR Policy" established in 2011, and specified our key issues toward sustainability in the name of "Materiality" in February 2022. As the basis of the sustainability system, we positioned the corporate governance system that governs all our activities and have established the "Basic Policy on Corporate Governance".

■ Daitron's Idea of Sustainability

We at Daitron Group work to improve our own corporate value to provide a variety of value for the electronics and other industries as well as the entire society beyond by promoting management putting emphasis on a long-term perspective, starting with the Management Philosophy, Group Statement, and the Long-Term Vision, which sets out the corporate image we aim for.

Daitron Group, seeking to continuously promote our business activities directly connected to sustainability as a public instrument, has recently specified our **Materiality**, in addition to the **Basic CSR Policy**.

Through aggressive business activities based on the healthy and strong management foundations, we are working toward creation of the five items of value ("Five Values"): partner value, human value, social value, environmental value, and economic value, determined to contribute toward the accomplishment of the SDGs (sustainable development goals).

■ Materiality 1. Each Materiality and SDGs

We at Daitron Group believe that the pursuit of the specified five Materiality will lead us to contribute to the accomplishment of many goals included in the SDGs. By more deeply involving ourselves in the accomplishment of more goals in the course of promoting the sustainability management, we will multilaterally contribute to the realization of a sustainable society.

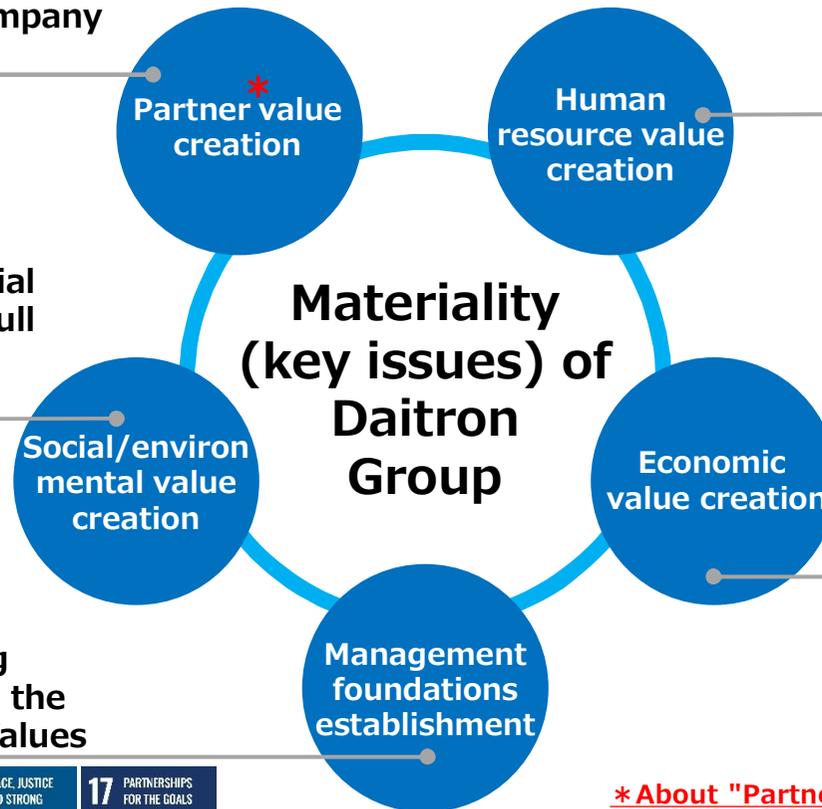
To work for the creation of diverse partner* value as an engineering trading company with the manufacturing function



To contribute to the creation of social and environmental value, making full use of most-advanced electronics technologies



To build a healthy and strong management foundations as the bases for creating the Five Values



To promote a personnel strategy making much of diversity to contribute to the innovation creation of the industry



To continually work to create high added value one step ahead for maximized economic value



*** About "Partner"**

The term "partner" refers to both "customer" and "supplier". The Group is promoting the building of deeper and more multiple relationships of trust with its partners and the strengthening of its partner base, with its best customers becoming its most important suppliers (and vice versa).

■ Materiality 2. Primary Efforts and Focus Themes (1/2)

In pursuit of the Five Materiality toward further progress, the direction of the efforts are defined based on the Primary Efforts and Focus Themes, and by setting representative KPIs in each Materiality in the following step to objectively assess the progress of the efforts at Materiality which will lead us to the next step.

Category	Materiality	Primary Efforts and Focus Themes
Partner value creation	To work for the creation of diverse partner value as an engineering trading company with the manufacturing function	<ul style="list-style-type: none"> ● Reinforcement of manufacturing function (= enhancement of technological, developmental, and manufacturing technological capabilities)) ● Reinforcement of trading function (= enhancement of marketing power, partner base, and sales capabilities) ● Development of new markets and new customers (= creation of sustainable new partner value) ● Contribution to the introduction of ICT and automation across industry to support improvements in productivity and efficiency
Human resource value creation	To promote a personnel strategy making much of diversity to contribute to the innovation creation of the industry	<ul style="list-style-type: none"> ● Diversity-minded adoption and utilization of human resources ● Establishment of personnel and education/training systems which lead diversity to innovation ● Respect for human rights of all employees, and support for the realization of society respectful of human rights ● Creation of a satisfying workplace (safe work environment, work-style reform, and career-path system)

■ Materiality 2. Primary Efforts and Focus Themes (2/2)

Category	Materiality	Primary Efforts and Focus Themes
Social value creation Environmental value creation	To contribute to the creation of social and environmental value, making full use of most-advanced electronics technologies	<ul style="list-style-type: none"> ● Contribution to ICT infrastructure, air, sea and land infrastructure, and the energy industry to support the convenient, safe and secure lives of people ● Contribution to environmental load reduction through provision of electronics technologies to a wide area of industry
Economic value creation	To continually work to create high added value one step ahead for maximized economic value	<ul style="list-style-type: none"> ● Continuous devotion to the development of high added value products and services toward creation of value one step ahead ● Promotion of business offering more comprehensive solution as the basics for the above purpose ● Contribution to not only the Group's own improved earnings but also industry-wide maximized economic value through the development and distribution of high added value products and services
Management foundations establishment	To build a healthy and strong management foundations as the bases for creating the Five Values	<ul style="list-style-type: none"> ● Reinforcement of corporate governance, compliance, and risk management systems ● Securing of sound financial bases (improved equity ratio and reduced management costs) ● Enhancement of the BCP (business continuity plan) and supply chain management ● Thorough reinforcement of environmental management systems and quality management systems

■ Basic CSR Policy

Environmental Policy

We will promote, and continuously improve, environmental management system activities to reduce environmental impacts of our business operations ranging from design, manufacture, and sales of products to related services and achieve harmony with the global environment.

Quality Policy

We will establish an effective quality management system for the purpose of providing products and services meeting the expectations and needs of customers.

Human Rights Policy

We will assist in the realization of a society in which respect is given to human rights. In order for that, we are determined to exert efforts to fulfill the responsibility for respecting human rights while making contributions to society through business activities.

Labor Policy

We will respect the human rights of all employees and treat them with respect of their dignity in a manner to win international understanding.

Safety and Health Policy

We will seek to provide employees with safe and sanitary working environments for the purpose of minimizing occupational injuries and diseases, and improving the retention rate and morale of employees in addition to the quality of products and services.

Business Ethics

We will observe the highest level of business ethics to fulfill its social responsibility and achieve success in the market.

Social Contribution

In 2001, the late Mr. Zenshiro Takamoto, the Company's founder, established the Daitron Welfare Foundation to sponsor handicapped employment supporting institutions, etc. as well as research organizations studying how to help the handicapped participate in society and improve their lives. The Company is actively supporting these social action activities in sympathy with them including contributions to this Foundation.

■ Our Basic Policy on Corporate Governance

Amid this rapidly changing business environment surrounding corporations with the increasing globalization of the world economy, for corporate health and sustainable growth we are aware that improving the management system and enhancing corporate governance from the shareholders-oriented standpoint are among the most important challenges for us. The key elements of our corporate governance principles include building good relationships of trust with all the stakeholders, ensuring timely and proper information disclosure and management transparency for shareholders, and following effective and healthy operating procedures, all of which are based on the Management Philosophy.

Compliance and Corporate Ethics

We established the Compliance Committee to formulate basic compliance policies and manuals that provide for the codes of ethics focusing on compliance with external relevant laws and regulations as well as internal rules of the Company. With this system implemented we are strengthening internal governance and promoting compliance activities for sound and smooth operation of the whole Group.

Timely Disclosure and Information Management

We have created the Information Disclosure Committee for securing timely and appropriate disclosure of important corporate information while keeping it true, complete and accurate, which system has made possible a fair and quick decision on when and what information should be disclosed. We also have set up the information security rules and personal information protection rules for thoroughgoing information management.

Risk Management

We regard risk management as a matter of extremely high priority in business administration and have established the Risk Management Committee, which is designed to work together with the Compliance Committee for the purpose of improved corporate value and reliability. Their mission is to prevent diverse possible risks that could seriously affect our business administration, to quickly and properly cope with each situation so that it would not damage the stakeholders' interests, and consequently to conserve management resources. Under this system administrators in charge of carrying out these activities are designated from each section, who are required to report promptly on the occurrence of any important issue concerning risk management.

Toward a technology-based company

The Daitron Group is going to evolve with its employees as a technology-based company in the electronics industry to 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 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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