

# Tokyo Seimitsu Co., Ltd. FY2022/3 Earnings and Mid-Term Business Plan for FY2023/3 – FY2025/3

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## ◆ Cautionary Statement with respect to Forward-Looking Statements

- ◆ This presentation data and information verbally provided contain “forward-looking statements” that are based on current best available information and policies.
- ◆ There are various factors such as world economic conditions and semiconductor/automobile market conditions which will directly and indirectly impact the Company’s results in the future.
- ◆ As a result, future outcomes may differ from those projected in this presentation.

## ◆ Wordings and Data in presentation

- ◆ Unless otherwise noted, “**SPE**” denotes our Semiconductor Production Equipment Business Segment, “**Metrology (or Metr.)**” denotes our Metrology Business Segment, “**Net profit**” denotes Net profit attributable to owner of the parent, and “**MTP**” denotes “Mid-term Business Plan.”
- ◆ Information listed in this presentation is summarized in Billions of Yen (**BJPY or B**) or percentage except as otherwise noted. As a result, there may be a case where the total of individual amount and total amounts in each matter may differ.

## ◆ Audit procedure

- ◆ This presentation is not subject to audit procedures.

## Agenda

### **I . FY2022/3 Earnings, FY2023/3 Forecast**

**~Q&A~**

### **II . Mid-Term Business Plan for FY2023/3 – FY2025/3**

**~Q&A~**

# FY2022/3 Business Results



Full Year Results (BJPY)	FY2021/3		FY2022/3		
	Full Year		Full Year	Vs.fcst	YoY
Orders	117.1		191.1		+63%
Sales	97.1		133.3	+5.3	+37%
Operating profit (Margin)	15.6 (16%)		28.6 (21%)	+2.1	+84%
Recurring profit	15.9		29.4	+2.9	+85%
Net profit	12.2		21.4	+2.1	+76%
Dividend per share	104Yen		185Yen	+17Yen	+81Yen

Quarter(BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	QoQ	YoY
Orders	18.7	21.0	35.1	42.3	41.7	46.8	56.7	45.9	-19%	+8%
Sales	21.1	24.0	21.6	30.4	28.9	32.5	32.0	39.8	+25%	+31%
Operating profit (Margin)	3.2 (15%)	3.1 (13%)	3.0 (14%)	6.2 (20%)	6.0 (21%)	6.9 (21%)	6.3 (20%)	9.3 (23%)	+47%	+49%
Recurring profit	3.3	3.1	2.9	6.5	6.0	7.0	6.6	9.8	+49%	+51%
Net profit	2.5	2.2	2.3	5.2	4.4	5.3	4.8	7.1	+48%	+35%

- Sales and profits increased YoY (achieved the mid-term target), Solid sales of SPE contributed to sales growth

# SPE Segment

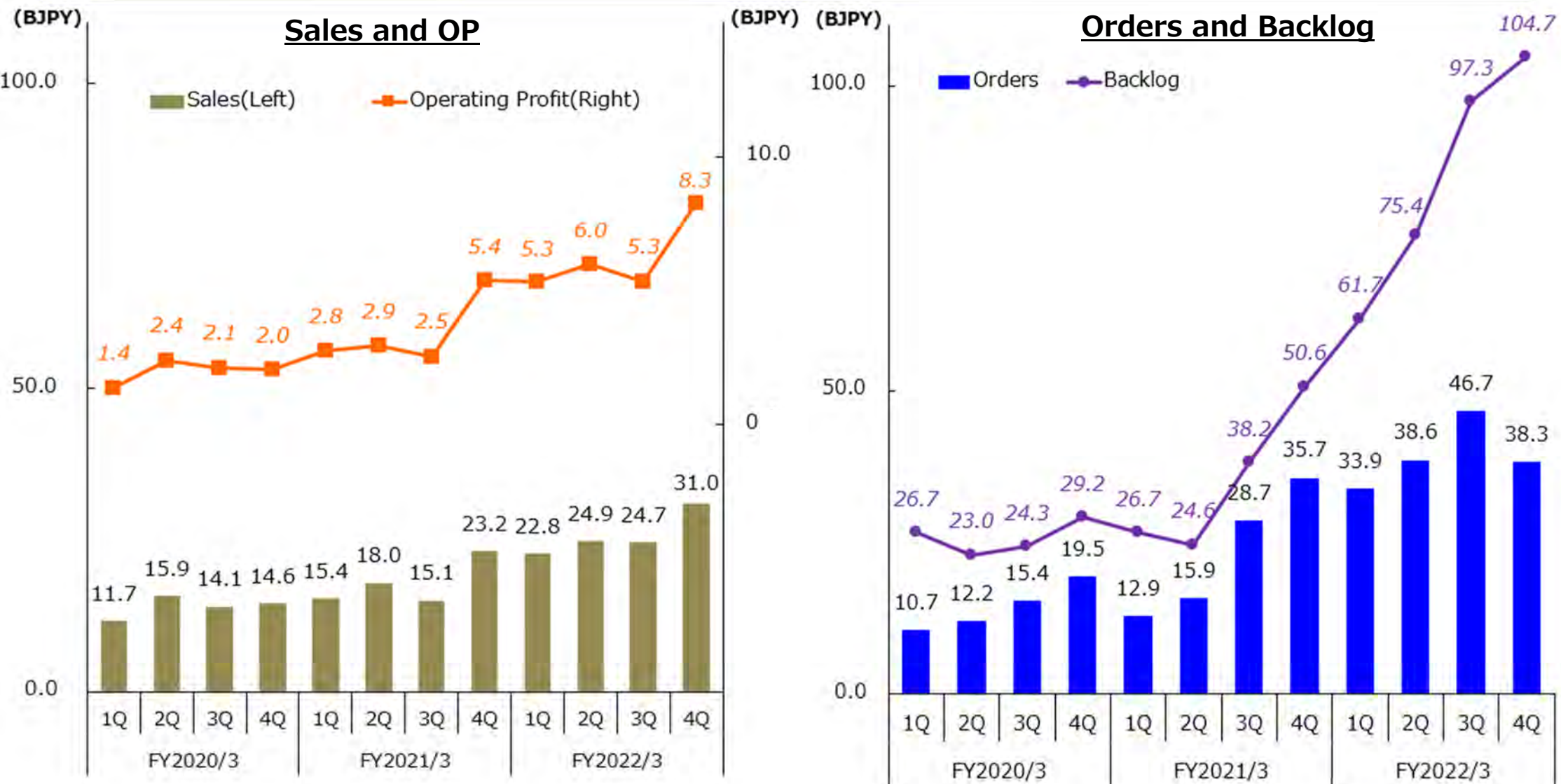


Segment Results (FY : BJPY)	FY2021/3		FY2022/3		
	Full Year		Full Year	Vs. fcst	YoY
Orders	93.2		157.4		+69%
Sales	71.7		103.4	+3.4	+44%
Operating profit (Margin)	13.6 (19%)		24.9 (24%)		+84%

Quarter (BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	QoQ	YoY
Orders	12.9	15.9	28.7	35.7	33.9	38.6	46.7	38.3	-18%	+7%
Sales	15.4	18.0	15.1	23.2	22.8	24.9	24.7	31.0	+25%	+33%
Operating profit (Margin)	2.8 (18%)	2.9 (16%)	2.5 (17%)	5.4 (23%)	5.3 (23%)	6.0 (24%)	5.3 (22%)	8.3 (27%)	+55%	+54%

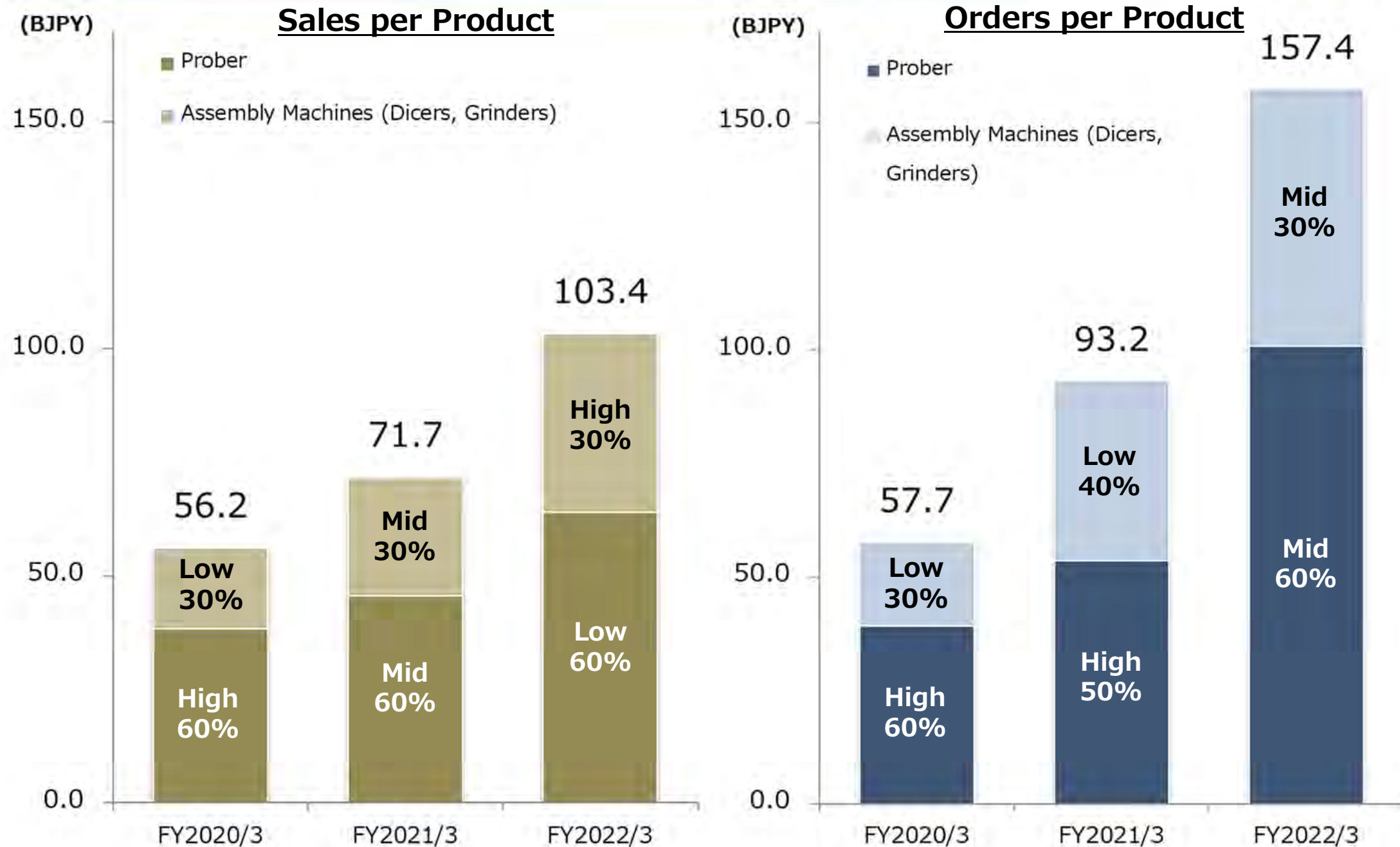
- FY sales exceeded the announced forecast, and orders/sales/OP reached their previous peaks
- OP Margin remained above 20% throughout the fiscal year
- 4Q Sales/OP/OP Margin reached record highs

# SPE – Quarterly Trend



- Manufacturing volume increased despite material shortage and logistic stagnation
- 4Q Orders decreased QoQ, but remained at a high level mainly in logic and electronic components

# SPE – per Product





# Metrology Segment



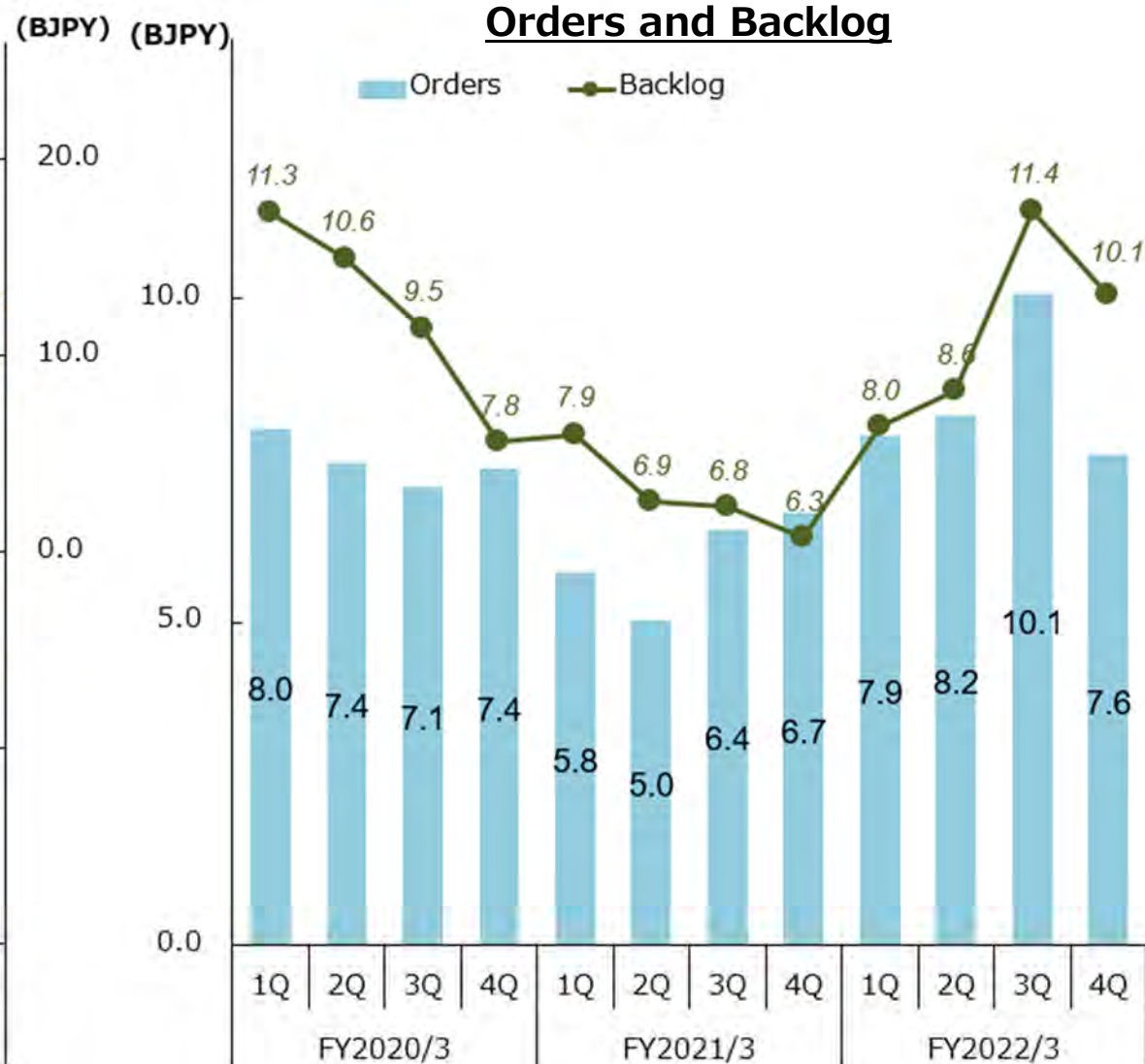
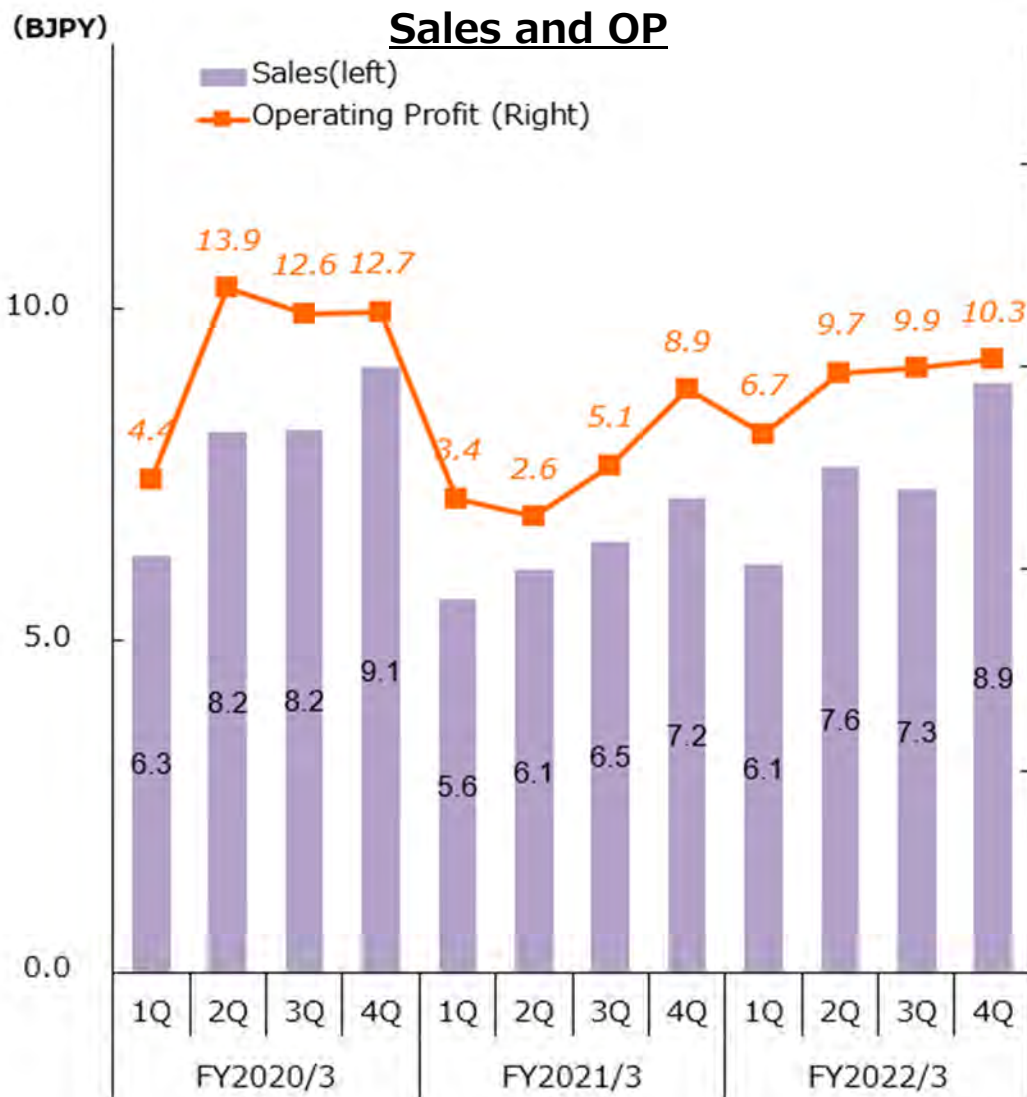
Segment Results (FY : BJPY)	FY2021/3		FY2022/3		
	Full Year		Full Year	Vs. fcst	YoY
Orders	23.9		33.7		+41%
Sales	25.4		29.9	+1.9	+18%
Operating profit (Margin)	2.0 (8%)		37 (12%)		+85%

Quarter (BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	QoQ	YoY
Orders	5.8	5.0	6.4	6.7	7.9	8.2	10.1	7.6	-25%	+13%
Sales	5.6	6.1	6.5	7.2	6.1	7.6	7.3	8.9	+22%	+24%
Operating profit (Margin)	0.3 (6%)	0.3 (4%)	0.5 (8%)	0.9 (12%)	0.7 (11%)	1.0 (13%)	1.0 (14%)	1.0 (12%)	+4%	+17%

- FY sales exceeded the forecast, and both sales and income increased YoY
- Quarterly orders continued to recover after bottoming out in FY2021/3 2Q
- While recovery in demand for autos was moderate, we captured new machinery demand such as in the semiconductor sector

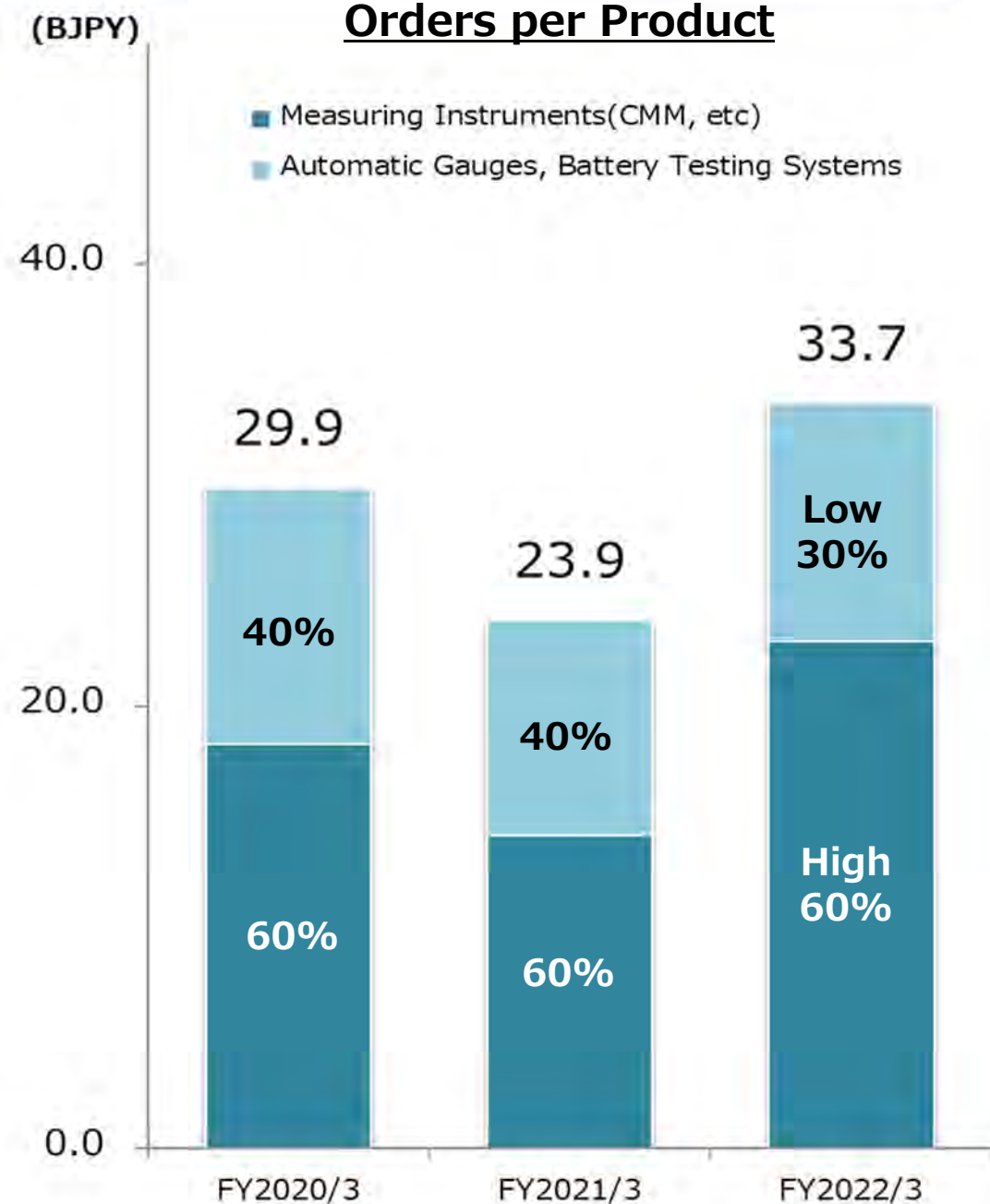
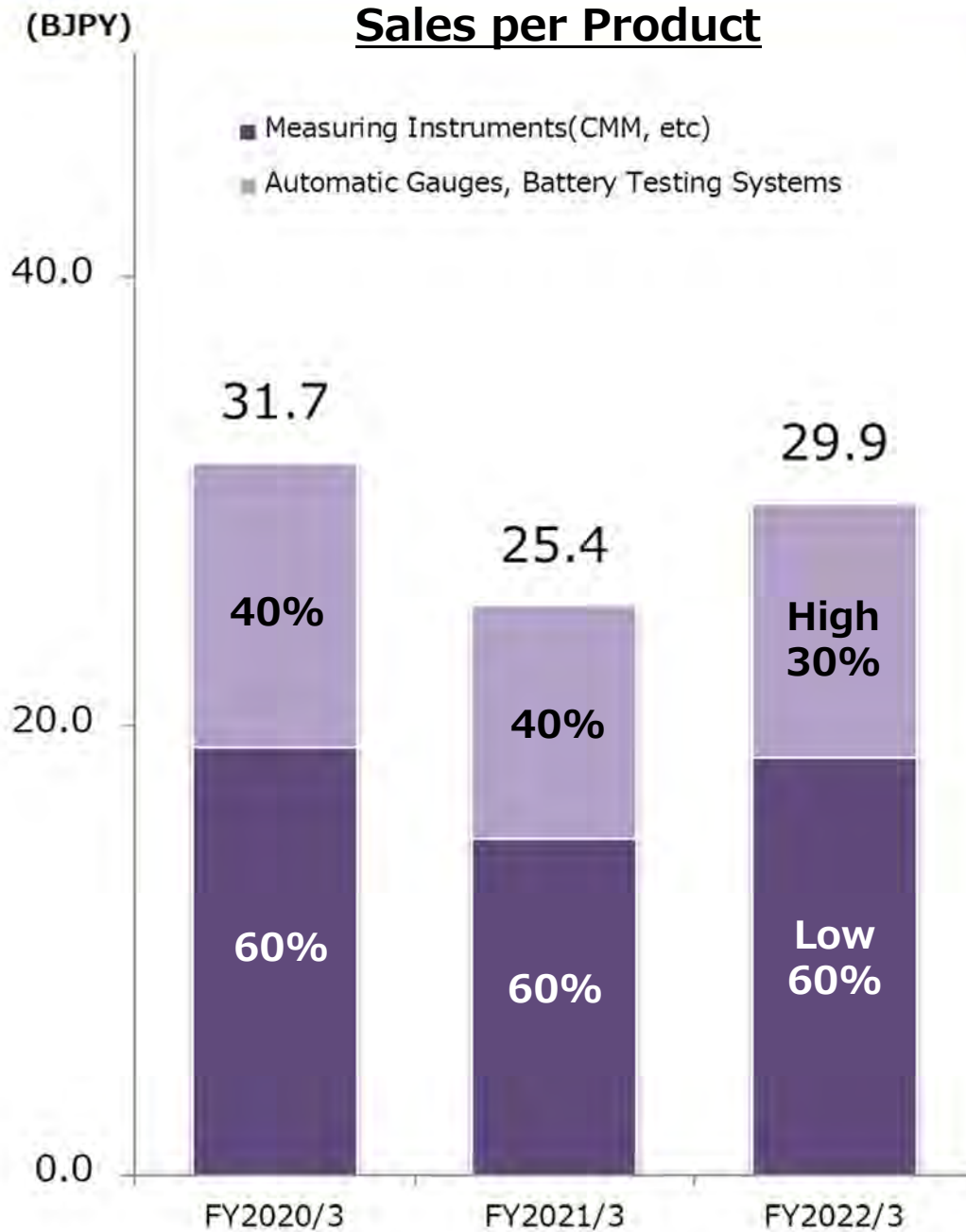


# Metrology – Quarterly Trend



- Sales are on a recovery trend
- 4Q orders decreased due to a rebound from 3Q, Overall orders are in a recovery

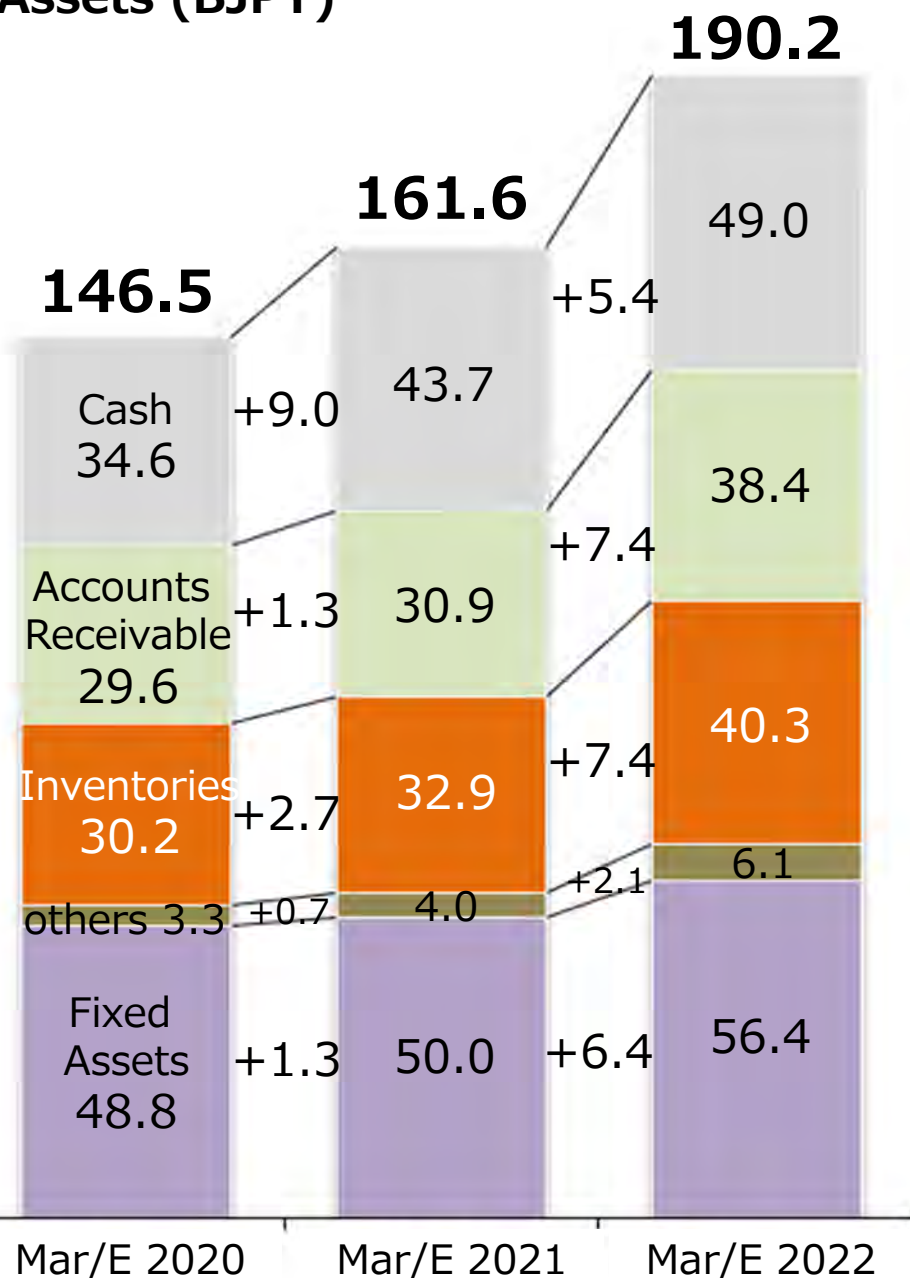
# Metrology – per Product



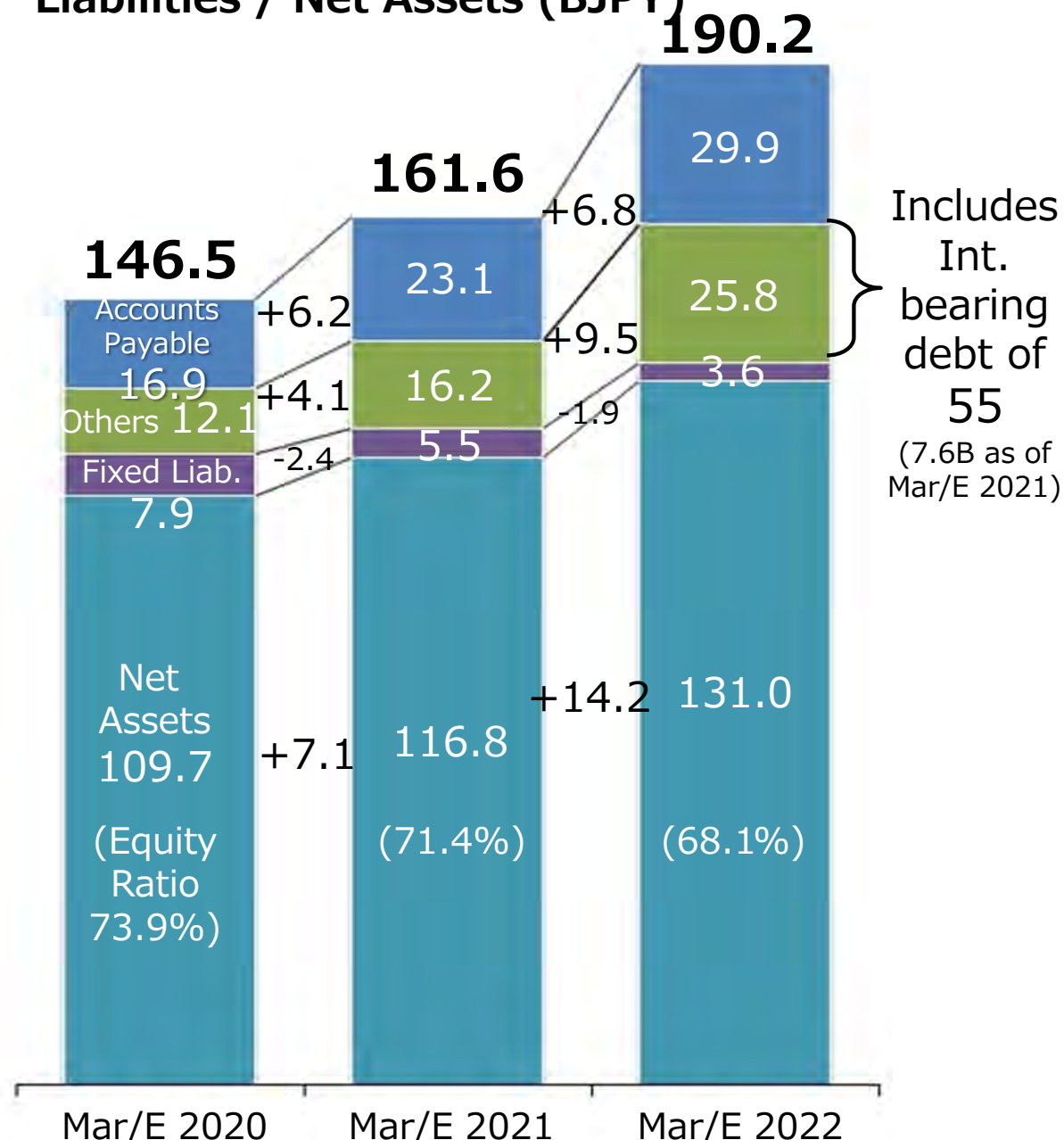
# Balance Sheet



## Assets (BJPY)



## Liabilities / Net Assets (BJPY)



Mar/E 2020

Mar/E 2021

Mar/E 2022

Mar/E 2020

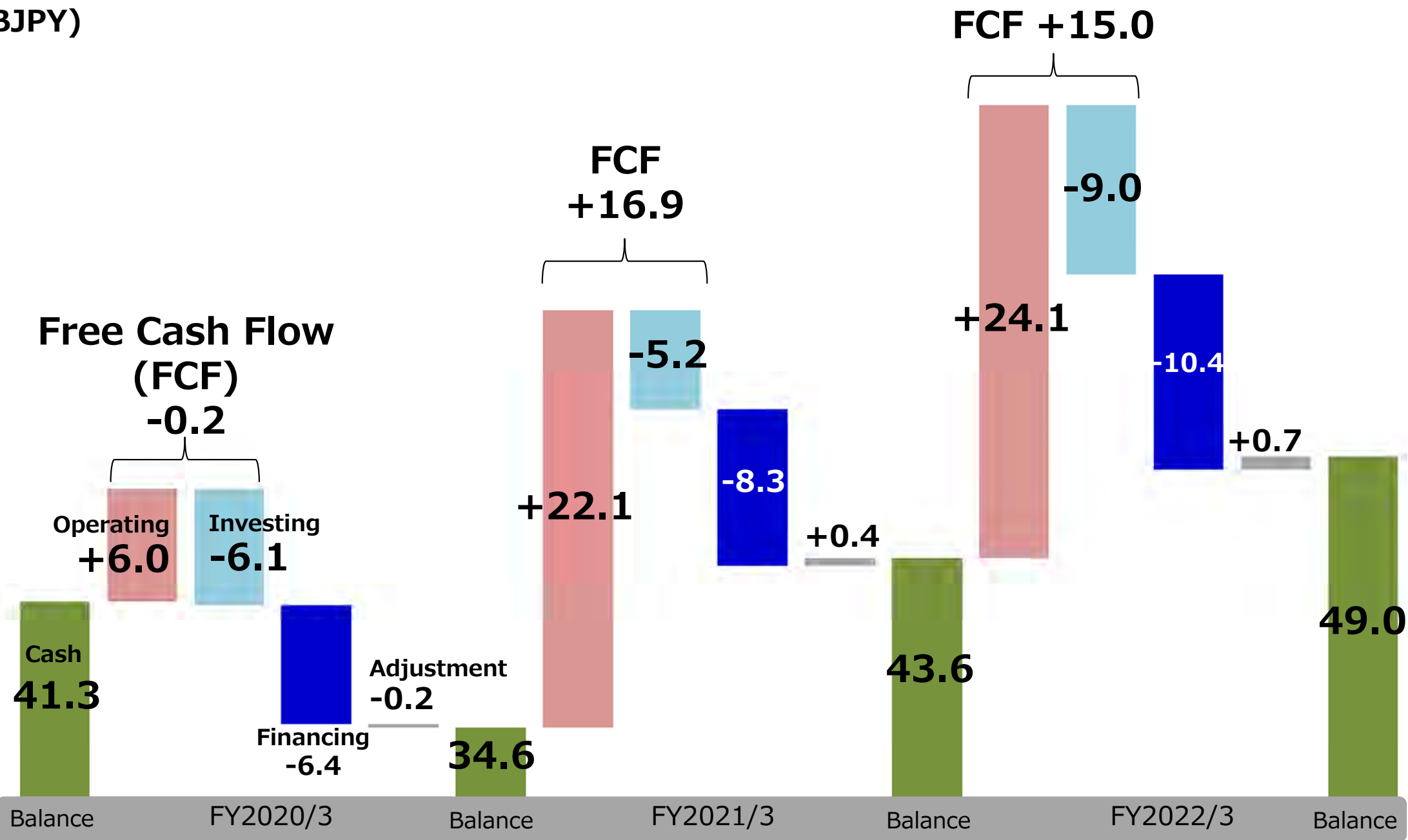
Mar/E 2021

Mar/E 2022

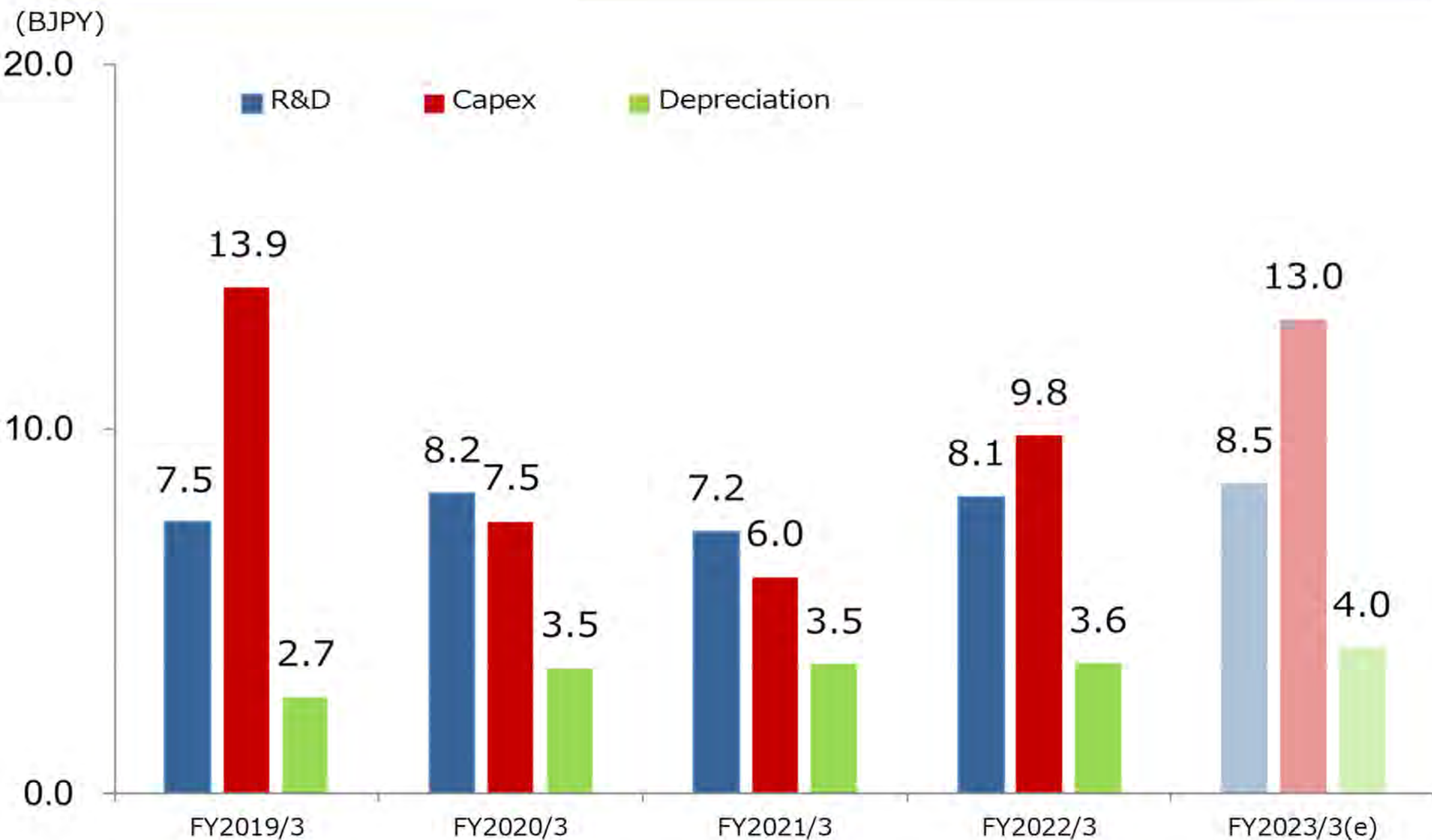
# Cash Flows(CF)



(BJPY)



# R&D, Capex and Depreciation (results/plan)





## Overall

- **Maintain high level production throughout the FY**
- **Watch for material shortages, logistics stagnation, geopolitical risks, and COVID-19 pandemic**

## SPE

- **Maintain assumption that orders to adjust short-term**
- **In addition to production expansion and R&D, work on activities to strengthen the application center**

## Metrology

- **Recovery in the auto sector will continue to be moderate**
- **Promote sales expansion in semiconductor, NEV, and automation fields**

# FY2023/3 Forecast



Consolidated Results and forecasts (BJPY)	FY2022/3			FY2023/3			
	1H	2H	FY	1H(f)	2H(f)	FY(f)	YoY
<b>Sales</b>	<b>61.5</b>	<b>71.8</b>	<b>133.3</b>	<b>74.5</b>	<b>75.5</b>	<b>150.0</b>	<b>+13%</b>
<b>Operating Profit (OP Margin)</b>	<b>12.9</b> (21%)	<b>15.6</b> (22%)	<b>28.6</b> (21%)	<b>15.3</b> (21%)	<b>15.8</b> (21%)	<b>31.1</b> (21%)	<b>+9%</b>
<b>Recurring Profit</b>	<b>13.0</b>	<b>16.4</b>	<b>29.4</b>	<b>15.3</b>	<b>15.8</b>	<b>31.1</b>	<b>+6%</b>
<b>Net Profit</b>	<b>9.6</b>	<b>11.8</b>	<b>21.4</b>	<b>10.8</b>	<b>11.2</b>	<b>22.0</b>	<b>+3%</b>
<b>Dividend per Share</b>	<b>185Yen</b>			<b>218Yen</b>			<b>+33Yen</b>

## Per Segment

<b>(SPE)</b>	Orders	72.5	85.0	157.4				
	Sales	47.7	55.7	103.4	<b>58.5</b>	<b>58.5</b>	<b>117.0</b>	<b>+13%</b>
<b>(Metr.)</b>	Orders	16.0	17.7	33.7				
	Sales	13.8	16.1	29.9	<b>16.0</b>	<b>17.0</b>	<b>33.0</b>	<b>+10%</b>

- Both SPE and Metrology sales and profits, dividends to increase YoY
- Forecasts reflect soaring material prices, impact of China lockdown etc.

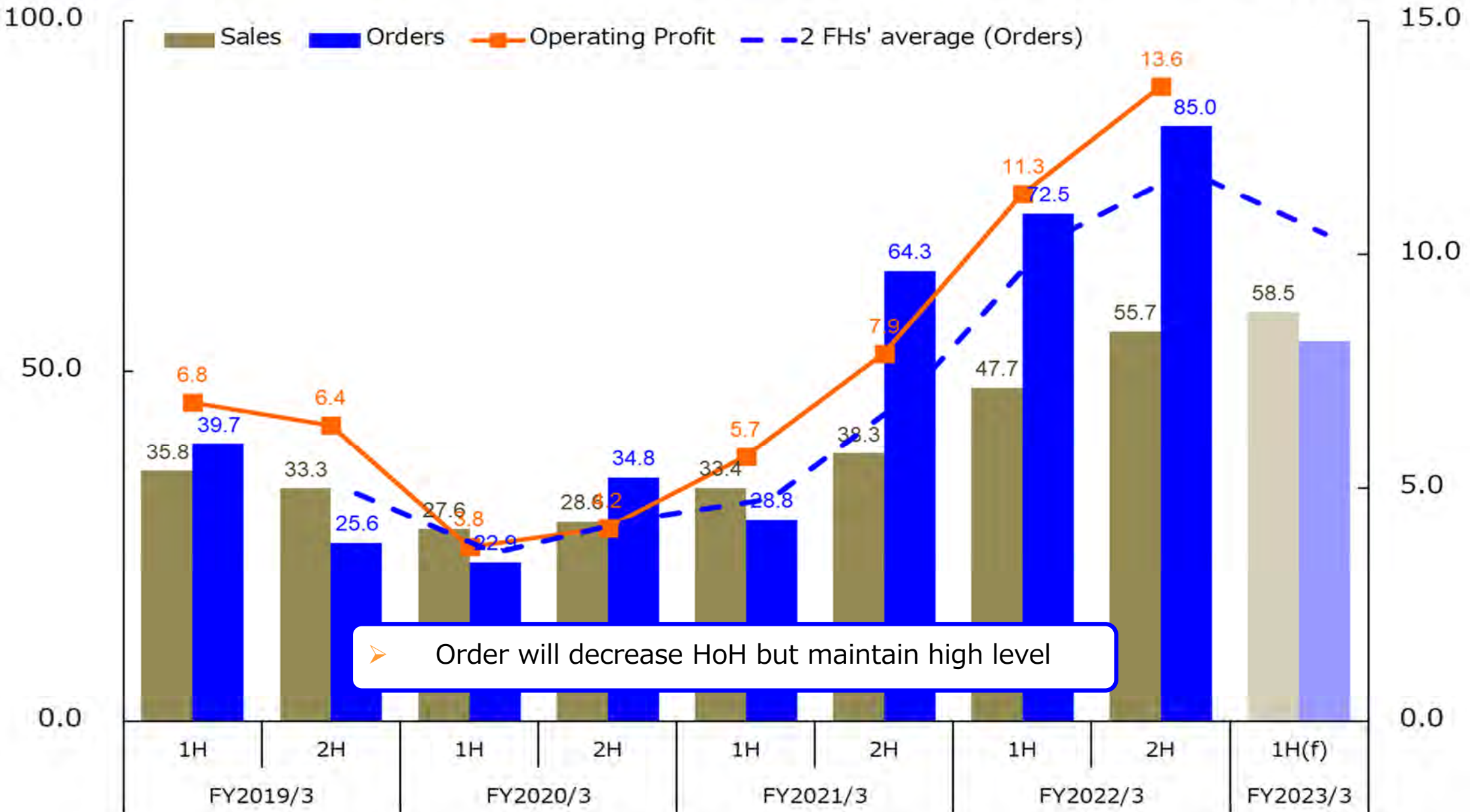


# SPE – Sales/Orders incl. Forecasts



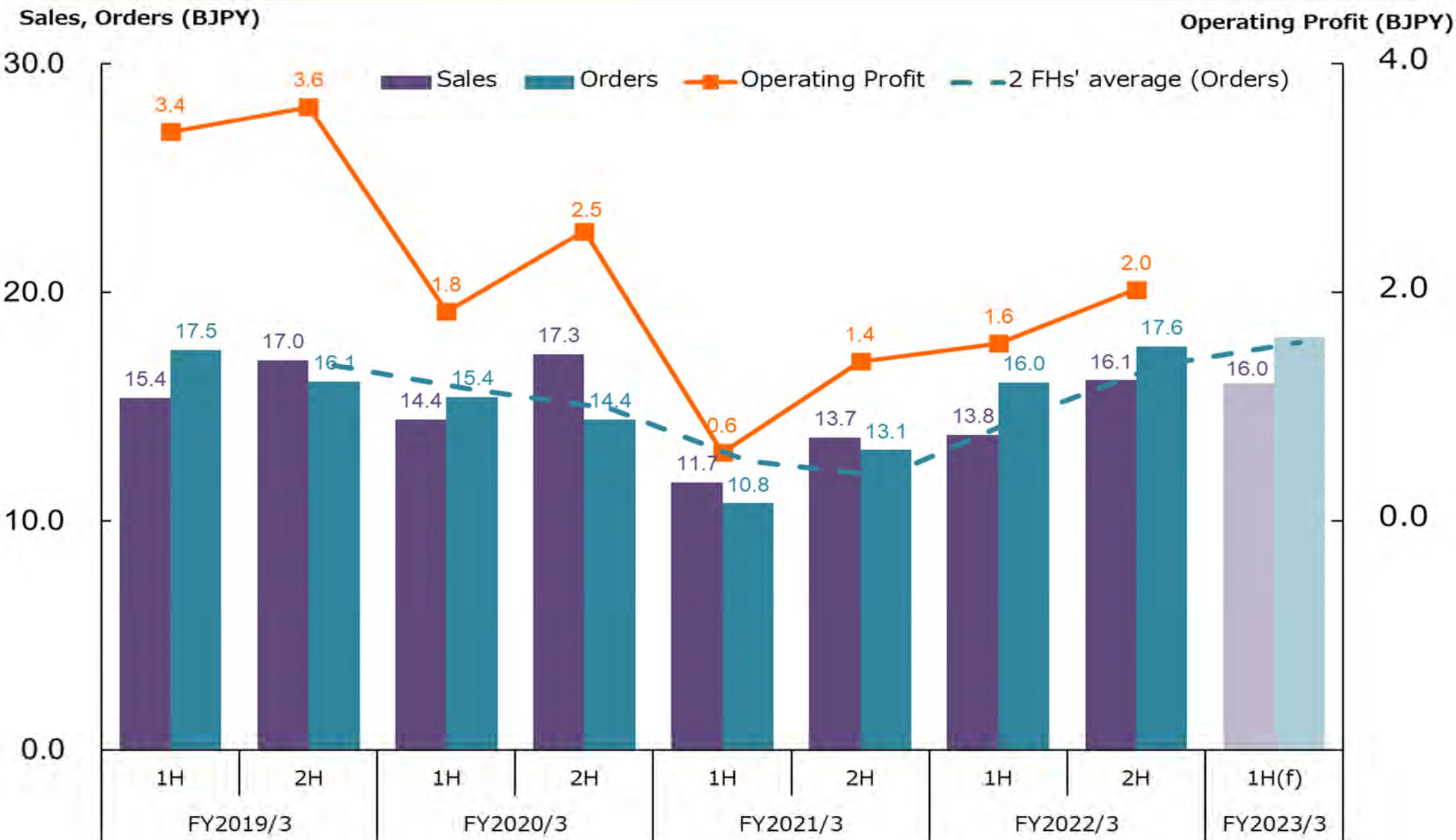
Sales, Orders(BJPY)

Operating Profit (BJPY)



➤ Order will decrease HoH but maintain high level

# Metrology – Sales/Orders incl. Forecasts



## Agenda

I . FY2022/3 Earnings, FY2023/3 Forecast

~Q&A~

II . Mid-Term Business Plan for FY2023/3 –  
FY2025/3

~Q&A~

## Agenda

I . FY2022/3 Earnings, FY2023/3 Forecast

~Q&A~

II . **Mid-Term Business Plan for FY2023/3 –  
FY2025/3**

~Q&A~

# FY2019/3-FY2022/3 Mid-term target summary

## Quantitative Targets (May 2018)



**Long-term target : ROE of 10% or more**

**Mid-term target : Achieve OP of ¥22.0B**  
(by FY2022/3)



Achieve in both cycles



**Expand sales**  
(Aim for sales of  
¥110 billion)

**Improve profit ratio**  
(Aim for OP margin of  
20% or more)

**FY2022/3 ROE 17.5%**  
**Sales ¥133.3B OP ¥28.6B (Margin 21.4%)**




### SPE : New Growth Stage

- Network-related : Memory, Electric components, Sensors
- Automotive : Sensors, Powers, SiC substrates
- China demand : Full-scale investment, plant construction rush (~2019)

- 
- **Network-related: Rapid growth with 5G as a core technology**
  - **Automotive: Stable growth through automation, electrification, and EVs**
  - **China: Expanded more than expected partly due to government policy**
  - **Stay-home and/or Work-from-home boosted demand for devices**

### Metr. : Sustainable Growth

- Automotive: Platform innovation, ICE development to continue
- Machine Tool: Demand towards gauges in line with demand increase for IoT
- Aircraft: Demand for mid-size jets, especially in emerging countries

- 
- **Auto: largely in line, but transition to NEVs is proceeding rapidly**
  - **COVID-19 pandemic changed biz environment after FY2021/3**  
**Especially, demand for Machine tools and Aircraft declined**
  - **Related business for manufacturing automation grew more than expected**

# FY2019/3-FY2022/3 Mid-term target summary

## Strategies, Major Actions



	Strategy	Major Actions
<b>Technology</b>	<ul style="list-style-type: none"> <li>● Strengthen <b>product competitiveness</b></li> <li>● Expansion of <b>target markets</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>New products</b> for the next generation</li> <li>● <b>Biz Alliance</b> in Metrology Products</li> <li>● New or expanded <b>Application centers</b></li> </ul>
<b>Production</b>	<ul style="list-style-type: none"> <li>● Expansion of <b>production capacity</b></li> <li>● <b>Efficiency</b> improvement (automation, labor saving)</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Capacity</b> expansion Metr: <b>New building (MI building) opened</b> SPE: <b>New plant (Hanno Plant)</b></li> <li>● Utilization of Metrology Factories for <b>SPE Production</b></li> </ul>
<b>Profit ratio improvement</b>	<ul style="list-style-type: none"> <li>● Promoting <b>Information Sharing</b></li> <li>● Expansion of <b>Service and Consumables</b> sales</li> </ul>	<ul style="list-style-type: none"> <li>● Improving work-efficiency through <b>ERP</b></li> </ul>
<b>ESG</b>	<ul style="list-style-type: none"> <li>● <b>Promote ESG activities</b> and enhance corporate value</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Sustainability Committee</b> established.</li> <li>● <b>Reduction of CO2 emissions</b></li> </ul>



## Capex Summary



### Capacity expansion (SPE)

- *Miyama* Plant: Full operation
- *Hanno* Plant: under construction
- *Tsuchiura* MI Plant: also used for SPE



### Capacity expansion (Metrology: *Tsuchiura* MI plant)

- Opened in May 2020
- Also used in SPE production



MI: Monozukuri Innovation

### Effectiveness Improvement

- Effectiveness improvement using ERP is in progress

### Apps. Center (New in Taiwan)

- Opened in March 2021



### Metrology Center (Renewal in Osaka)

- Opened in Jan 2020



➔ **Capex was made as planned; *Hanno* Plant will be continued under the FY2023/3-FY2025/3 MTP**

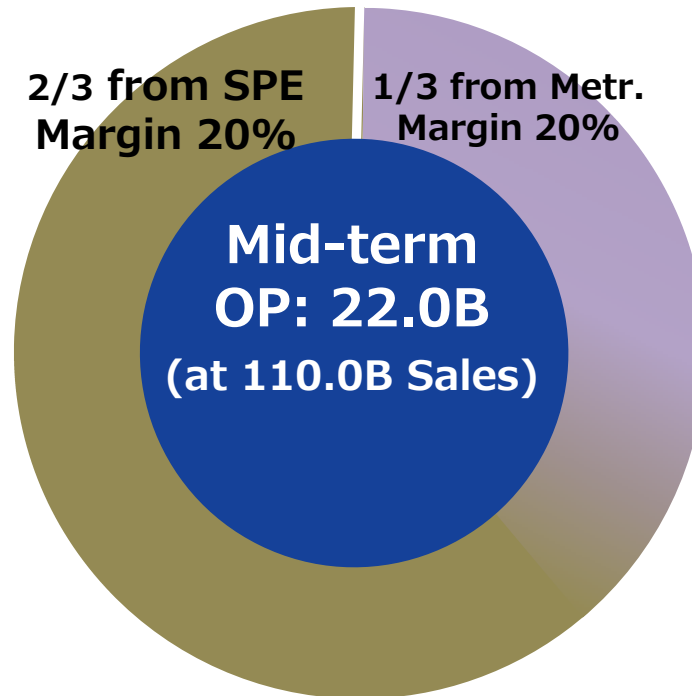
# FY2019/3-FY2022/3 Mid-term target summary

## Strategies per Segment



### SPE

- Keep responding to "ALL NEEDS" from Customers to expand the market
- ➡ Expanded product lineup for memory testing, high throughput, square substrates based on customer demands
- Enhance Apps capability to increase service/support and consumable business
- ➡ Increased sales of consumables in response to customer demand for both dicers and grinders
- Proceed in-house MFG and utilize new plants
- ➡ In-house production ratio increased, and Capacity drastically increased



### Metrology

- Enter Electrical testing area to expand our market with synergy effect
- ➡ Obtained Battery in-house testing business, and continued equipment R&D
- Business building with competitive products to increase service/support business
- ➡ Strengthening after-sales business for existing customers, Increase in business for automation and labor savings
- MFG innovation and automation
- ➡ Applied some automated processes in production line, and commenced in-house production of core parts

## Key Points

### Market Premises

- ◆ Stretching Society 5.0
- ◆ Significant growth of Semis and Electronic components
- ◆ Changing measurement needs



### Our Opportunities

- ◆ Semis Production becomes more accurate, and Back-end SPE becomes more important
- ◆ Decarbonization and Automation
- ◆ Strengths in Measuring Equipment



### Quantitative target

- ◆ ROE 15% or more
- ◆ Sales 170.0B
- ◆ OP 37.5B  
(OP Margin 22%)



### Sustainability

- ◆ Committed to be a building a "future full of dreams"



**世界中の優れた技術・知恵・情報を融合して世界No.1の  
商品を創り出し、皆様と共に大きく成長していく**

Growing together with partners and customers by collaborating technology,  
knowledge and information to create the world's No.1 products.

Motto that expresses our philosophy:

→ **「WIN-WINの仕事で世界No.1の商品を創ろう」**  
*WIN-WIN relationships create the World's No. 1 Products*

Corporate brand

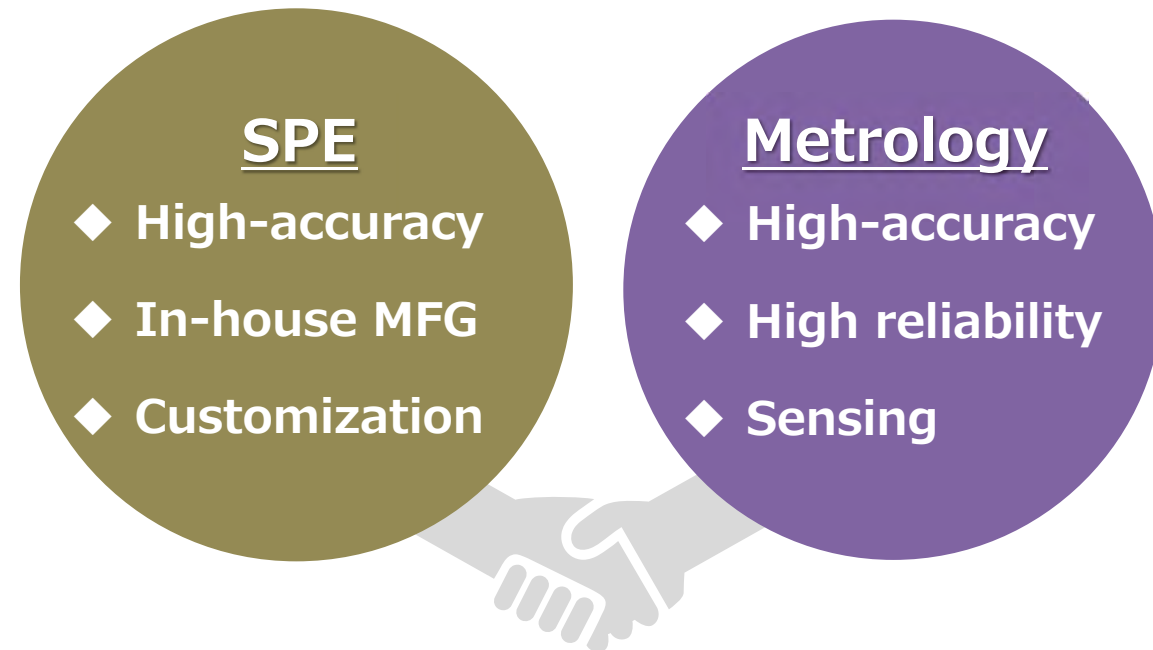


→ Combined the words “Accrete” and “Technology”

## Conceptual Framework



## Business Portfolio



### Strengths having 2 different businesses

- Profitability stability with different business areas
- Synergy between businesses

(SPE company with the only "Measuring technology")



# FY2023/3-FY2025/3 Mid-term Business Plan

## Market Premises



### Healthcare



Surgery Robot, Telehealth

### Livelihood



Smart appliances, Online studies

### Workplace



Smart Factory

### Automotive

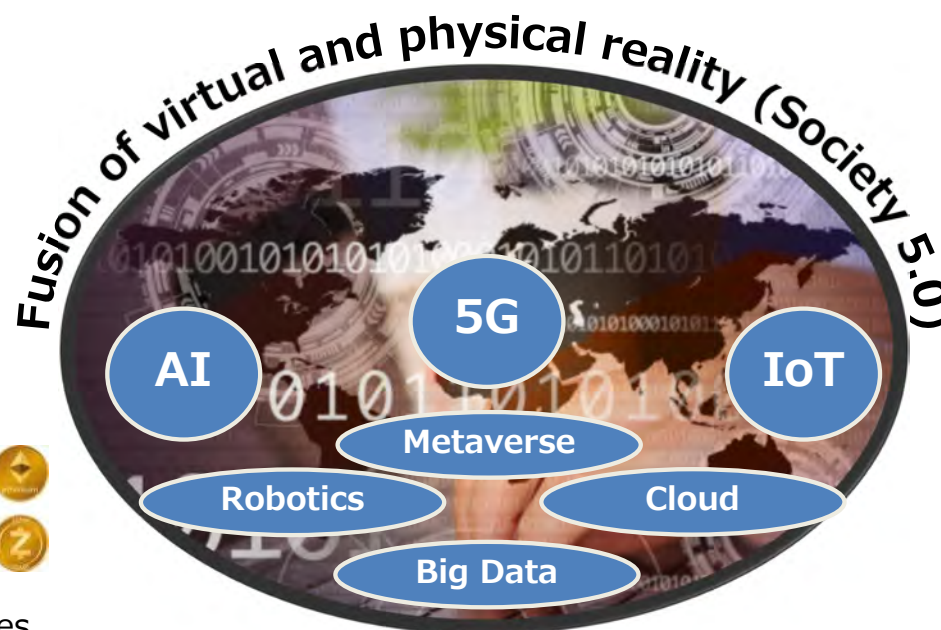


EV, Autonomous driving

### Finance



Online transaction, Cryptocurrencies



### Infrastructure



E-government, empowered intranet

### Logistics



Automated warehouse, Drone delivery

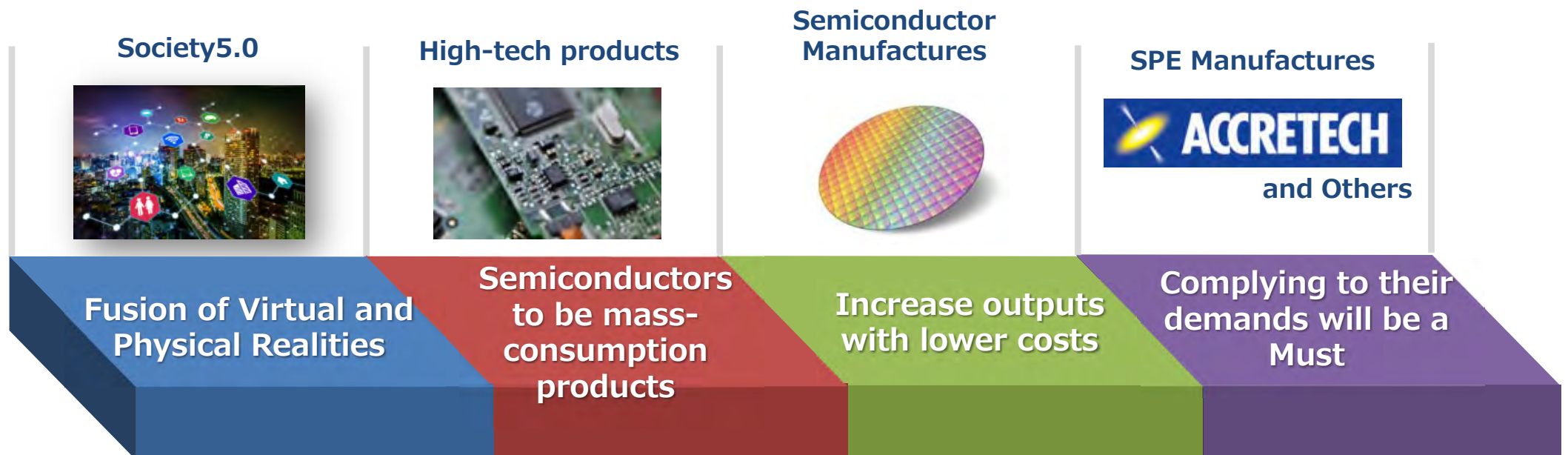
### Energy Generation



Optimized and eco-friendly power generation

## SPE Market Premises

- Society 5.0 (A fusion of virtual and physical realities driven by 5G) will see Semiconductors and Electrical components overwhelming mass production and consumption
- Back-end SPE being more important in the entire manufacturing flow





# FY2023/3-FY2025/3 Mid-term Business Plan

## Metrology Market Premises

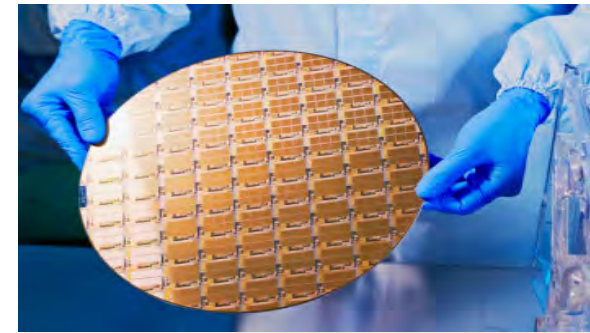


- Markets will change dramatically with Carbon neutrality and digitization
- While demand for ICE is declining, measurement needs to change including NEVs, automation, semiconductors, medical, etc.

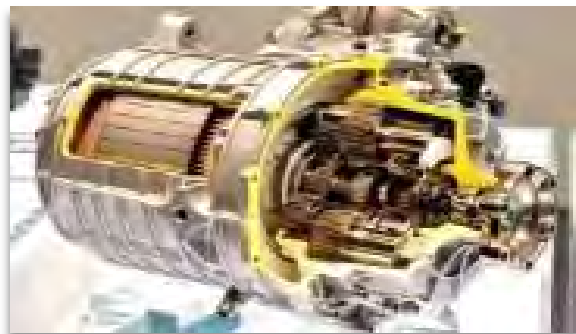
### Automobile

### Non-automobile

Stable Industry



Growing industry



# FY2023/3-FY2025/3 Mid-term Business Plan

## Our Opportunities (SPE)



Premises	Our Opportunities
<ul style="list-style-type: none"> <li>➤ Increase in device functionality and complexity</li> <li>➤ Increase in more reliable devices</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase test importance</li> <li>➤ Testing-time expansion</li> <li>➤ Testing conditions widening</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Evolution of 3D Packages</li> </ul>
<ul style="list-style-type: none"> <li>➤ Stable Semis unit growth (mass production and consumption)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase in Assembly SPE demand</li> </ul>
<ul style="list-style-type: none"> <li>➤ Evolution of SiC/GaN Power devices for Carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Market Expansion</li> <li>➤ New assembly processing</li> <li>➤ Reliability-first testing</li> </ul>
<ul style="list-style-type: none"> <li>➤ Increasing demand for device testing and processing accuracy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Synergy with our Metrology Products</li> </ul>

 **We anticipate growth outpacing market growth due to expanding business opportunities**

# FY2023/3-FY2025/3 Mid-term Business Plan

## Our Opportunities (Metrology)



Premises	Our Opportunities
<ul style="list-style-type: none"> <li>➤ Expansion of NEV and renewable energy market toward carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Change in materials or components toward NEVs</li> <li>➤ Increase in demand for high precision measurement</li> <li>➤ Battery testing for NEVs</li> </ul>
<ul style="list-style-type: none"> <li>➤ Manufacturing automation trend due to decrease in workforce</li> <li>➤ Change in measurement technology (from Sampling at testing room to Full testing at production lines)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Combination of robot + measuring instruments</li> <li>➤ High precision parts measuring</li> <li>➤ Change in needs for measuring machines themselves</li> </ul>
<ul style="list-style-type: none"> <li>➤ Expansion of non-automotive market (Semis, Aircraft, Medical, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Semis (non-contact)</li> <li>➤ Aero engine parts (high precision)</li> <li>➤ Artificial joints/bones/medical devices (non-contact)</li> </ul>

 **Demand for Metrology to change due to changes in industry**  
**Market volume likely to exceed previous peak (FY2019/3)**

# FY2023/3-FY2025/3 Mid-term Business Plan

## Quantitative Target



### ➤ Quantitative target for FY2025/3

<b>ROE</b>	<b>15% or more</b>
<b>Sales</b>	<b>¥170.0B</b> <b>(SPE ¥132.0B/Metrology ¥38.0B)</b>
<b>OP</b>	<b>¥37.5B</b> <b>(OP Margin : 22%)</b>

### ➤ Company-wide actions

#### R&D

Reinforce development of leading-edge technologies and customer needs

#### Expand MFG capacity

*Hanno* Plant (FY2024/3) will realize ¥140B+ annual SPE capacity  
Additional plant to be considered

#### Environment

Decrease CO2 emissions by 50% at CY2030 from FY2019/3  
Investment also to be considered

#### KPIs for investment

Consider adopting ROIC for assessment to investment opportunities

#### Application enhancement

Strengthen demonstration capacity world-wide

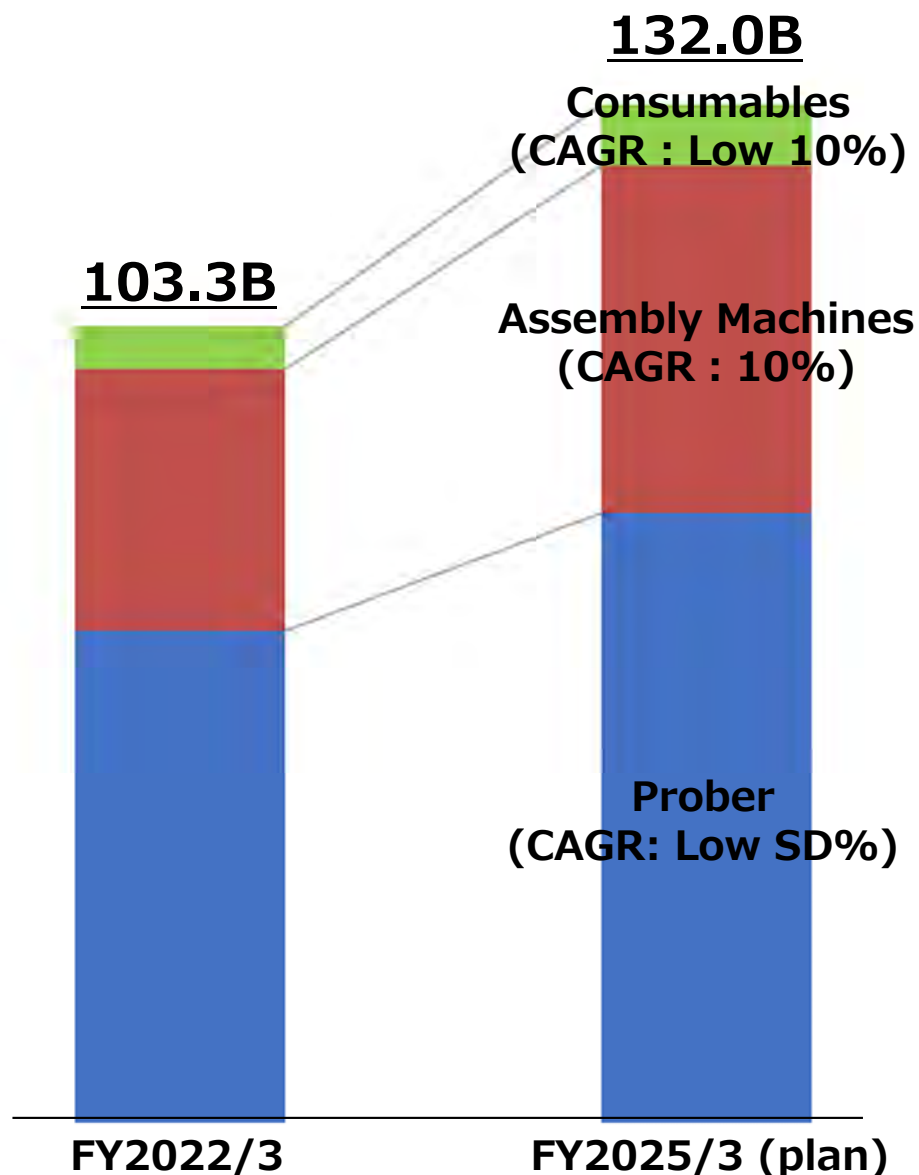
#### Sustainability

Strengthen initiatives (refer to related pages)

# FY2023/3-FY2025/3 Mid-term Business Plan Segment Strategy (SPE)



## Sales Composition(per product)



## Consumables

- Develop and expand sales matching customer needs
- Strengthen sales of grinder consumables

## Assembly Machines

- Ablation Dicer Market Entry
- Reinforced High Rigidity Grinder for SiC/GaN
- Reinforcement of grinders for wafers



## Prober

- Expand applications by promoting more of "Respond to ALL needs" policy (HPC, packages, memory, power devices, etc)



FY2022/3

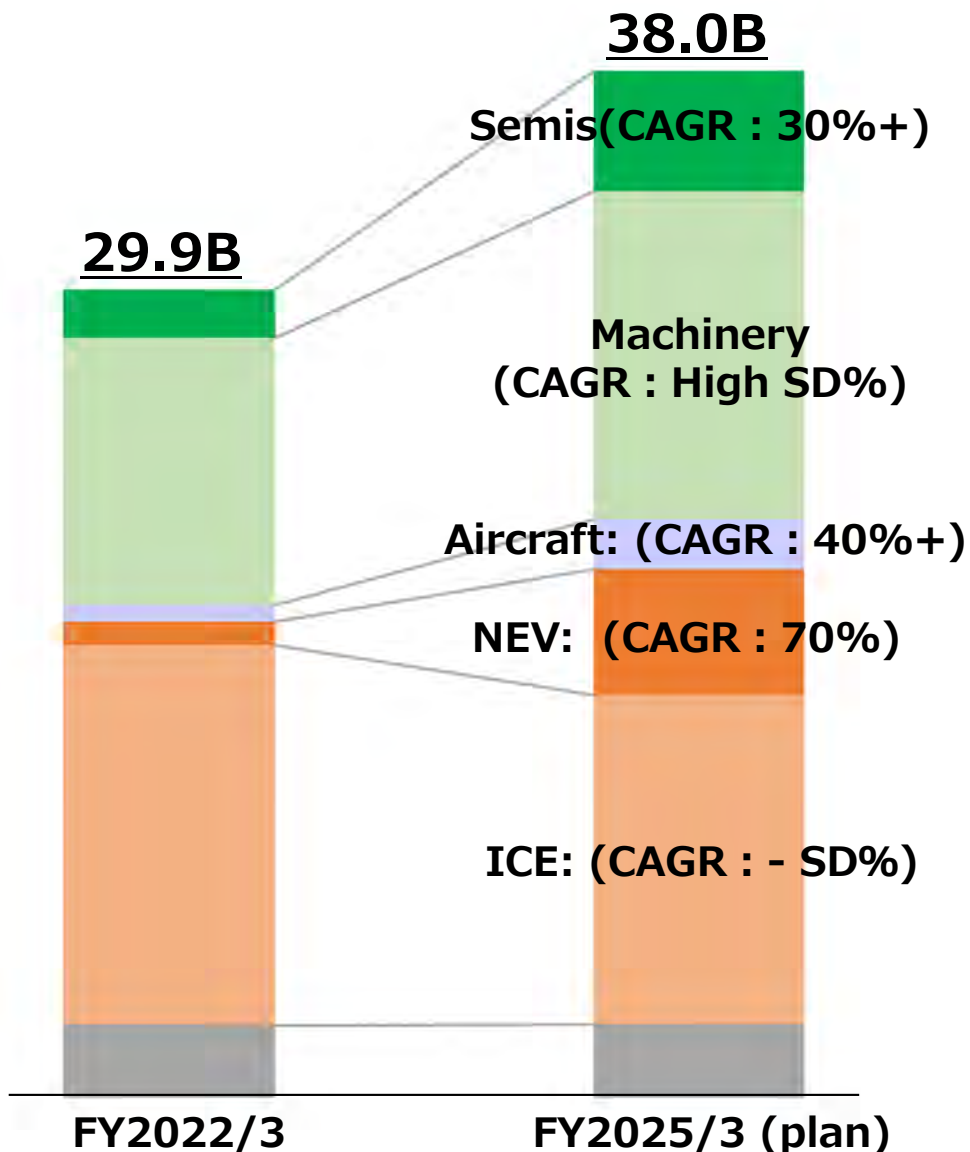
FY2025/3 (plan)



# FY2023/3-FY2025/3 Mid-term Business Plan Segment Strategy (Metrology)



## Sales Composition(per Application)



## Semis

- Expand sales of high-precision, non-contact measuring machines
- Strengthen synergy w/ SPE Segment

## Machinery and Aircraft

- Medical: Strengthening of non-contact measuring machines
- Aircraft: Specialized Measuring Machines for Engine Parts
- Automation Solutions

## NEV

- Strengthen Battery in-house testing
- New measurement demand for EV gears, motors, etc.
- Automation Solutions

## ICE

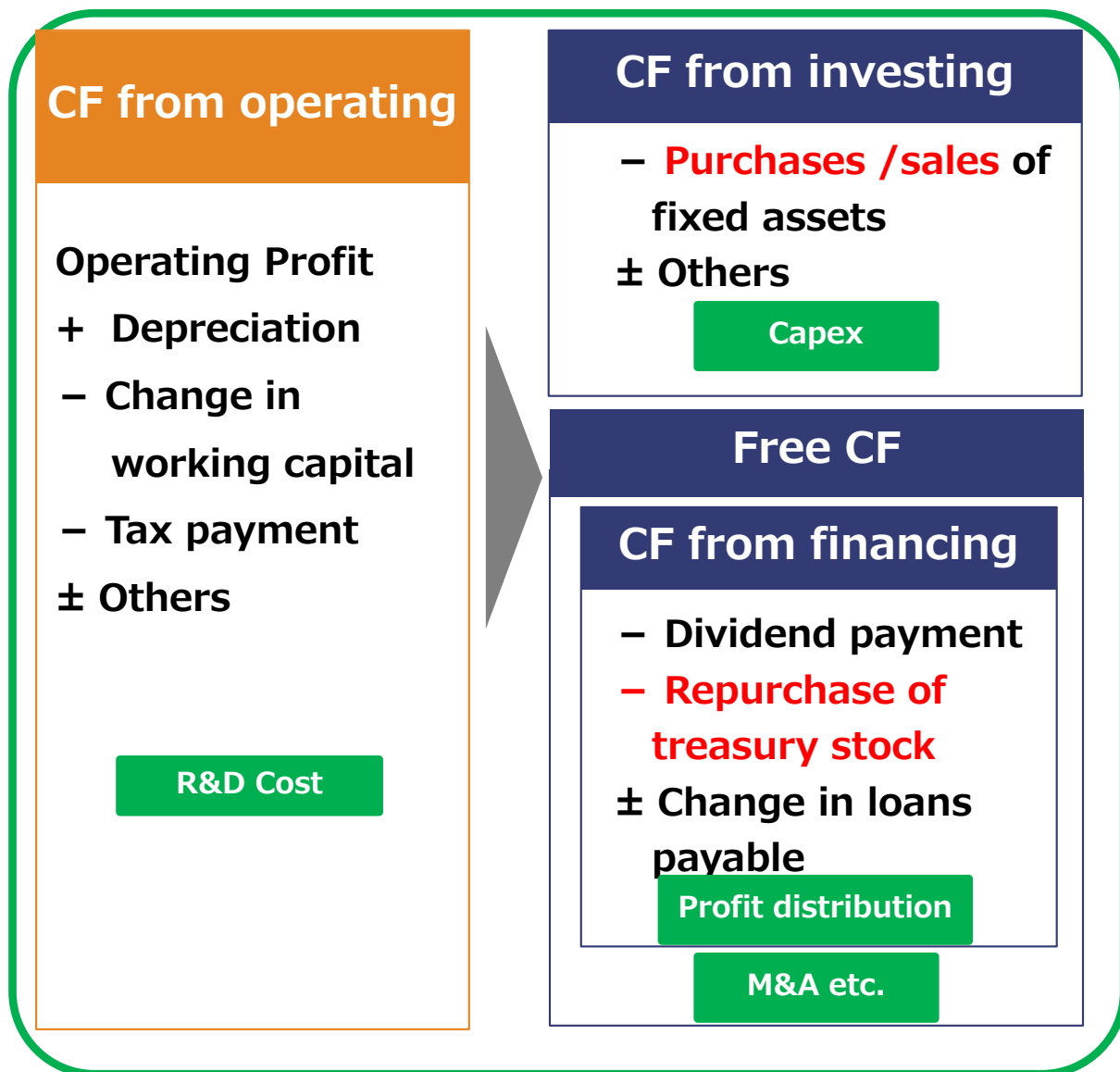
- Obtain business opportunities related to industrial engines and hybrids
- Strengthen periodic maintenance biz
- Automation solutions

# FY2023/3-FY2025/3 Mid-term Business Plan

## Finance and Profit Distribution



### Basic approach



### Mid-term Cash allocation plan

#### R&D expenditure

- Target R&D to Sales ratio : 10%

#### Capex

- Usual : 25% or less of EBITDA
- Max : 50% of EBITDA  
(EBITDA = Operating profit + Depreciation)

#### Profit distribution

- Target dividend payout ratio 40%
- Share buybacks in consideration of investment trends, etc.

#### M&A etc.










- FCF Consideration not to be negative



# FY2023/3-FY2025/3 Mid-term Business Plan

## Sustainability (FY2022/3 CSR activity summary)



Materiality		FY2022/3 summary	Correspondent SDGs
Environment	Eco-friendly products	<ul style="list-style-type: none"> <li>➤ Product LCA initiative</li> <li>➤ SCIP initiative (EU WFD)</li> <li>➤ PFOA/TSCA/RoHS3</li> </ul>	 
	Eco-friendly factory	<ul style="list-style-type: none"> <li>➤ Increase using low-carbon power (reduced 2kt/year CO2)</li> <li>➤ Reduce water consumption and increase reuse of water</li> <li>➤ Waste recycling rate: 98.5%</li> </ul>	 
Social	Providing value thru products	<ul style="list-style-type: none"> <li>➤ Promoted safe, high-quality products</li> </ul>	   
	Enhance sustainable supply chain	<ul style="list-style-type: none"> <li>➤ Supplier CSR activities</li> <li>➤ Communication w/supplier via Web system</li> </ul>	
	Creating workplace among diversified employees	<ul style="list-style-type: none"> <li>➤ Expand employment of women based on the Women's Activity Promotion Plan</li> <li>➤ Career Support Activities</li> </ul>	
	Creating rewarding workplaces	<ul style="list-style-type: none"> <li>➤ Creating a Mental Care Mechanism for Employees</li> <li>➤ Promoting the use of paid leave (100% of employees taking 5 days)</li> </ul>	
Governance	Strengthen the management base (Enhance compliance system)	<ul style="list-style-type: none"> <li>➤ Strengthening Compliance</li> <li>➤ Strengthen information security</li> </ul>	

SCIP: Substances of Concern In articles as such or in complex objects (Products) by EU  
WFD : Waste Framework Directive

Our Sustainability motto

**The Tokyo Seimitsu Group is always committed  
to building a “future full of dreams”**

Respect for Human Rights

Participation in and contribution to  
Local Communities

Efforts to address Environmental  
Issues

Human Resource Development






Earning the Trust of Society

Building and running Fair, transparent,  
and efficient Corporate Governance  
System

# FY2023/3-FY2025/3 Mid-term Business Plan

## Materiality and Targets



FY2023/3 Materiality	Main Initiatives	Targets	Correspondent SDGs
<b>Products, services and biz activities that solve Environmental issues</b>	<ul style="list-style-type: none"> <li>➤ Environmentally friendly products</li> <li>➤ Prevention of global warming</li> <li>➤ Waste reduction, resource reuse</li> </ul>	<ul style="list-style-type: none"> <li>➤ Compliance with EU/US laws</li> <li>➤ 50% less of CO2 emission in CY2030 by FY2019/3</li> <li>➤ 2% reduction per year</li> </ul>	
<b>Building high-value-added products and supply chains that solve social issues</b>	<ul style="list-style-type: none"> <li>➤ Clean technology</li> <li>➤ Quality improvement</li> <li>➤ Remote support</li> <li>➤ Supplier cooperative relationship</li> <li>➤ BCP initiatives</li> </ul>	<ul style="list-style-type: none"> <li>➤ Release of web tool for suppliers, CSR guidelines</li> <li>➤ Assessment and Improvement Activities</li> </ul>	
<b>Creating a workplace where a diverse range of people can play an active role with healthy and rewarding manner</b>	<ul style="list-style-type: none"> <li>➤ Promotion of women's activities</li> <li>➤ Provide opportunities for proactive learning</li> <li>➤ Health and Productivity Management</li> </ul>	<ul style="list-style-type: none"> <li>➤ Employees Ratio of female hires: 20%, Ratio of female employees: 10% (full-time employee basis)</li> </ul>	
<b>Strengthen management infrastructure, compliance, and risk management to support corporate activities</b>	<ul style="list-style-type: none"> <li>➤ Strengthen compliance</li> <li>➤ Strengthen information security</li> <li>➤ Business continuity planning</li> </ul>	<ul style="list-style-type: none"> <li>➤ Management system for group companies</li> <li>➤ Improvement of information asset value</li> <li>➤ Improvement of business continuity probability</li> </ul>	
<b>Respect for human rights</b>	<ul style="list-style-type: none"> <li>➤ Raise awareness of respect for human rights</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishment of human rights policy</li> <li>➤ Consideration of human rights due diligence</li> </ul>	

## Agenda

I . FY2022/3 Earnings, FY2023/3 Forecast

~Q&A~

II . Mid-Term Business Plan for FY2023/3 –  
FY2025/3

~Q&A~



**Sustainability Information:**



<https://www.accretech.jp/english/sustainability/index.html>

**Investor Information:**



<https://ir.accretech.jp/en/index.html>

# Supplementary Data



# Statements of Income



Million Yen	Fiscal Year				Quarter							
	FY 2019/3	FY 2020/3	FY 2021/3	FY 2022/3	FY2021/3				FY2022/3			
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net Sales	101,520	87,927	97,105	133,277	21,070	24,041	21,597	30,395	28,937	32,526	31,981	39,831
Cost of goods sold	60,430	53,452	60,190	79,772	12,863	15,433	13,504	18,389	17,484	19,273	19,828	23,186
Gross Profit on Sales	41,090	34,474	36,914	53,504	8,207	8,608	8,093	12,005	11,453	13,253	12,153	16,645
Selling, general and administrative expenses	20,869	22,192	21,351	24,954	5,030	5,502	5,057	5,760	5,457	6,320	5,828	7,347
Operating profit	20,221	12,282	15,562	28,550	3,176	3,105	3,035	6,245	5,995	6,932	6,324	9,298
Non-operating income	688	255	540	994	194	118	106	214	135	66	270	616
Non-operating expenses	104	177	235	154	25	153	205	-55	110	27	17	93
Recurring Profit	20,805	12,360	15,867	29,390	3,345	3,070	2,936	6,515	6,019	6,971	6,577	9,821
Extraordinary gains	58	57	1,354	390	6	-	149	1,198	13	-	-	377
Extraordinary losses	419	1,712	1,074	34	-	293	108	672	-	-	-	34
Profit before income taxes and minority interests	20,443	10,705	16,147	29,746	3,351	2,776	2,977	7,041	6,033	6,971	6,577	10,164
Total Income tax and others	5,719	3,598	3,978	8,247	886	573	712	1,806	1,664	1,702	1,780	3,099
Net Profit attributable to Owners of the Parent	14,665	7,156	12,175	21,441	2,470	2,207	2,264	5,232	4,352	5,255	4,776	7,057
Net Profit per Share (Yen)	352.92	171.89	293.83	525.34	59.30	52.98	54.73	127.55	105.98	128.42	117.57	173.65
Net Profit per Share (diluted) (Yen)	350.23	170.72	291.43	520.30	-	-	-	-	-	-	-	-

# Segment Information



Million Yen		Fiscal Year				Quarter							
		FY 2019/3	FY 2020/3	FY 2021/3	FY 2022/3	FY2021/3				FY2022/3			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Orders	SPE	65,335	57,709	93,181	157,407	12,903	15,932	28,683	35,662	33,853	38,596	46,665	38,292
	Metr.	33,573	29,866	23,878	33,667	5,754	5,022	6,420	6,681	7,858	8,184	10,051	7,573
	Total	98,909	87,576	117,060	191,074	18,657	20,955	35,103	42,344	41,711	46,781	56,716	45,865
Backlog	SPE	27,670	29,182	50,619	104,666	26,653	24,610	38,188	50,619	61,676	75,375	97,334	104,666
	Metr.	9,165	7,782	6,301	10,051	7,898	6,855	6,783	6,301	8,018	8,573	11,350	10,051
	Total	36,836	36,965	56,920	114,717	34,552	31,465	44,971	56,920	69,694	83,949	108,684	114,717
Sales	SPE	69,117	56,198	71,745	103,360	15,432	17,975	15,106	23,231	22,796	24,897	24,707	30,959
	Metr.	32,403	31,728	25,359	29,917	5,638	6,066	6,491	7,163	6,141	7,629	7,274	8,872
	Total	101,520	87,927	97,105	133,277	21,070	24,041	21,597	30,395	28,937	32,526	31,981	39,831
OP	SPE	13,195	7,915	13,565	24,893	2,832	2,850	2,525	5,358	5,328	5,967	5,334	8,264
	Metr.	7,025	4,366	1,996	3,657	344	255	510	886	666	965	991	1,033
	Total	20,221	12,282	15,562	28,550	3,176	3,105	3,035	6,245	5,995	6,932	6,325	9,298
OP Margin	SPE	19.1%	14.1%	18.9%	24.1%	18.4%	15.9%	16.7%	23.1%	23.4%	24.0%	21.6%	26.7%
	Metr.	21.7%	13.8%	7.9%	12.2%	6.1%	4.2%	7.9%	12.4%	10.9%	12.7%	13.6%	11.7%
	Total	19.9%	14.0%	16.0%	21.4%	15.1%	12.9%	14.1%	20.5%	20.7%	21.3%	19.8%	23.3%

# Balance Sheet



(Million Yen)		FY2019/3	FY2020/3	FY2021/3	FY2022/3
Current Assets	Cash and cash equivalents	41,518	34,640	43,657	49,033
	Accounts Receivable ※1	36,146	29,633	30,946	38,367
	Inventories	29,995	30,152	32,886	40,281
	Others	2,434	3,345	4,025	6,103
	Total	110,094	97,771	111,516	133,785
Total Fixed Assets		47,478	48,777	50,039	56,403
Total Assets		157,573	146,549	161,556	190,188
Current Liabilities	Accounts Payable※2	26,328	16,895	23,062	29,876
	Others	14,620	12,121	16,233	25,765
	Total	40,948	29,017	39,296	55,641
Total long-term liabilities		9,220	7,857	5,482	3,561
Total Liabilities		50,169	36,874	44,778	59,202
Total Net Assets		107,403	109,674	116,777	130,986
Total Liabilities and Net Assets		157,573	146,549	161,556	190,188
Total interest-bearing debt		11,415	9,641	7,581	5,494
Equity Ratio(%)		67.3%	73.9%	71.4%	68.1%
ROE(%)		14.4%	6.7%	10.9%	17.5%

※1: Incl. Electronically recorded monetary claims

※2: Incl. Electronically recorded obligations-operating

# Expenses and Cash Flows



(Million Yen)	FY2019/3	FY2020/3	FY2021/3	FY2022/3
R&D expenses	7,469	8,234	7,193	8,146
Capex	13,872	7,477	5,950	9,816
Depreciation (excl. Amortization)	2,655	3,450	3,516	3,574

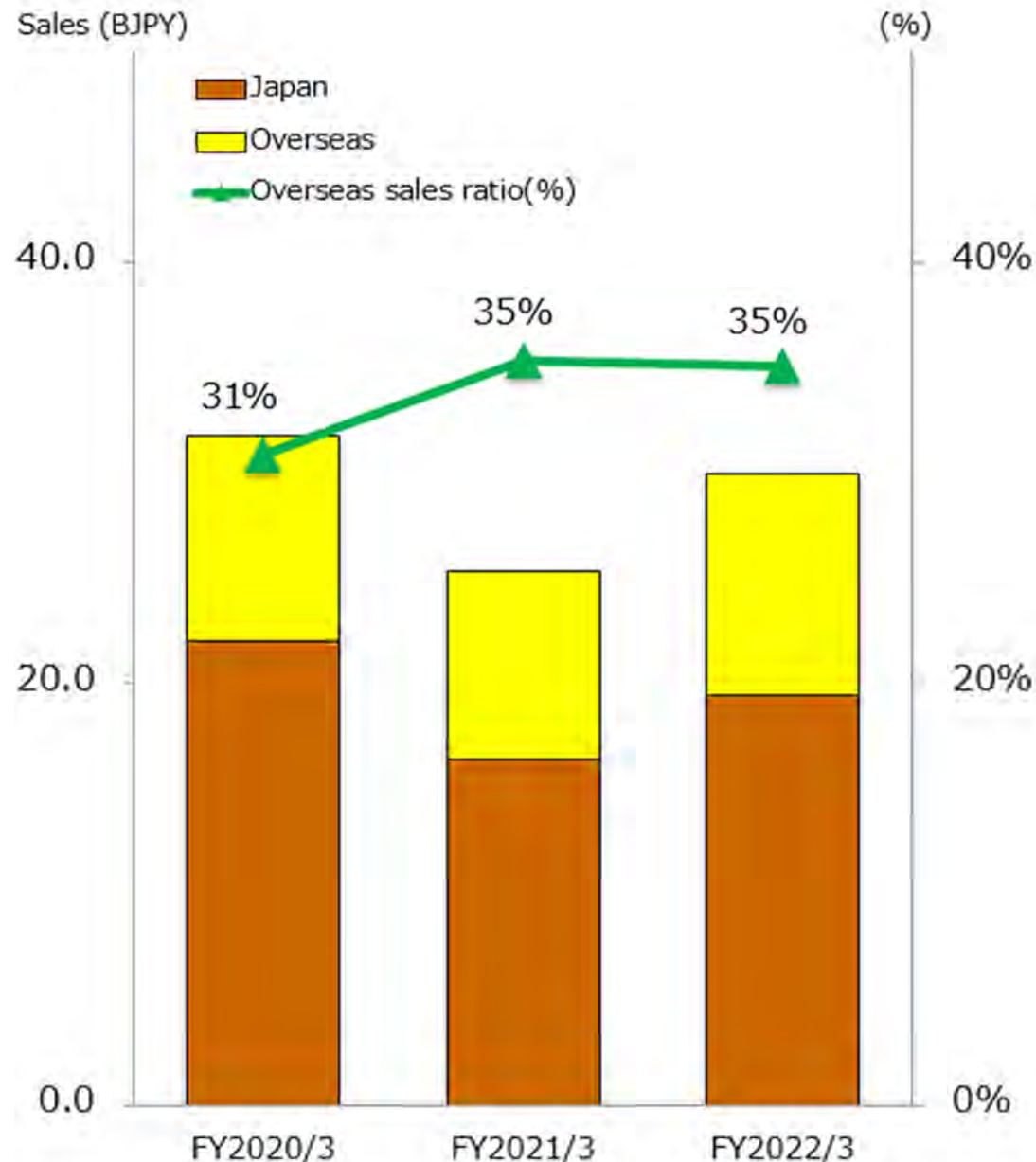
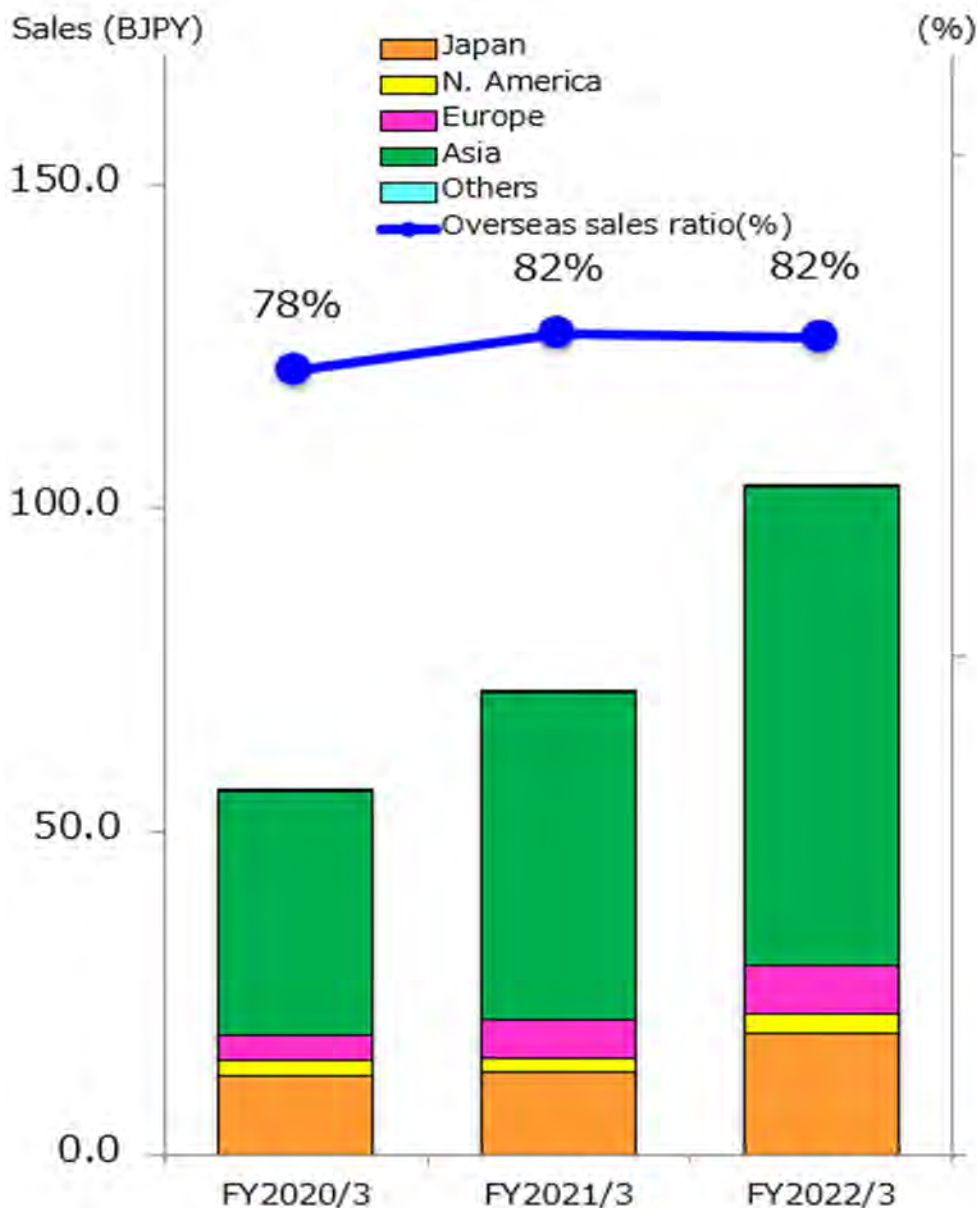
(Million Yen)	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Cash flows from operating activities	12,932	5,965	22,062	24,062
Cash flows from investing activities	-13,952	-6,116	-5,191	-9,036
Free cash flows	-1,020	-150	16,871	15,026
Cash flows from financing activities	5,443	-6,375	-8,282	-10,350
Adjustments	-223	-159	429	706
Cash and cash equivalents at the end of year	41,290	34,605	43,624	49,006

# Sales per Region



## SPE Segment

## Metrology Segment

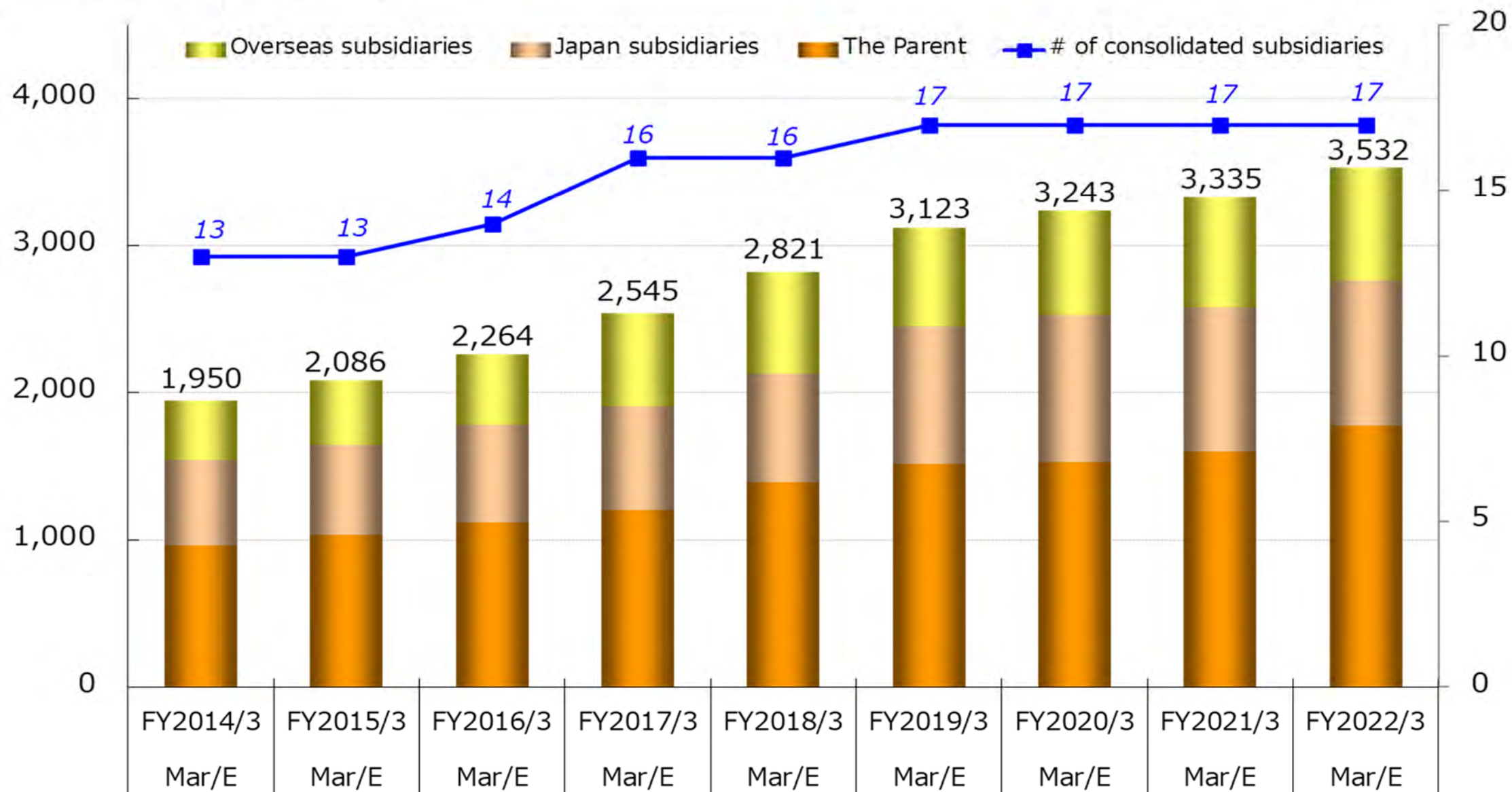


# Number of employees



Number of Employees (person)

# of Consolidated Subsidiaries



Note) Above figures include part time employees as at the end of each term