

# Tokyo Seimitsu Co., Ltd. Earnings Conference for FY2021/3 2<sup>nd</sup> Quarter

November 11<sup>th</sup>, 2020

## ◆ 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
- ◆ 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

- ◆ **Business results for FY2021/3 2Q**
- ◆ **Forecast for FY2021/3**
- ◆ **Mid-term business target**
- ◆ **Q&A**

# FY2021/3 2Q and 1H Business Results



Half Year Results (BJPY)	FY2020/3		FY2021/3				
	1H	2H	1H	Fcst	Vs. Fcst	HoH	YoY
Orders	38.3	49.3	39.6			-20%	+3%
Sales	42.0	45.9	45.1	47.0	-1.9	-2%	+7%
Operating Profit (OP Margin)	5.6 (13%)	6.7 (15%)	6.3 (14%)	7.6 (16%)	-1.3	-6%	+12%
Recurring Profit	5.7	6.6	6.4	7.6	-1.2	-3%	+12%
Net Profit	4.3	2.9	4.7	5.6	-0.9	+62%	+10%

Quarter (BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	QoQ	YoY
Orders	18.7	19.6	22.5	26.8	18.7	21.0	+12%	+7%
Sales	18.0	24.0	22.2	23.7	21.1	24.0	+14%	+0%
Operating Profit (OP Margin)	1.8 (10%)	3.8 (16%)	3.4 (15%)	3.3 (14%)	3.2 (15%)	3.1 (13%)	-2%	-18%
Recurring Profit	1.9	3.8	3.4	3.2	3.3	3.1	-8%	-20%
Net Profit	1.4	2.9	2.3	0.6	2.5	2.2	-7%	-23%

- In 1H, increase in sales of SPE covered the decrease in sales of Metrology due to COVID-19, and overall sales and profits increased YoY.

# SPE Business Segment Results



Segment Results (Half Year, BJPY)	FY2019/3		FY2020/3				
	1H	2H	1H	Fcst	Vs. Fcst	HoH	YoY
Orders	22.9	34.8	28.8			-17%	+26%
Sales	27.6	28.6	33.4	35.5	-2.1	+17%	+21%
Operating Profit (OP Margin)	3.8 (14%)	4.2 (15%)	5.7 (17%)			+37%	+51%

Quarter (BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	QoQ	YoY
Orders	10.7	12.2	15.4	19.5	12.9	15.9	+23%	+31%
Sales	11.7	15.9	14.1	14.6	15.4	18.0	+16%	+13%
Operating Profit (OP Margin)	1.4 (12%)	2.4 (15%)	2.1 (15%)	2.0 (14%)	2.8 (18%)	2.9 (16%)	+0%	+19%

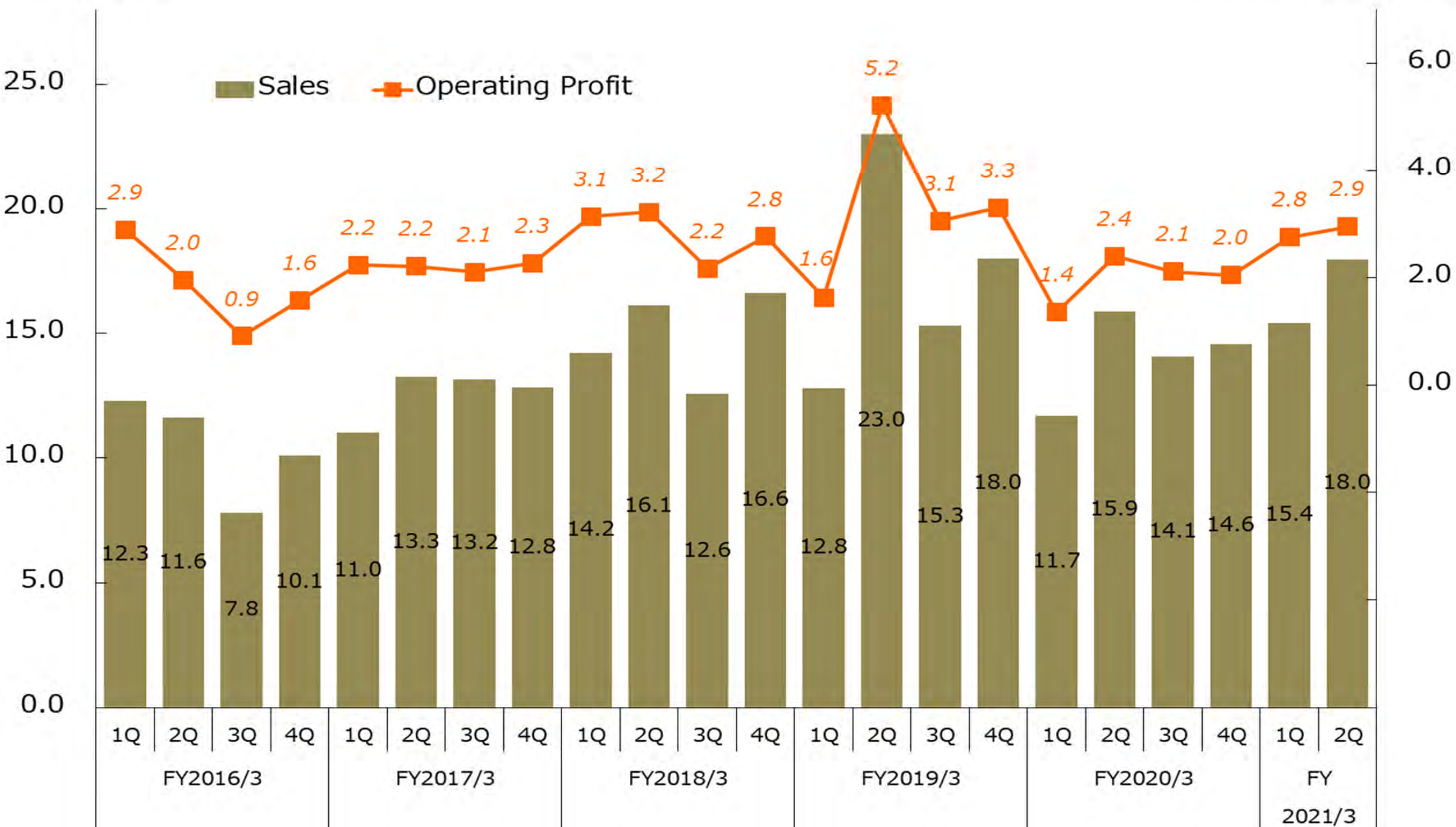
- 1H Sales and profits increased both YoY and HoH.
- Orders increased YoY, supported by demand from Chinese manufacturers and electronic component manufacturers, despite being affected by the US-China trade conflict.

# SPE – Sales and OP



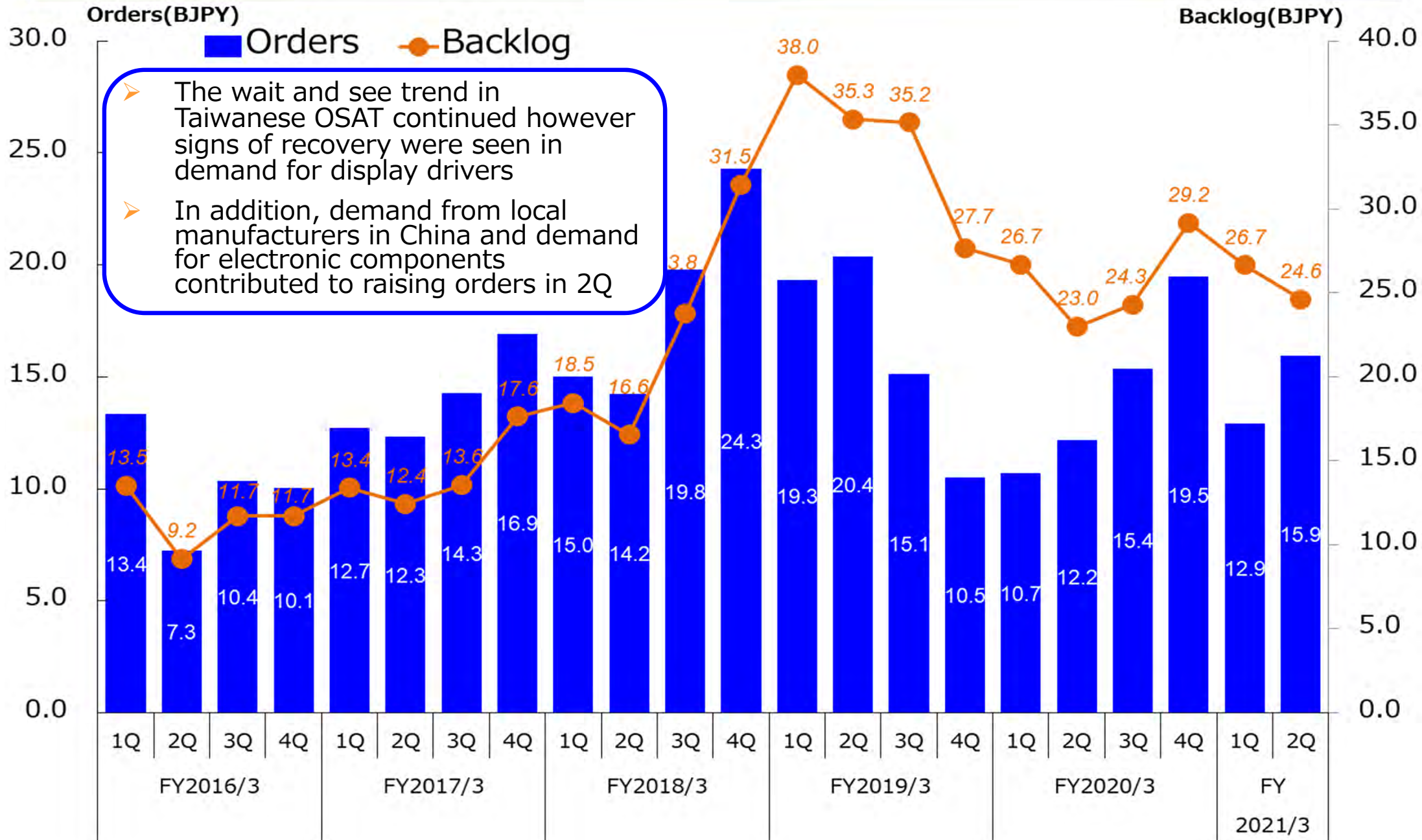
Sales (BJPY)

Operating Profit (BJPY)

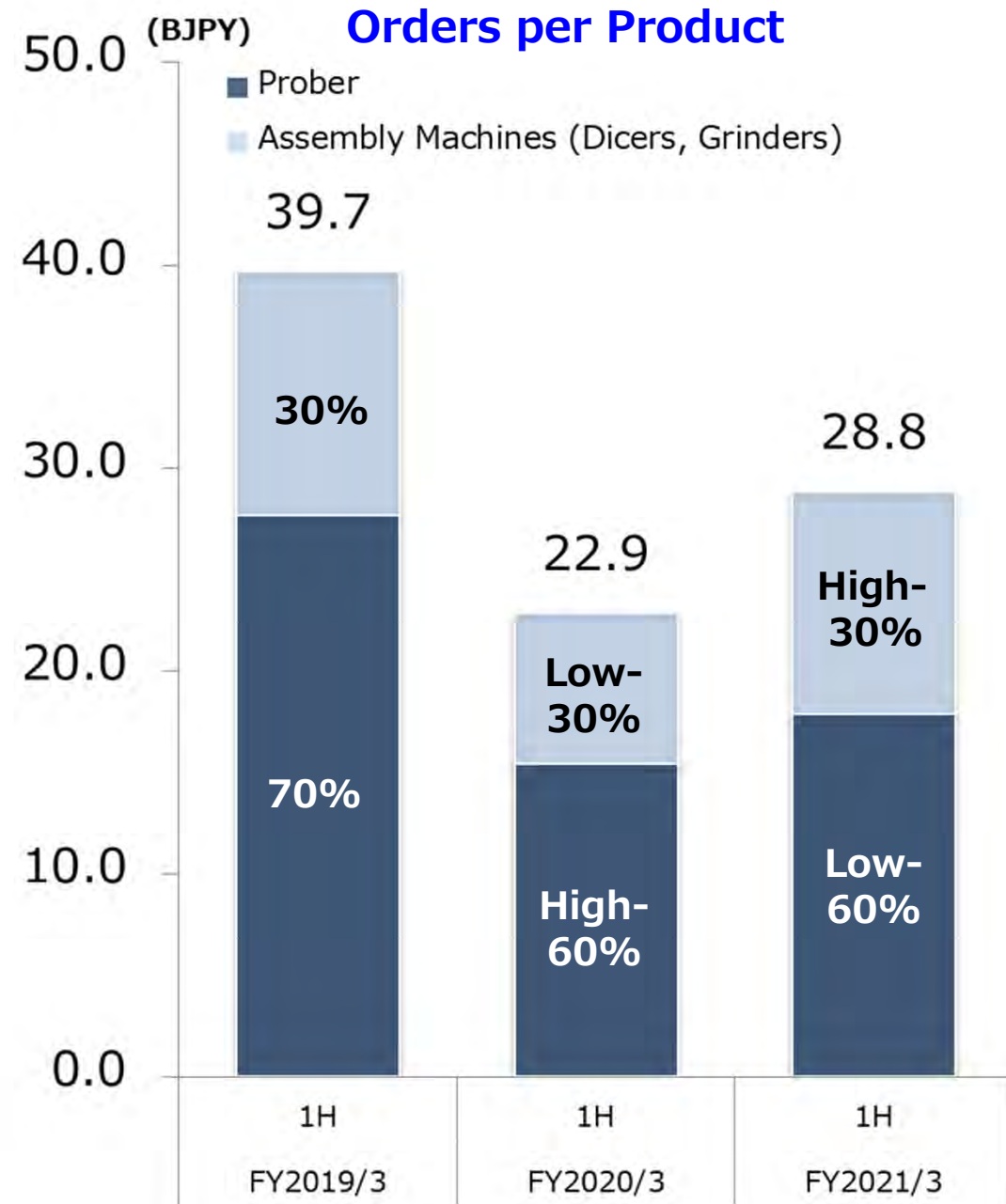
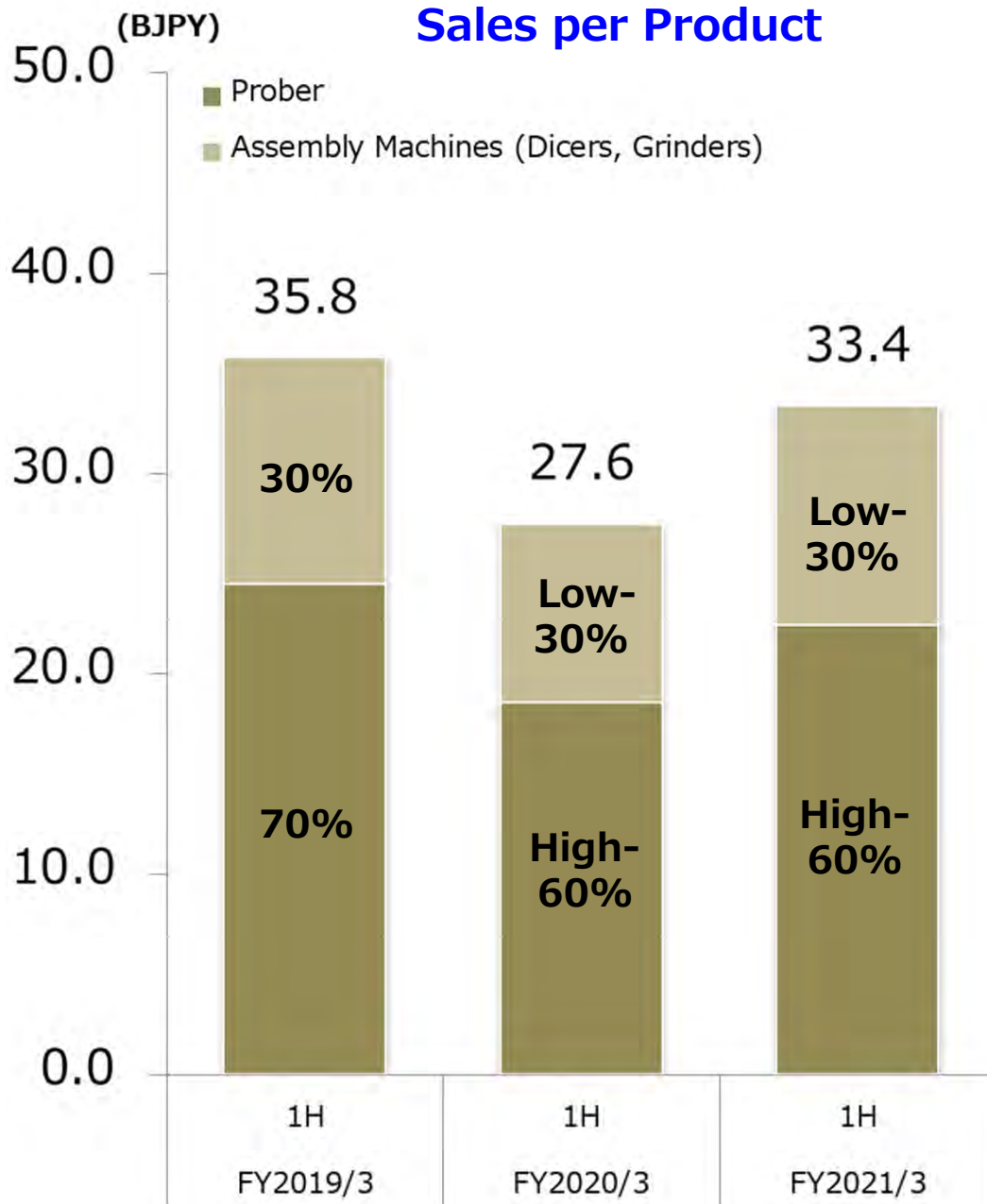




# SPE – Orders and Backlog



# SPE – per Product





# Metrology Instruments Segment



Segment Results (Half Year, BJPY)	FY2020/3		FY2021/3				
	1H	2H	1H	Fcst	Vs. Fcst	HoH	YoY
Orders	15.4	14.4	10.8			-25%	-30%
Sales	14.4	17.3	11.7	11.5	+0.2	-32%	-19%
Operating Profit (OP Margin)	1.8 (13%)	2.5 (15%)	0.6 (5%)			-76%	-67%

Quarter (BJPY)	1Q	2Q	3Q	4Q	1Q	2Q	QoQ	YoY
Orders	8.0	7.4	7.1	7.4	5.8	5.0	-13%	-33%
Sales	6.3	8.2	8.2	9.1	5.6	6.1	+8%	-26%
Operating Profit (OP Margin)	0.4 (7%)	1.4 (17%)	1.3 (16%)	1.3 (14%)	0.3 (6%)	0.3 (4%)	-26%	-82%

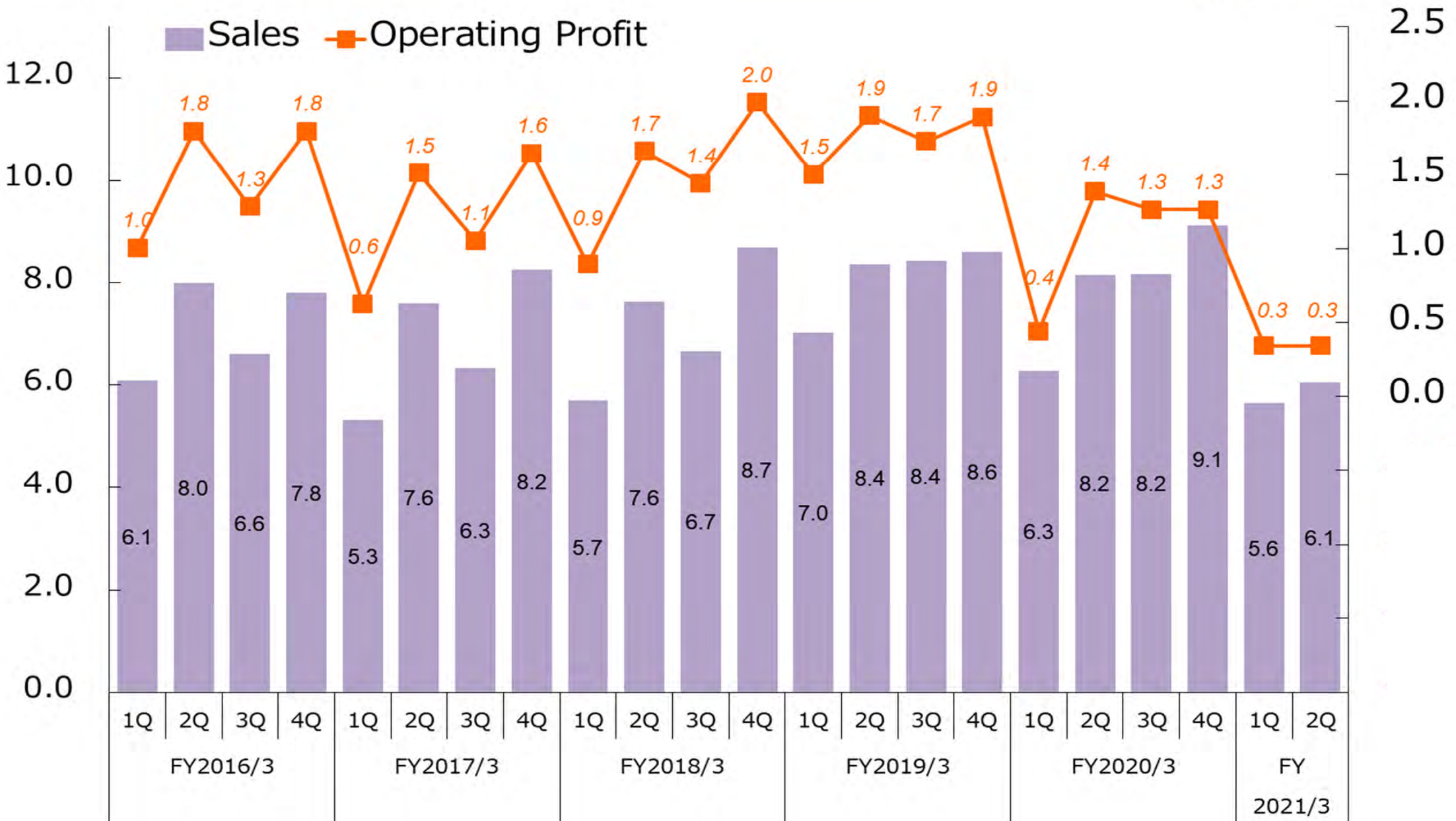
- 1H sales and profits decreased due to the impact on service and sales activities from the decline in equipment demand by COVID-19.
- 1H Orders also decreased YoY and HoH.

# Metrology – Sales and OP



Sales (BJPY)

Operating profit(BJPY)

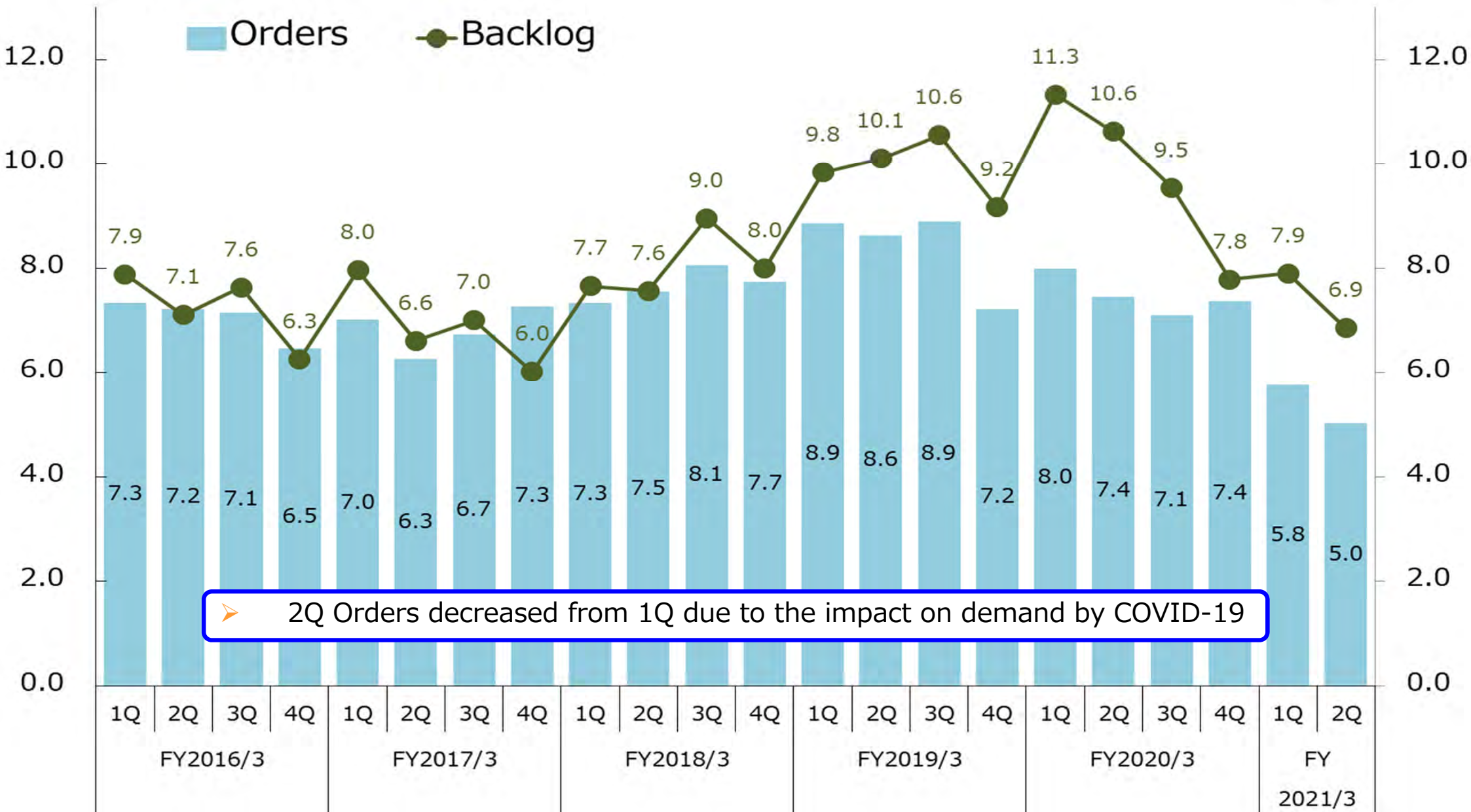


# Metrology – Orders and Backlog

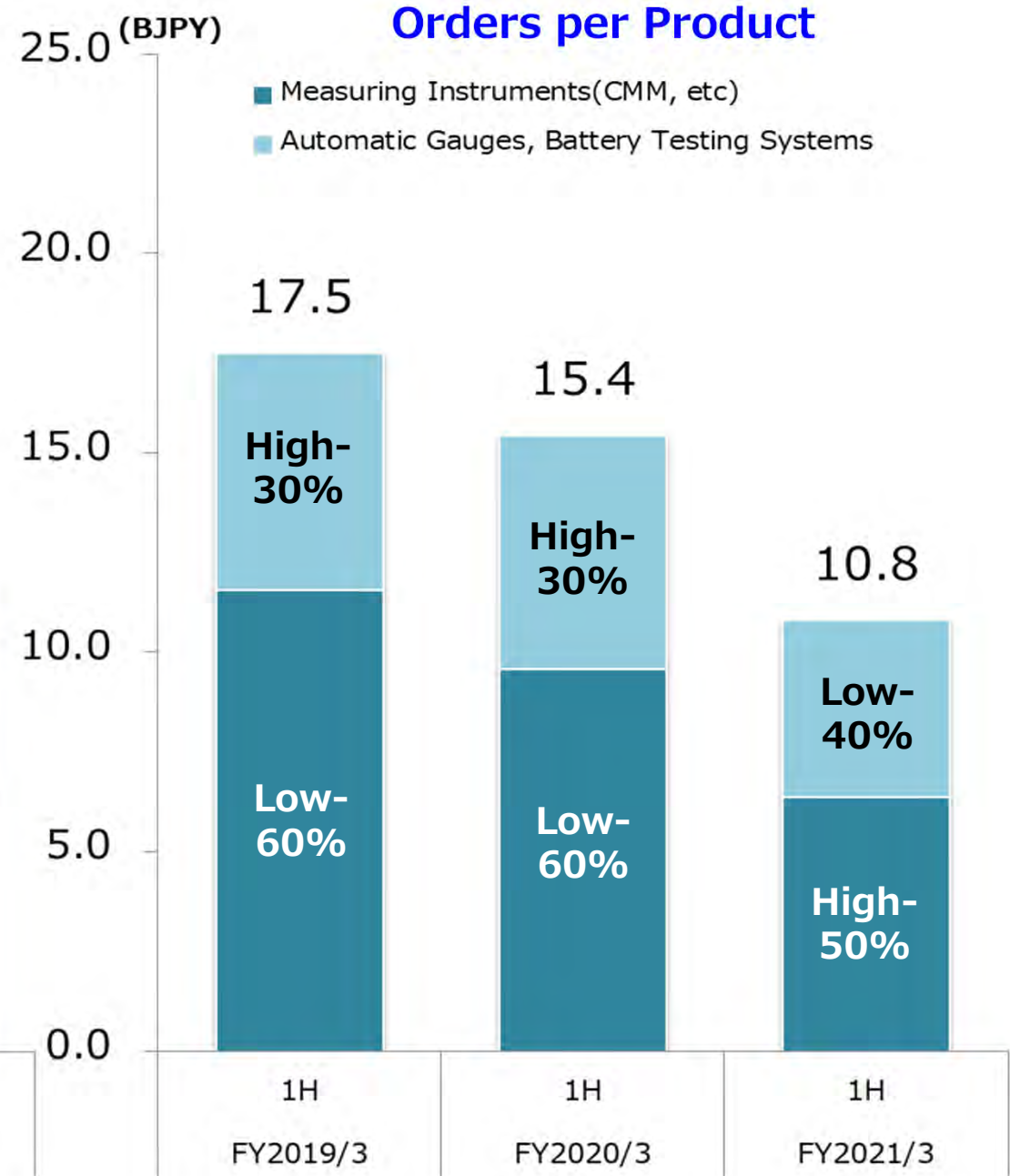
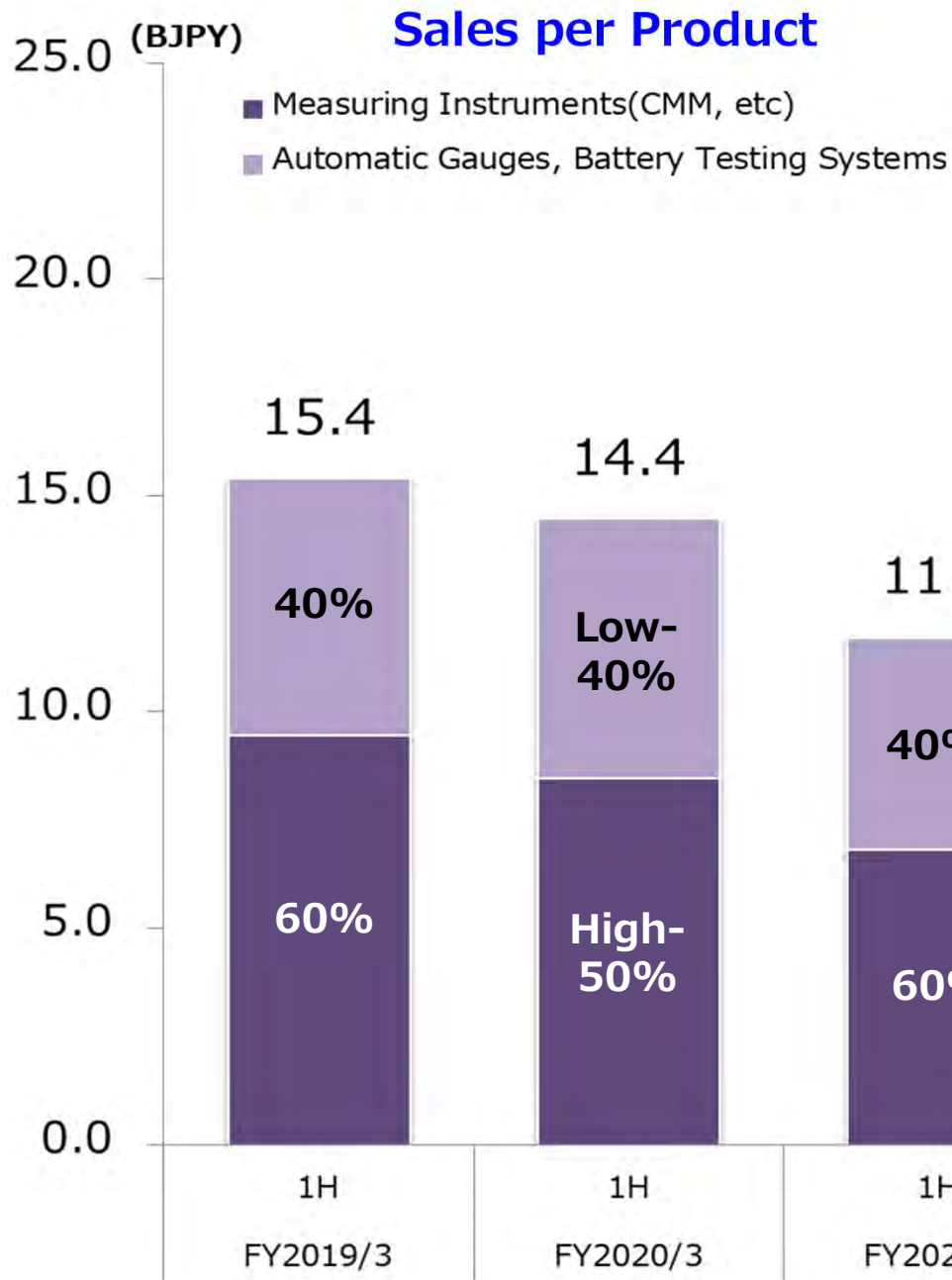


Orders(BJPY)

Backlog(BJPY)



# Metrology – per Product



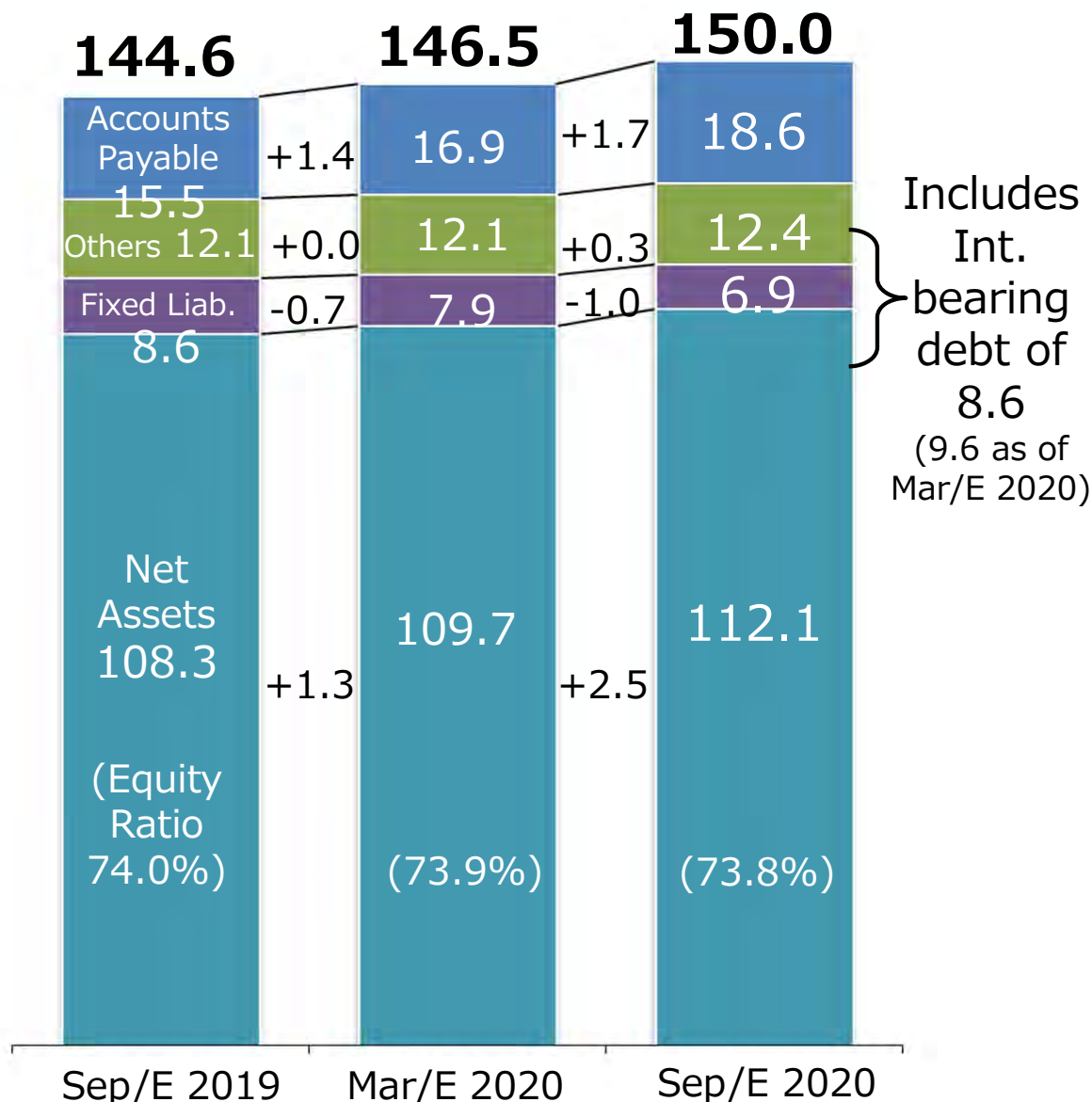
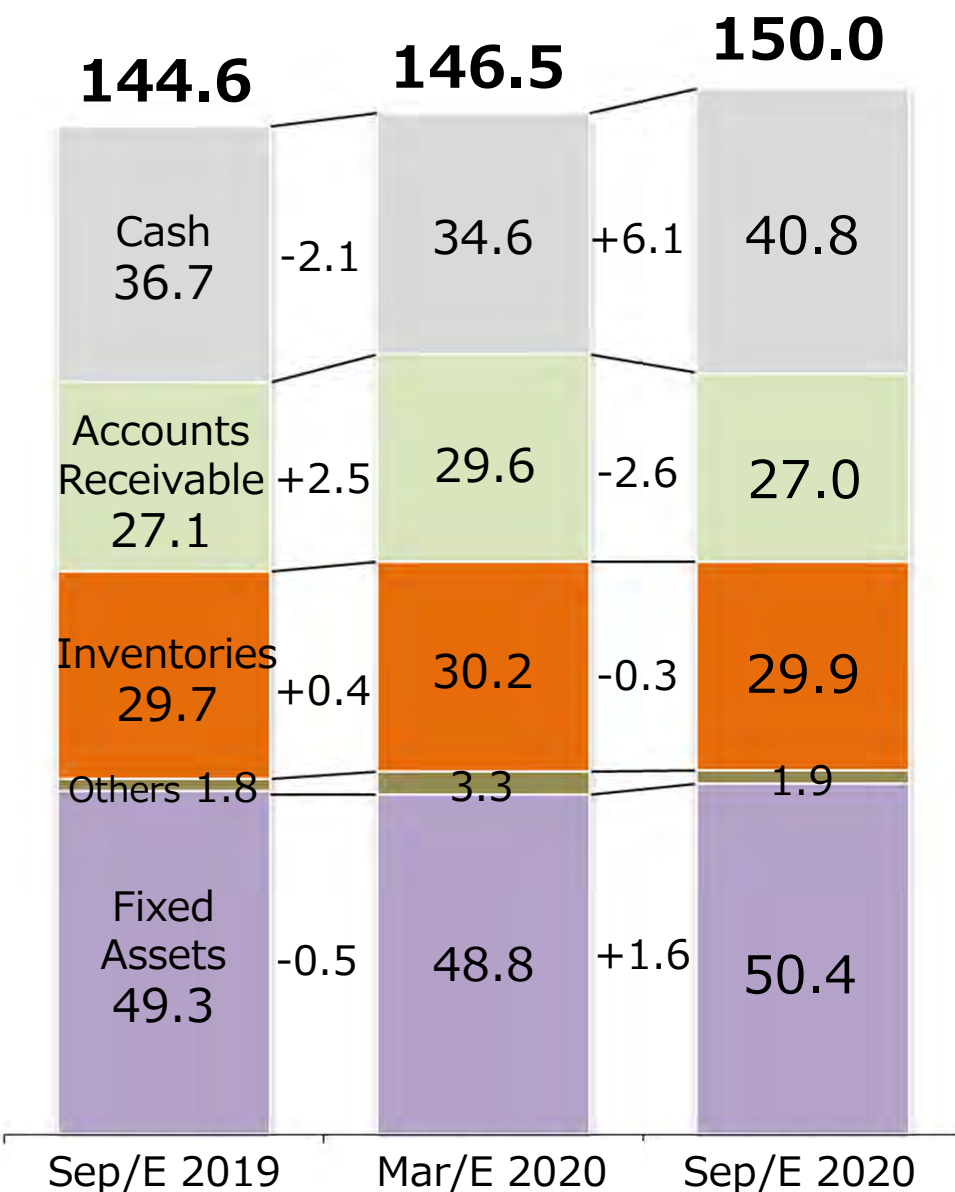


# Balance Sheet



## Assets (BJPY)

## Liabilities and Net Assets (BJPY)

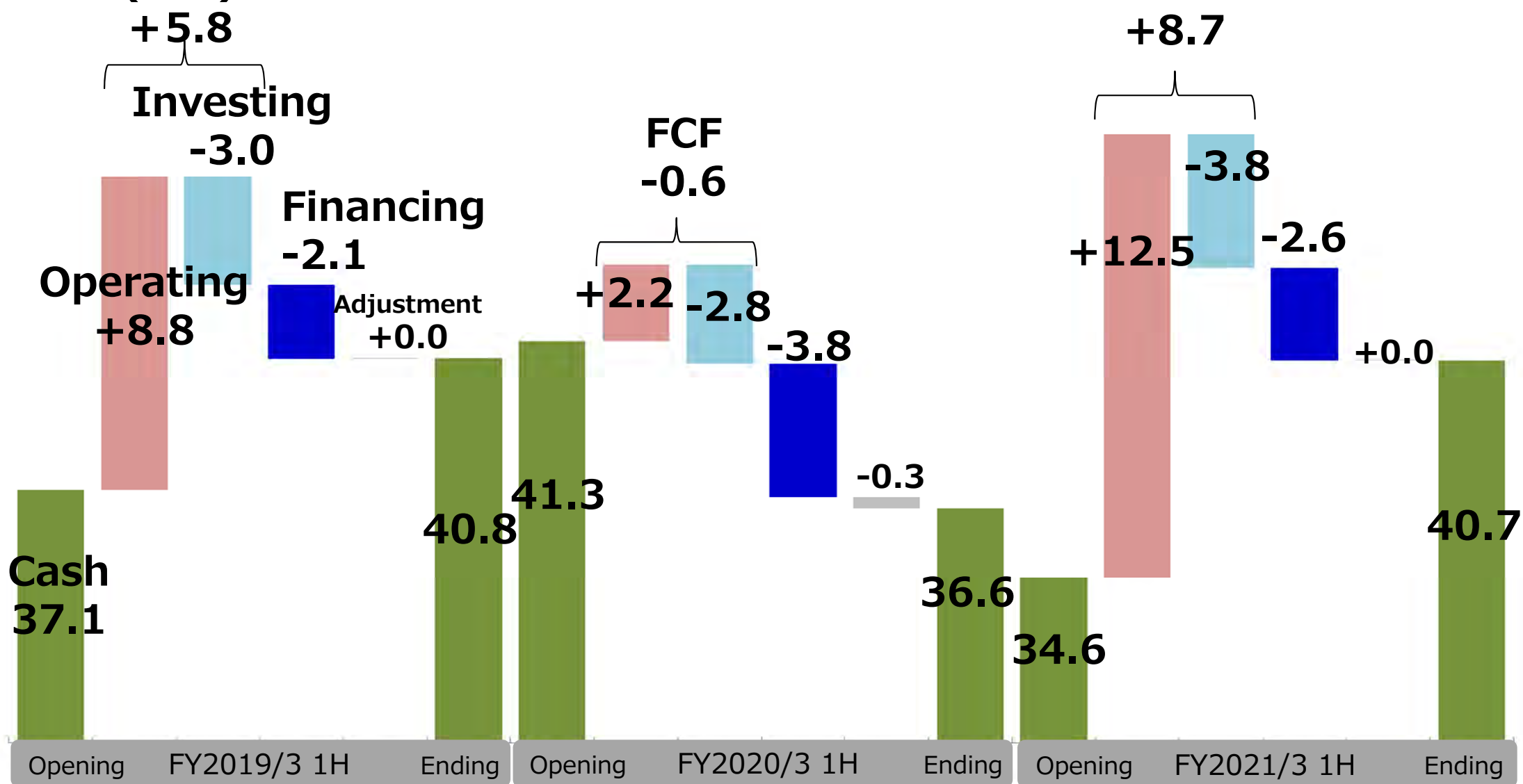


# Cash Flows(CF)



(BJPY)

## Free Cash Flow (FCF)





## Agenda

- ◆ Business results for FY2021/3 2Q
- ◆ **Forecast for FY2021/3**
- ◆ Mid-term business target
- ◆ Q&A

## Overall

- **COVID-19** disruption not expected to end until after 2021
- The impact of the **US-China** trade conflict needs to be determined

## SPE

- Concerns about the influence of the **US-China** trade friction exists, however, stable demand is expected from seasonality and **5G-related** demand
- Proceed with planned **R&D** and **Capex** for uptrend

## Metrology

- Orders are expected to bottom out in 2Q, but recovery is slow
- Focus on **Semiconductor, NEV, and Medical** industry

# FY2021/3 Forecast



Half Year Results and Forecasts (BJPY)	FY2020/3			FY2021/3			
	1H	2H	FY	1H	2H(f)	FY(f)	YoY
<b>Sales</b>	<b>42.0</b>	<b>45.9</b>	<b>87.9</b>	<b>45.1</b>	<b>46.9</b>	<b>92.0</b>	<b>+5%</b>
<b>Operating Profit (OP Margin)</b>	<b>5.6</b> (13%)	<b>6.7</b> (15%)	<b>12.3</b> (14%)	<b>6.3</b> (14%)	<b>6.9</b> (15%)	<b>13.2</b> (14%)	<b>+7%</b>
<b>Recurring Profit</b>	<b>5.7</b>	<b>6.6</b>	<b>12.4</b>	<b>6.4</b>	<b>6.9</b>	<b>13.3</b>	<b>+8%</b>
<b>Net Profit</b>	<b>4.3</b>	<b>2.9</b>	<b>7.2</b>	<b>4.7</b>	<b>5.3</b>	<b>10.0</b>	<b>+40%</b>
<b>Dividend per Share</b>	<b>76 Yen</b>			<b>84 Yen</b>			<b>+8 Yen</b>

## Per Segment

<b>(SPE)</b>	Orders	22.9	34.8	57.7	28.8			
	Sales	27.6	28.6	56.2	33.4	<b>35.0</b>	<b>68.4</b>	<b>+22%</b>
<b>(Metr.)</b>	Orders	15.4	14.4	29.9	10.8			
	Sales	14.4	17.3	31.7	11.7	<b>11.9</b>	<b>23.6</b>	<b>-26%</b>

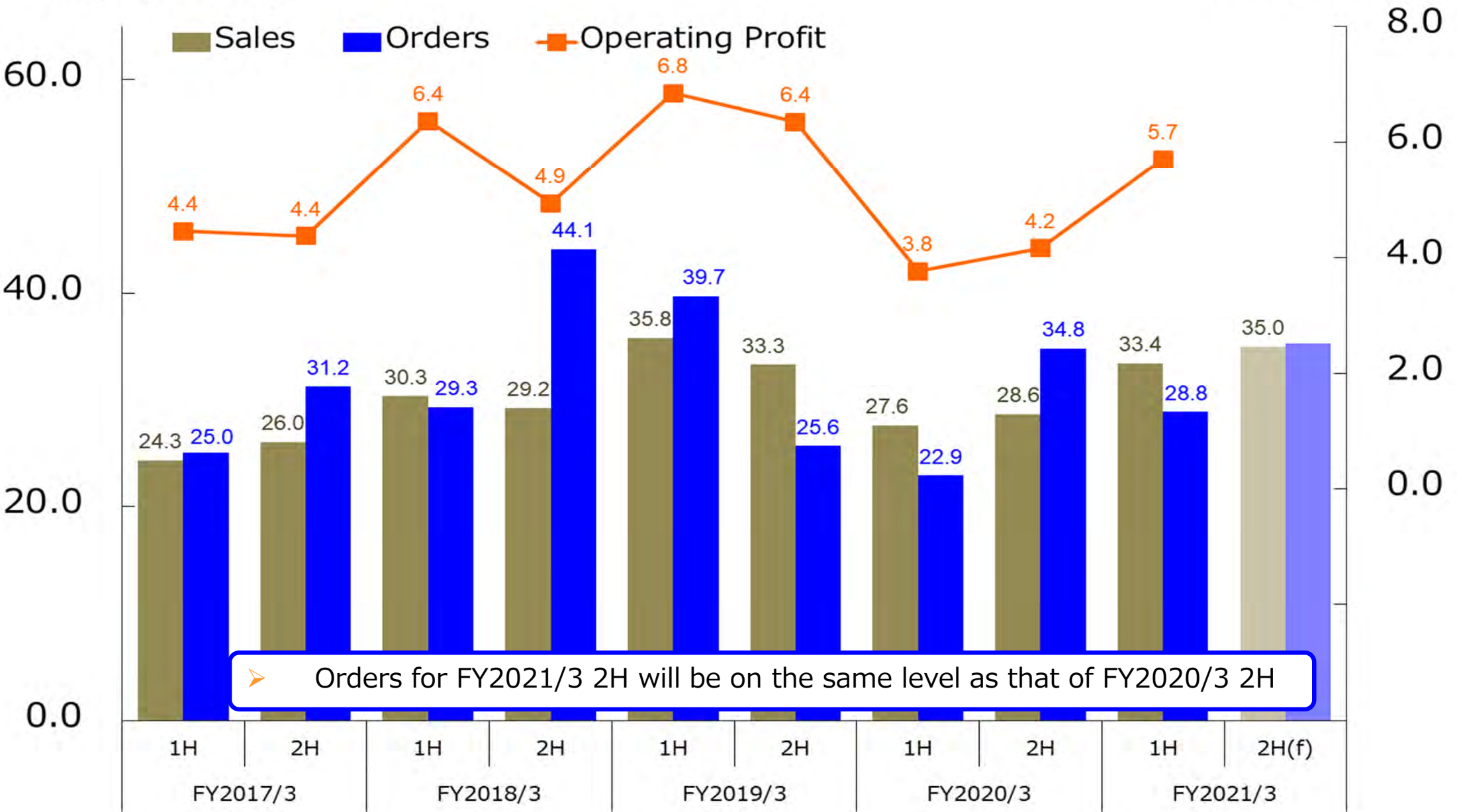
- Sales and profits are expected to increase YoY, due to the strong performance of SPE
- Disclosed dividends along with earnings forecast (42 yen for interim, 42 yen for year-end forecast)
- Ratified repurchase of own shares

# SPE – Sales/Orders incl. Forecasts

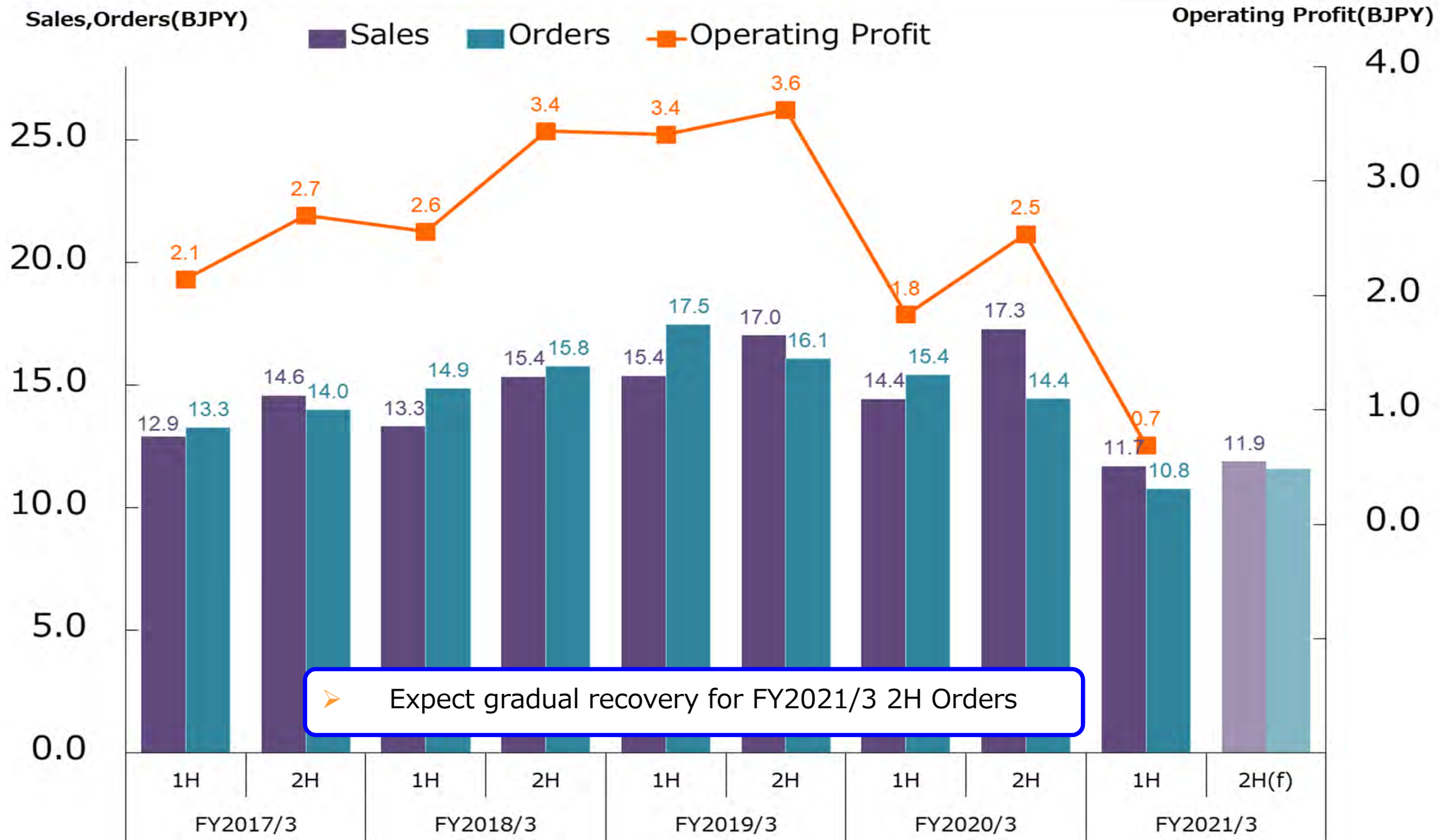


Sales,Orders(BJPY)

Operating Profit(BJPY)



# Metrology – Sales/Orders incl. Forecasts



## Agenda

- ◆ Business results for FY2021/3 2Q
- ◆ Forecast for FY2021/3
- ◆ **Mid-term business target**
- ◆ Q&A



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

**Mid-term target : Achieve OP of ¥22.0B**  
(by FY2021/3)



**Achieve in both cycles**



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

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

# Postponement of the end year of mid-term business target



- The market environment in FY2021/3 has changed significantly from the assumed, creating a situation that lacks consistency.
  - SPE : Fluctuations in demand due to US-China trade conflict
  - Metrology : Stagnant market due to COVID-19
  
- For this reason, the end year of the mid-term target will be postponed by one year to FY2022/3.
  - No change in quantitative target and basic strategy
  - Make necessary investments as planned
  - Further strengthen ESG activities for sustainable growth and enhancement of corporate value



# Corporate strategy

## Technology

**Strengthen product competitiveness,  
Expand target markets**

## Production

**Expand production capacity  
Effectiveness improvement**

## Profit ratio improvement

**Promote information sharing  
Sales expansion of service and consumables**

**Achievement of  
Mid-term goal**



## For sustainable growth

**Actively promote ESG activities to improve corporate value**

# Strategies per Segment

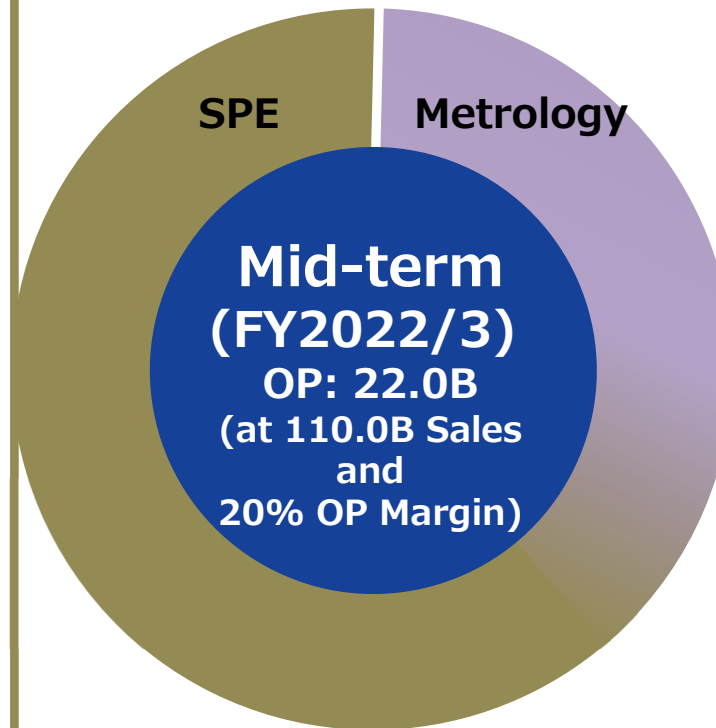


## SPE

- Keep responding to “ALL NEEDS” from Customers to expand the market
- Enhance Apps capability to increase service/support and consumable business
- Proceed in-house MFG and utilize new plants

## Metrology

- Enter Electrical testing area to expand our market with synergy effect
- Business building with competitive products to increase service/support business
- MFG innovation and automation



## Capacity Expansion (SPE : Hino and Miyama)

- Miyama plant : in Full operation
- Hino plant: New bldg. to be completed in FY2023/3



## Capacity Expansion (Metrology: Tsuchiura MI plant)

- Opened in May, 2020
- Will adopt various efficiency improvements



MI: Monozukuri Innovation

## Effectiveness Improvement

- ERP is in stable operation
- Will apply effectiveness improvement

## Apps. Center (New in Taiwan)

- Will start operation in May, 2021



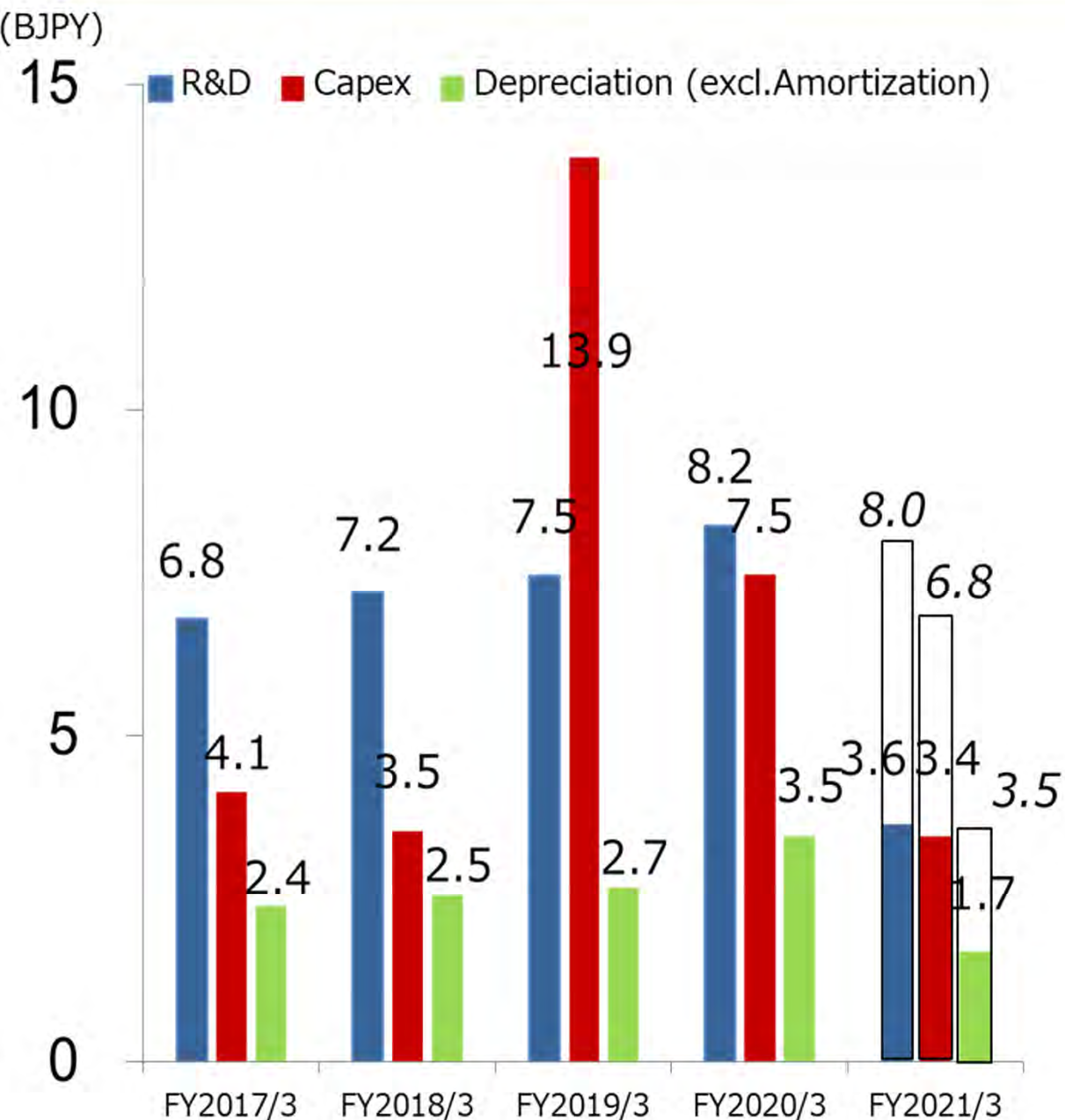
## Metrology Center (Renewal in Osaka)

- Opened in Jan, 2020





# R&D, Capex and Depreciation



## R&D

- To strengthen and maintain competitiveness but R&D/Sales ratio to be less than 10%

## Capex :

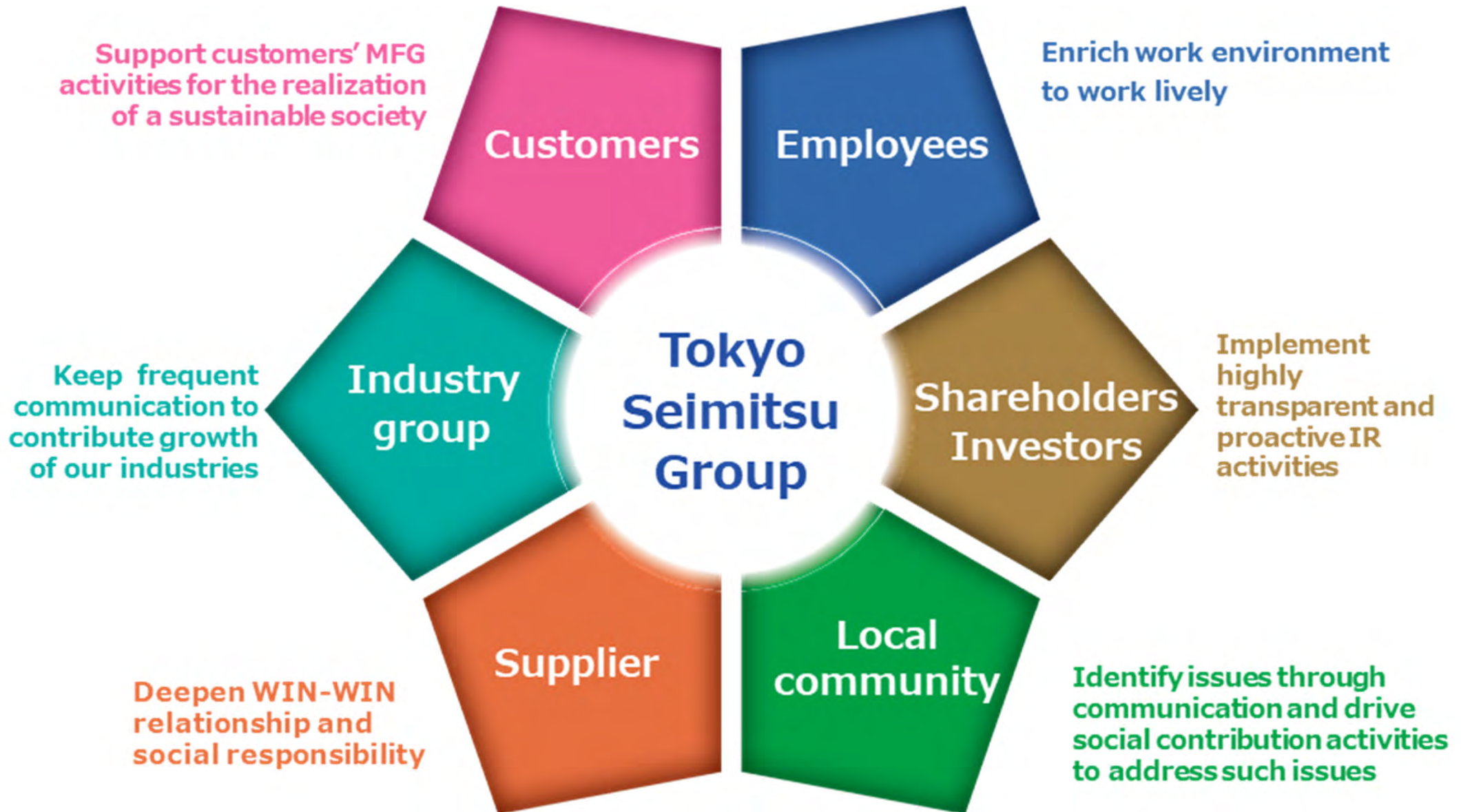
- Continue investing for growth
- The forecast for FY2021/3 will be lowered due to the delay in spending (8.8 billion yen → 6.8 billion yen)

## Depreciation:

- No change in plan for FY2021/3
- Anticipate slight increase after FY2022/3



# ESG: Realizing a sustainable society



# Materiality and ESG Actions



## ● Materiality

<b>Environment</b>	Contribution to the environment through products (Eco-friendly products)
	Contribution to the environment through business activities (Eco-factory)
<b>Social</b>	Providing value through products
	Enhance sustainable supply chain
	Creating rewarding workplaces
<b>Governance</b>	Strengthen the management base
	Enhance compliance system

## ● ESG activities for FY2021/3 1H

### Environment

- **Eco-friendly products: Considering LCA\* at product development**
  - **Global warming prevention : Expand low-carbon power utilization to reduce CO2 emissions**
  - **Resource reduction : Reduce Water/Paper consumption, improve recycling ratio**
- \* LCA : Life Cycle Assessment

### Social

- **Improve working environments: Work style reform**
- **Quality/Safety : QMS Managements, Safety trainings**
- **Supply Chain : CSR activities among all stakeholders**

### Governance

- **Compliance : Enhance compliance and information security systems**
- **Risk Management : Strengthen BCP(Business continuity plan)**

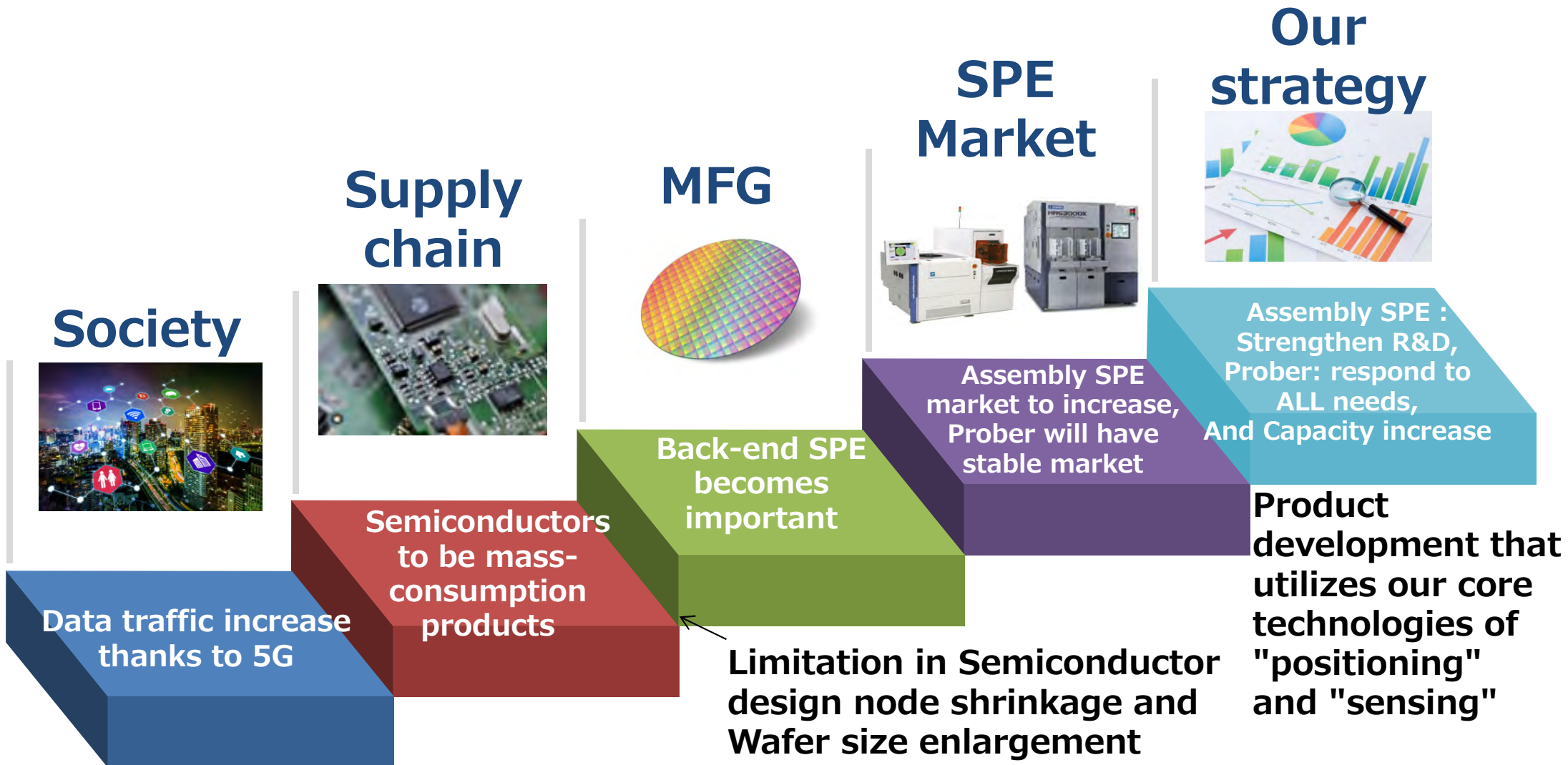
# ISO26000 Core themes and SGDs

ISO 26000 Core Themes	Our Efforts	Correspondent SDGs
<b>Governance</b>	<ul style="list-style-type: none"> <li>● Corporate Governance</li> <li>● Risk Management, Compliance</li> </ul>	
<b>Human Rights</b>	<ul style="list-style-type: none"> <li>● ACCRETECH Group Code of Conduct</li> <li>● Efforts for decent work and human resources</li> </ul>	 
<b>Labor Practices</b>	<ul style="list-style-type: none"> <li>● Global and detailed support system</li> <li>● Supply Chain Enhancement</li> </ul>	 
<b>Environment</b>	<ul style="list-style-type: none"> <li>● Relationship with the Global Environment</li> <li>● Eco-products / Eco-factory</li> </ul>	   
<b>Consumer Issues</b>	<ul style="list-style-type: none"> <li>● Commitment to Customer Satisfaction</li> <li>● Supply Chain Enhancement</li> <li>● Eco-products</li> </ul>	
<b>Community development</b>	<ul style="list-style-type: none"> <li>● Efforts for the health of employees and their families</li> <li>● Human resource development</li> <li>● Relationship with Industry Group</li> </ul>	

# Premises for "Next" mid-term business plan (SPE)



- 5G era let semiconductors be "mass production, mass consumption" products
- Then Back-end SPE will be more important in the entire SPE
- Our core strategy is, as before, R&D strengthening and Capacity expansion





# Premises for "Next" mid-term business plan (Metrology)



- ICE measuring demand to be gradually decreased due to EV increase
- Instead, IoT and EV Battery/Motor measuring demand will rapidly grow
- Our core strategy is expanding product lineup & industries entered and increasing overseas sales

## Automobile

## Non-automobile

Stable Industry

Existing Automobile market  
Synergy effect by SBS Balancer



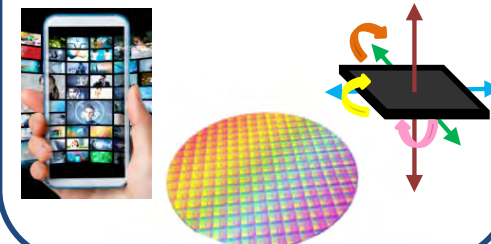
Overseas sales  
Focus on EU and emerging country with expanding product portfolio

Automation demand  
Strengthen SW development



Semiconductor

Commonly build-up new best measuring methods



EV Battery testing

Continue R&D for Charge/Discharge testing systems and realize profitable structure



Aircraft/Medical

Search for potential customers



Growing industry

## Agenda

- ◆ Business results for FY2021/3 2Q
- ◆ Forecast for FY2021/3
- ◆ Mid-term business target
- ◆ **Q&A**





<https://www.accretech.jp/>

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



# Supplementary Data

# Segment Information



(MJPY)		Fiscal Year				Quarter							
		FY2018/3	FY2019/3	FY2020/3	FY2021/3 1H	FY2020/3				FY2021/3			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Orders	SPE	73,327	65,335	57,709	28,835	10,694	12,177	15,375	19,462	12,903	15,932		
	Metr.	30,651	33,573	29,866	10,776	7,974	7,446	7,086	7,359	5,754	5,022		
	Total	103,979	98,909	87,576	39,612	18,668	19,624	22,461	26,821	18,657	20,955		
Backlog	SPE	31,452	27,670	29,182	24,610	26,689	22,991	24,303	29,182	26,653	24,610		
	Metr.	7,996	9,165	7,782	6,855	11,333	10,623	9,538	7,782	7,898	6,855		
	Total	39,448	36,836	36,965	31,465	38,022	33,615	33,842	36,965	34,552	31,465		
Sales	SPE	59,523	69,117	56,198	33,407	11,676	15,874	14,063	14,583	15,432	17,975		
	Metr.	28,671	32,403	31,728	11,704	6,285	8,157	8,170	9,115	5,638	6,066		
	Total	88,194	101,520	87,927	45,112	17,962	24,031	22,233	23,698	21,070	24,041		
OP	SPE	11,292	13,195	7,915	5,682	1,358	2,399	2,111	2,046	2,832	2,850		
	Metr.	5,990	7,025	4,366	599	443	1,387	1,265	1,270	344	255		
	Total	17,283	20,221	12,282	6,282	1,802	3,786	3,376	3,317	3,176	3,105		
OP Margin	SPE	19.0%	19.1%	14.1%	17.0%	11.6%	15.1%	15.0%	14.0%	18.4%	15.9%		
	Metr.	20.9%	21.7%	13.8%	5.1%	7.1%	17.0%	15.5%	13.9%	6.1%	4.2%		
	Total	19.6%	19.9%	14.0%	13.9%	10.0%	15.8%	15.2%	14.0%	15.1%	12.9%		

# Statements of Income



(MJPY)	Fiscal Year				Quarter							
	FY2018/3	FY2019/3	FY2020/3	FY2021/3 1H	FY2019/3				FY2020/3			
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net Sales	88,194	101,520	87,927	45,112	17,962	24,031	22,233	23,698	21,070	24,041		
Cost of goods sold	53,818	60,430	53,452	28,296	10,862	14,687	13,357	14,544	12,863	15,433		
Gross Profit on Sales	34,375	41,090	34,474	16,815	7,100	9,344	8,876	9,154	8,207	8,608		
Selling, general and administrative expenses	17,092	20,869	22,192	10,533	5,297	5,557	5,499	5,837	5,030	5,502		
Operating profit	17,283	20,221	12,282	6,282	1,802	3,786	3,376	3,317	3,176	3,105		
Non-operating income	170	688	255	219	131	78	102	-57	194	118		
Non-operating expenses	138	104	177	85	38	18	51	68	25	153		
Recurring Profit	17,316	20,805	12,360	6,415	1,895	3,846	3,426	3,191	3,345	3,070		
Extraordinary gains	4	58	57	6	2	10	43	1	6	-		
Extraordinary losses	2	419	1,712	293	-	-	42	1,669	-	293		
Profit before income taxes and minority interests	17,318	20,443	10,705	6,127	1,897	3,856	3,427	1,523	3,351	2,776		
Total Income tax and others	4,542	5,719	3,598	1,459	505	1,009	1,153	930	886	573		
Net Profit attributable to Owners of the Parent	12,717	14,665	7,156	4,677	1,402	2,859	2,281	613	2,470	2,207		
Net Profit per Share (Yen)	306.41	352.92	171.89	112.27	33.70	68.69	54.80	14.73	59.30	52.98		
Net Profit per Share (diluted) (Yen)	304.02	350.23	170.72	111.45	-	-	-	-	-	-	-	-

# Balance Sheet



(MJPY)		FY2018/3	FY2019/3	FY2020/3	FY2021/3 (2Q)
Current Assets	Cash and cash equivalents	37,220	41,518	34,640	40,776
	Accounts Receivable ※1	33,439	36,146	29,633	27,029
	Inventories	22,325	29,995	30,152	29,898
	Others	3,364	2,434	3,345	1,878
	Total	96,349	110,094	97,771	99,584
Total Fixed Assets		36,645	47,478	48,777	50,368
Total Assets		132,995	157,573	146,549	149,952
Current Liabilities	Accounts Payable※2	21,870	26,328	16,895	18,570
	Others	10,936	14,620	12,121	12,377
	Total	32,807	40,948	29,017	30,950
Total long-term liabilities		833	9,220	7,857	6,872
Total Liabilities		33,640	50,169	36,874	37,823
Total Net Assets		99,354	107,403	109,674	112,129
Total Liabilities and Net Assets		132,995	157,573	146,549	149,952
Total interest-bearing debt		1,351	11,415	9,641	8,616
Equity Ratio(%)		74.0%	67.3%	73.9%	73.8%
ROE(%)		13.8%	14.4%	6.7%	-

※1: Incl. Electronically recorded monetary claims

※2: Incl. Electronically recorded obligations-operating

# Expenses and Cash Flows



(MJPY)	FY2018/3	FY2019/3	FY2020/3	FY2021/3 1H
R&D expenses	7,194	7,469	8,234	3,634
Capex	3,547	13,872	7,477	3,442
Depreciation (excl. Amortization)	2,541	2,655	3,450	1,674

(MJPY)	FY2018/3	FY2019/3	FY2020/3	FY2021/3 1H
Cash flows from operating activities	10,931	12,932	5,965	12,517
Cash flows from investing activities	-4,649	-13,952	-6,116	-3,767
Free cash flows	6,281	-1,020	-150	8,750
Cash flows from financing activities	-3,163	5,443	-6,375	-2,613
Adjustments	147	-223	-159	3
Cash and cash equivalents at the end of year	37,090	41,290	34,605	40,745

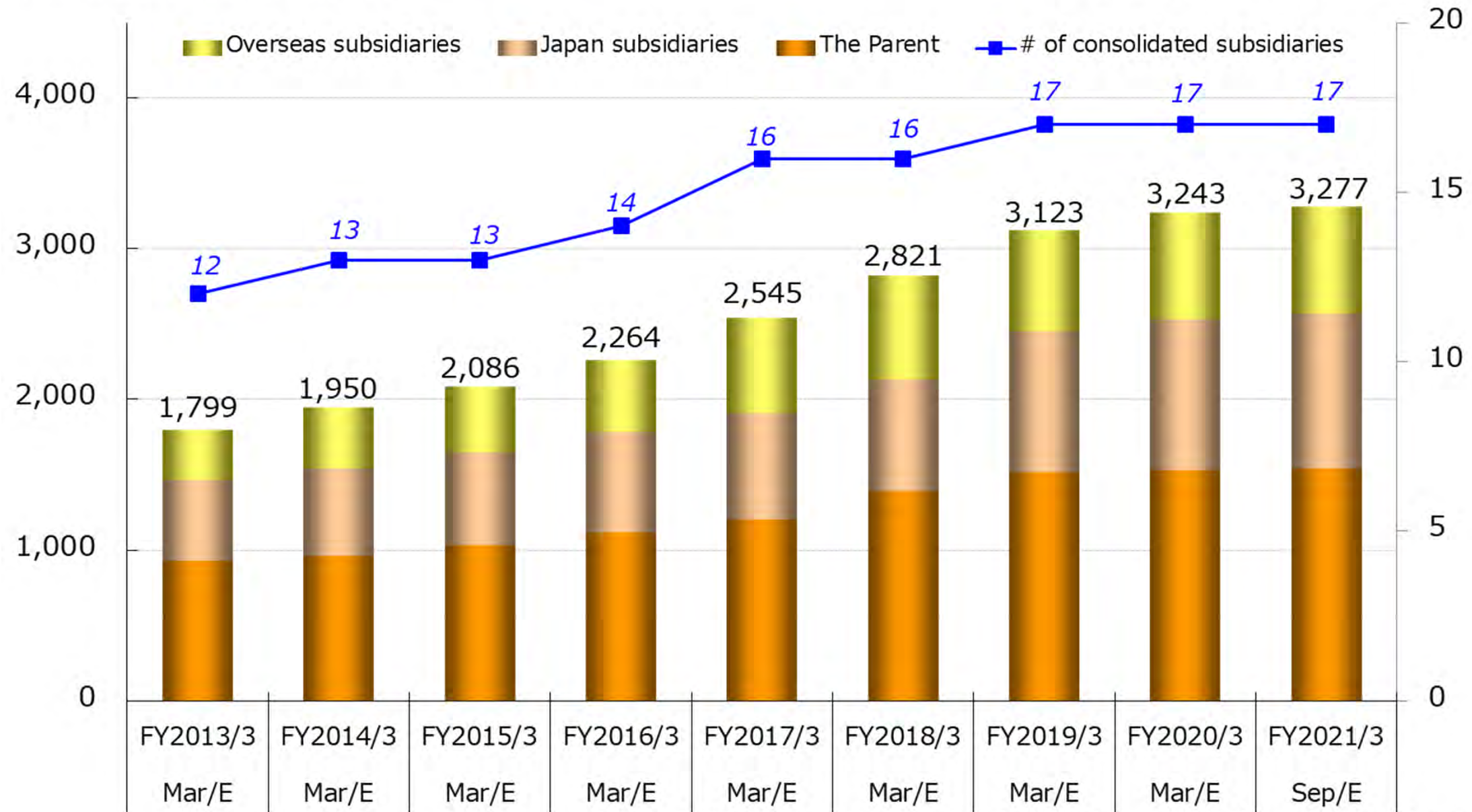


# Number of employees



Number of Employees (person)

# of Consolidated Subsidiaries



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