

# Consolidated Financial Results Ended March 31, 2018

May 2018

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# **Financial Results**

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#### ◆Increased net sales/income due to preferable sales to major customers

			(Millions of yen)		
	Financial Results Ended Mar. 31, 2017	Financial Results Ended Mar. 31, 2018	Changes (Y on Y)	Changes (%)	
Net Sales	155,643	171,967	16,324	10.5%	
Operating Income	14,376	18,052	3,675	25.6%	
Ordinary Income	13,865	18,742	4,876	35.2%	
Net Income Attributable to Owners of Parent	10,096	12,464	2,368	23.5%	
Operating Margin	9.2%	10.5%	1.3Pts	_	
Net Income per Share	137.50yen	175.94yen	38.44yen	—	

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### Sales by Region



### ◆ Increase sales in every segment, domestic/overseas ratio is flat

(Millions of yen)

#### Net sales to outside clients

		Financial Results Ended Mar. 31, 2017	Financial Results Ended Mar. 31, 2018	Changes (Y on Y)	Changes (%)
Domestic	Japan (component ratio)	122,866 (78.9)	134,633 (78.3)	11,767 (-0.6Pts)	9.6%
	China/Korea	6,195	8,176	1,981	32.0%
Overseas	ASEAN	9,451	10,407	956	10.1%
	Americas	17,129	18,750	1,621	9.5%
	Overseas total (component ratio)	32,777 (21.1)	37,333 (21.7)	4,556 (+0.6Pts)	13.9%
	Total	155,643	171,967	16,324	10.5%



#### **Each** segment increased in profit, overseas ratio rose by about 11%

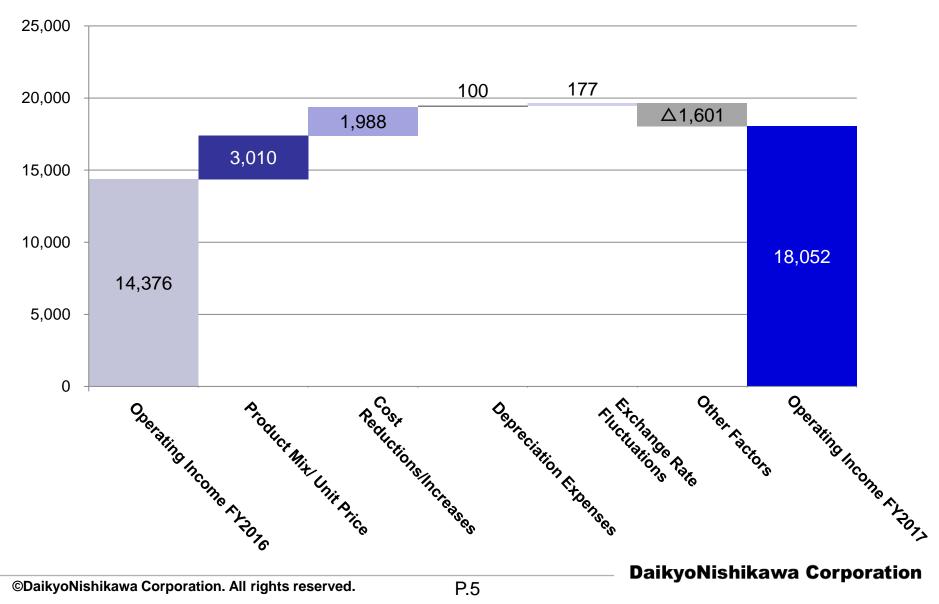
(Millions of yen)

		Financial Results Ended Mar. 31, 2017	Financial Results Ended Mar. 31, 2018	Changes (Y on Y)	Changes (%)
Domestic	Japan (component ratio)	11,873 (81.7)	13,079 (70.6)	1,206 (-11.1Pts)	10.2%
Overseas	China/Korea	315	1,456	1,140	361.4%
	ASEAN	959	1,138	179	18.7%
	Americas	1,380	2,854	1,474	106.8%
	Overseas total (component ratio)	2,654 (18.3)	5,448 (29.4)	2,794 (+11.1Pts)	105.3%
	Total	14,529	18,529	4,000	27.5%

# Reasons for Increase or Decrease in Consolidated Operating Income



(Millions of yen)





# **Financial Forecast for Fiscal 2018**

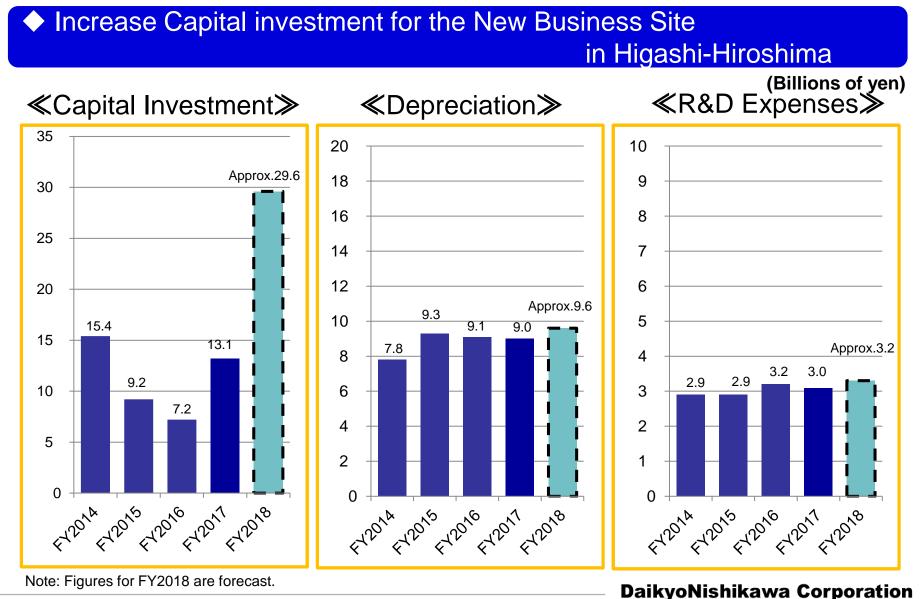
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### ◆ Increase in sales slightly, decline in profit for FY2018

		(Millions of yen)		
	FY2017	FY2018 Forecast	Changes	Changes (%)
Net Sales	171,967	173,000	1,033	0.6%
Operating Income	18,052	14,800	-3,252	-18.0%
Ordinary Income	18,742	14,700	-4,042	-21.6%
Net Income Attributable to Owners of Parent	12,464	10,300	-2,164	-17.4%
Operating Margin	10.5%	8.6%	-1.9Pts	_
Net Income per Share	176.69円	145.38円	-31.31円	_





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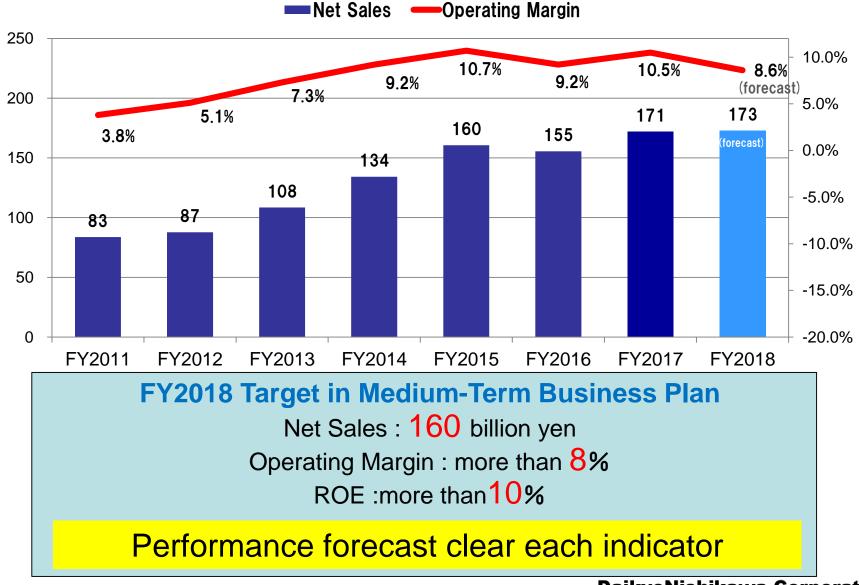


# Medium-Term Business Plan

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### **Management Indicators**





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### **Medium-Term Business Strategies**



### **Base Strategy**

- 1. Strengthen the operation of quality assurance system to realize quality that exceeds customer expectations
- 2. Develop operating functions in four major global segments (Japan, China/Korea, ASEAN, and Americas).
- 3. Pioneer market-oriented products and technologies
- 4. Establish global and local manufacturing and procurement method
- 5. Boost managerial strength in pursuit of global business expansion
- 6. Redesign system for implementation of human resource development and recruitment

#### **Product Strategy**

- 1. Establish core competency in strategic product fields
- 2. Pursue optimal materials, structures, crafting techniques, and cost to add value in major products through engineering breakthroughs

### **Customer Satisfaction Strategy**

1. Obtain sustained orders by proposing developments in strategic products in response to customer needs

2. Win orders by making full use of hubs in four major global segments

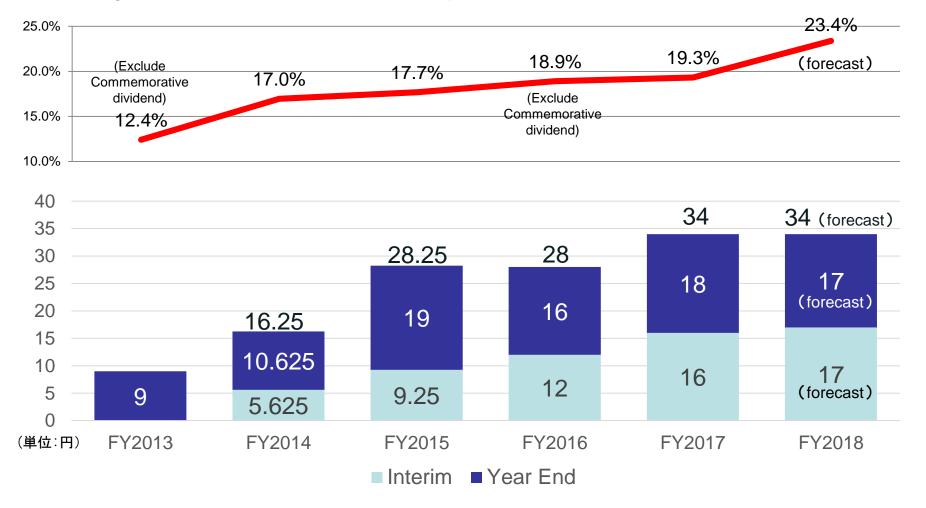
#### **Outpost Strategy**

- 1. Link group operation and build a scenario for stable and profitable operation at each base
- 2. Establish an organizational framework for optimal production, procurement, and delivery
- 3. Spread the production methods of the main factory in Japan to establish autonomous operation at each base

### Shareholder Return



### Change in dividend per share / payout ratio



Note: DaikyoNishikawa conducted a four-for-one share split of ordinary shares on the effective date of January 1, 2016. Fiscal 2015 interim dividend per share was calculated under the assumption that a share split was conducted (37.00 yen to 9.25 yen). Fiscal 2014 annual dividend per share was calculated under the assumption that a share split was conducted (65.00 yen to 16.25 yen).

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