

10-year Financial Data

Consolidated Balance Sheets

Unit: Million yen

Assets	'14.3	'15.3	'16.3	'17.3	'18.3	'19.3	'20.3	'21.3	'22.3	'23.3
Current assets	32,087	33,515	36,892	36,974	35,507	34,431	38,005	39,937	47,049	46,711
Cash and deposits	12,033	13,076	18,338	17,203	15,602	13,940	15,321	14,316	18,516	18,517
Notes and accounts receivable - trade	7,584	7,231	6,846	7,319	7,059	6,424	8,162	9,318	9,940	9,514
Electronically recorded monetary claims - operating	-	-	42	61	65	49	60	58	-	-
Contract assets	-	-	-	-	-	-	-	-	204	173
Securities	1,870	2,071	2,124	360	829	-	30	-	-	39
Merchandise and finished goods	3,057	3,570	2,716	3,145	4,332	5,786	4,531	5,142	5,839	7,221
Work in process	3,551	3,674	3,102	3,074	2,904	3,115	3,932	4,822	4,976	5,292
Raw materials and supplies	2,510	2,543	2,627	3,214	3,438	3,864	4,617	4,824	5,716	4,660
Deferred tax assets	250	37	65	306	-	-	-	-	-	-
Allowance for doubtful accounts	-14	-11	-9	-12	-12	-1	-1	-10	-9	-9
Other	1,243	1,321	1,039	2,301	1,287	1,252	1,351	1,465	1,864	1,301
Non-current assets	25,504	23,406	23,534	23,844	23,807	23,999	24,989	28,690	34,268	36,910
Property, plant and equipment	23,181	20,471	20,276	20,400	20,547	20,793	21,962	23,778	27,684	30,585
Buildings and structures, net	5,882	5,425	4,770	3,734	3,419	3,114	3,032	3,097	3,166	3,132
Machinery, equipment and vehicles	9,679	7,657	7,704	8,220	9,114	8,822	8,759	11,347	12,533	13,069
Tools, furniture and fixtures	1,114	938	858	817	878	859	865	879	969	1,150
Land	5,737	5,795	5,674	5,704	5,703	5,801	5,771	5,835	5,803	5,920
Leased assets	-	-	777	704	635	864	724	624	510	414
Construction in progress	766	654	491	1,218	795	1,331	2,808	1,993	4,701	6,896
Intangible assets	261	259	219	168	165	150	140	134	569	1,184
Goodwill	22	8	-	-	-	-	-	-	-	-
Other	238	250	219	-	-	-	-	-	-	-
Investments and other assets	2,062	2,675	3,038	3,275	3,094	3,055	2,886	4,777	6,013	5,141
Investment securities	1,644	2,080	1,687	1,716	1,558	1,521	1,524	2,636	3,276	2,812
Long-term loans receivable	0	0	0	0	0	1	0	1	1	1
Retirement benefit asset	-	-	-	-	-	-	-	485	720	678
Deferred tax assets	41	81	178	340	406	393	400	443	800	756
Allowance for doubtful accounts	-107	-79	-79	-79	-79	-79	-79	-27	-27	-27
Other	484	592	1,251	1,298	1,208	1,219	1,040	1,238	1,241	919
Total assets	57,592	56,921	60,427	60,819	59,315	58,431	62,995	68,627	81,317	83,622
Liabilities										
Current liabilities	12,278	13,569	13,680	13,227	11,204	15,680	16,046	17,069	20,661	19,465
Notes and accounts payable - trade	3,108	2,655	2,645	3,224	2,687	2,407	2,776	2,612	3,882	1,827
Short-term borrowings	3,328	3,825	1,788	1,525	1,753	2,675	1,754	2,375	3,199	2,361
Current portion of long-term borrowings	3,801	4,546	5,093	5,089	4,111	7,804	7,575	7,976	6,346	9,658
Lease obligations	-	-	70	68	70	149	570	180	196	254
Accounts payable - other	1,016	1,075	2,707	1,535	1,184	1,258	1,976	1,779	3,610	2,659
Income taxes payable	127	184	191	528	177	240	204	558	1,335	976
Provision for bonuses	263	476	471	461	453	239	210	400	724	800
Provision for bonuses for directors	-	-	-	15	-	-	-	-	15	-
Other	633	805	711	779	765	905	978	1,186	1,350	927
Non-current liabilities	8,667	10,896	16,380	16,354	17,230	12,183	16,768	17,788	20,425	20,974
Long-term borrowings	6,050	8,258	12,444	12,851	14,581	9,310	14,457	15,146	17,769	18,390
Lease obligations	-	-	712	640	570	718	162	459	330	173
Deferred tax liabilities	679	822	740	865	681	706	714	958	1,008	1,135
Retirement benefit liability	1,578	1,493	2,114	1,691	1,101	1,185	1,210	982	1,092	1,048
Long-term accounts payable - other	218	161	222	172	165	134	94	105	93	77
Other	141	159	146	132	129	128	129	137	130	148
Total liabilities	20,946	24,465	30,061	29,581	28,434	27,864	32,814	34,858	41,086	40,439
Net assets										
Shareholders' equity										
Share capital	19,344	19,344	19,344	19,344	19,344	19,344	19,344	19,344	19,344	19,344
Capital surplus	12,413	12,413	7,158	7,158	7,158	7,158	7,158	7,158	7,168	7,172
Retained earnings	1,356	-5,309	-19	687	66	-530	-334	686	4,131	6,500
Treasury shares	-1,532	-1,910	-1,914	-1,917	-1,920	-1,921	-1,924	-1,926	-1,928	-1,929
Total shareholders' equity	31,582	24,538	24,570	25,273	24,649	24,051	24,244	25,263	28,715	31,088
Accumulated other comprehensive income										
Valuation difference on available-for-sale securities	234	526	288	423	375	329	305	953	1,287	1,069
Deferred gains or losses on hedges	-	-	-	-	-	-	-46	-104	-	-
Foreign currency translation adjustment	232	1,891	1,053	831	751	845	434	1,155	2,551	3,318
Remeasurements of defined benefit plans	235	350	-178	-22	190	263	135	624	566	425
Total accumulated other comprehensive income	702	2,768	1,164	1,232	1,317	1,437	828	2,629	4,405	4,812
Non-controlling interests	4,360	5,148	4,631	4,730	4,913	5,077	5,107	5,876	7,109	7,281
Total net assets	36,646	32,455	30,366	31,237	30,880	30,566	30,180	33,769	40,231	43,182
Total liabilities and net assets	57,592	56,921	60,427	60,819	59,315	58,431	62,995	68,627	81,317	83,622

Consolidated Statements of Income

	Unit: Million yen									
	'14.3	'15.3	'16.3	'17.3	'18.3	'19.3	'20.3	'21.3	'22.3	'23.3
Net sales	33,788	31,076	32,182	30,959	30,298	28,457	29,881	33,189	41,306	38,430
Cost of sales	26,736	26,752	25,287	23,450	23,570	22,276	23,443	24,867	29,081	26,788
Gross profit	7,052	4,324	6,894	7,508	6,728	6,181	6,438	8,321	12,224	11,642
Selling, general and administrative expenses	6,266	6,611	6,201	6,113	6,427	6,134	6,160	6,232	7,029	7,432
Operating profit	785	-2,286	693	1,395	300	47	277	2,089	5,194	4,210
Non-operating income	804	1,362	782	619	313	623	492	760	1,658	1,253
Interest income	26	32	37	46	64	63	53	30	43	76
Dividend income	28	30	43	36	33	38	42	50	56	78
Insurance claim income	-	-	65	79	67	256	56	54	76	80
Subsidy income	-	-	400	313	-	-	220	63	-	-
Foreign exchange gains	530	1,056	-	-	-	124	-	399	1,317	809
Other	219	242	235	143	148	140	119	161	163	209
Non-operating expenses	271	246	778	463	397	289	425	316	305	357
Interest expenses	213	126	164	132	128	127	121	114	131	209
Foreign exchange losses	-	-	536	255	127	-	215	-	-	-
Compensation expenses	-	-	-	-	-	88	-	104	45	-
Other	58	119	77	74	141	73	88	98	128	148
Ordinary profit	1,318	-1,170	697	1,551	216	381	344	2,533	6,547	5,106
Extraordinary income	6	2	18	237	312	5	599	101	14	60
Gain on sale of non-current assets	3	2	11	67	33	4	201	9	14	13
Gain on sale of investment securities	-	-	7	45	30	0	94	49	-	46
Gain on sale of businesses	-	-	-	-	-	-	302	-	-	-
Gain on liquidation of subsidiaries and associates	-	-	-	-	-	-	-	41	-	-
Gain on contribution of securities to retirement benefit trust	-	-	-	124	248	-	-	-	-	-
Other	2	-	-	-	-	-	-	-	-	-
Extraordinary losses	128	4,522	59	595	326	148	55	290	495	38
Loss on sale of non-current assets	7	37	35	7	13	11	0	0	0	0
Loss on retirement of non-current assets	43	222	4	19	1	6	2	0	201	0
Impairment losses	0	368	12	293	77	13	18	221	293	38
Restructuring costs	-	3,892	-	-	-	-	-	-	-	-
Loss on business transfer	-	-	-	-	-	116	33	40	-	-
Loss on valuation of investment securities	-	-	6	-	-	-	-	24	-	-
Loss on abandonment of inventories	-	-	-	218	-	-	-	-	-	-
Product compensation expenses	-	-	-	-	234	-	-	-	-	-
Other	76	2	-	57	-	-	-	3	0	-
Profit before income taxes	1,195	-5,690	656	1,193	203	238	888	2,343	6,066	5,127
Income taxes - current	192	260	278	542	189	302	258	566	1,408	1,431
Income taxes for prior periods	-	-	36	-	30	-	-	-	69	-
Income taxes - deferred	26	187	0	-213	67	84	75	94	-314	145
Profit attributable to non-controlling interests	167	207	202	172	214	327	278	459	1,054	341
Profit attributable to owners of parent	810	-6,346	139	691	-298	-475	276	1,223	3,848	3,208

Consolidated statement of comprehensive income

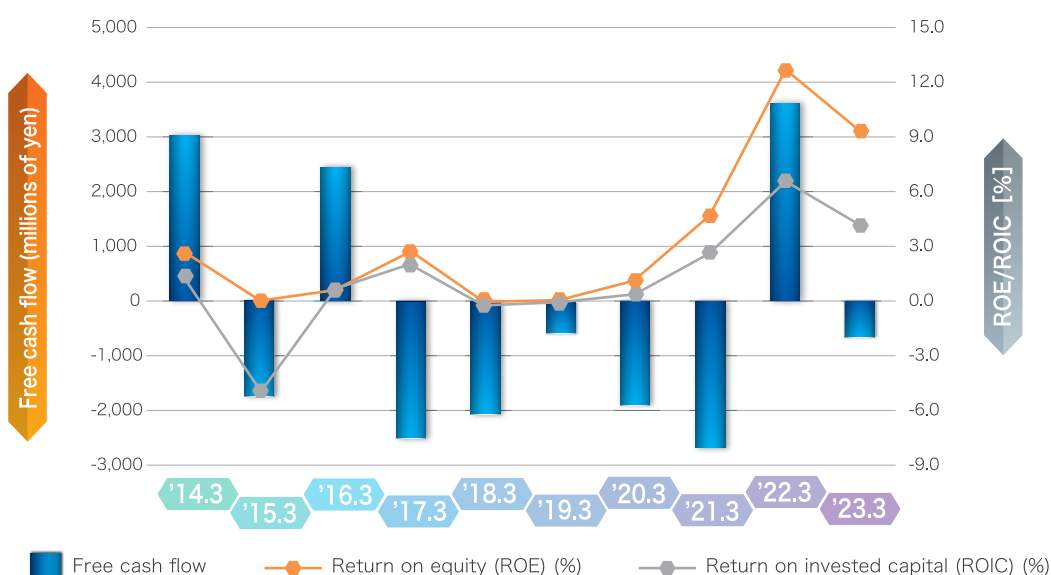
	Unit: Million yen									
	'14.3	'15.3	'16.3	'17.3	'18.3	'19.3	'20.3	'21.3	'22.3	'23.3
Profit	977	-6,139	341	864	-84	-148	554	1,682	4,903	3,550
Total other comprehensive income	1,375	2,740	-2,151	119	180	150	-648	2,609	2,634	471
Valuation difference on available-for-sale securities	144	292	-238	135	-15	-2	115	1,067	656	-451
Deferred gains or losses on hedges	-	-	-	-	-	-	-46	-58	104	-
Foreign currency translation adjustment	1,231	2,332	-1,372	-168	-20	75	-580	1,111	1,931	1,045
Remeasurements of defined benefit plans	-	115	-540	152	216	78	-137	489	-57	-122
Comprehensive income	2,353	-3,398	-1,809	983	95	1	-94	4,292	7,537	4,021
Total comprehensive income attributable to:										
Shareholders of DAISHINKU Corporation	1,932	-4,280	-1,464	768	-213	-355	-332	3,023	5,624	3,615
Comprehensive income attributable to non-controlling interests	420	882	-345	215	309	357	238	1,268	1,912	406

10-year Financial Data

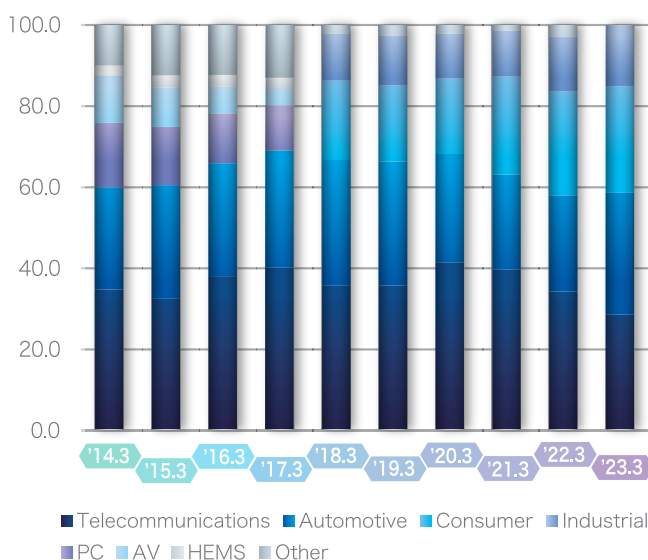
Consolidated statements of cash flows and other information

Unit: Million yen

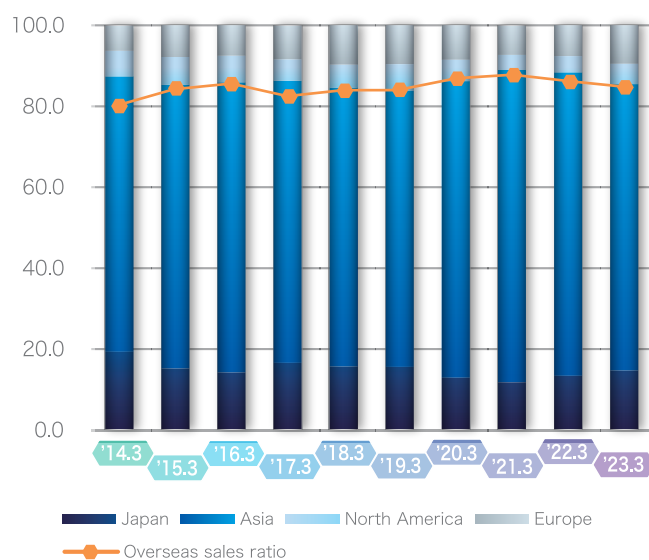
	'14.3	'15.3	'16.3	'17.3	'18.3	'19.3	'20.3	'21.3	'22.3	'23.3
Net cash provided by (used in) operating activities	5,458	1,931	4,847	2,584	849	998	688	2,707	8,762	5,859
Net cash provided by (used in) investing activities	-2,434	-3,664	-2,418	-5,070	-2,925	-1,590	-2,592	-5,388	-5,176	-6,524
Net cash provided by (used in) financing activities	-4,497	2,098	3,433	-318	501	-1,054	3,586	870	382	1,298
Free cash flow	3,024	-1,733	2,429	-2,486	-2,076	-592	-1,904	-2,681	3,586	-665
Capital expenditures	2,625	3,507	3,349	3,624	2,888	2,484	4,047	4,355	7,116	5,913
Depreciation	3,513	3,648	2,459	2,584	2,860	2,801	2,582	2,921	3,494	3,993
R&D expenses	1,912	2,080	1,818	1,739	1,825	1,716	1,907	2,048	2,171	2,205
R&D expenses to net sales (%)	5.7	6.7	5.6	5.6	6.0	6.0	6.4	6.2	5.3	5.7
Net income per share	24.44	-194.30	4.33	21.41	-9.23	-14.74	8.56	37.90	119.21	99.41
Shareholders' equity per share	974.23	844.76	796.41	820.57	804.03	789.34	776.61	864.05	1,026.09	1,112.24
Dividends per share	11.30	2.50	2.50	7.50	5.00	3.80	5.00	8.75	18.25	28.00
Dividend payout ratio (%)	46.0	-	57.8	35.0	-	-	58.4	23.1	15.3	28.2
Gross profit to net sales (%)	20.9	13.9	21.4	24.3	22.2	21.7	21.5	25.1	29.6	30.3
Operating income to net sales (%)	2.3	-	2.2	4.5	1.0	0.2	0.9	6.3	12.6	11.0
Return on total assets (operating income) (ROA) (%)	1.3	-	1.2	2.3	0.5	0.1	0.5	3.2	6.9	5.1
Return on equity (ROE) (%)	2.6	-	0.5	2.7	-	-	1.1	4.6	12.6	9.3
Return on invested capital (ROIC) (%)	1.3	-5.0	0.7	2.0	-0.2	-0.1	0.3	2.6	6.6	4.1



Percentage of sales by application



Sales composition by geographical area

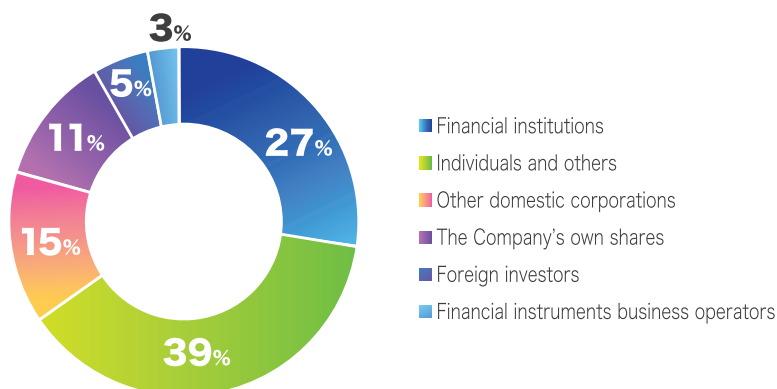


Stock-related Information

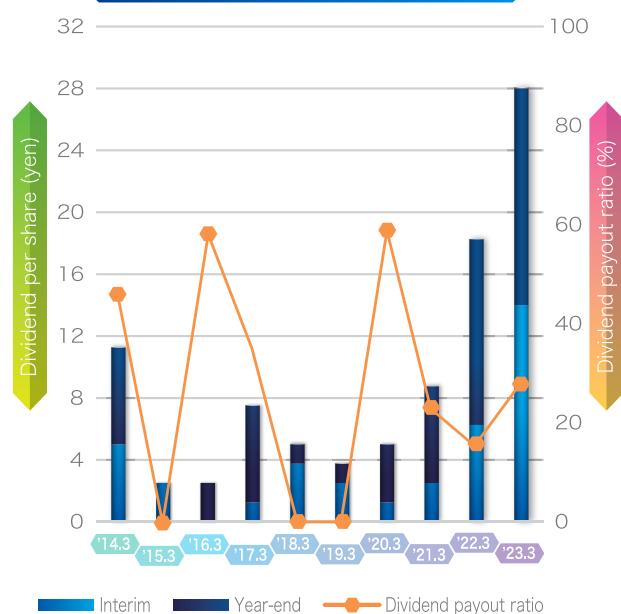
Date of foundation	November 3, 1959
Date of incorporation	May 8, 1963
Trade name	DAISHINKU CORP.
Head office	1389 Shinzaike, Hiraoka-cho, Kakogawa, Hyogo, Japan
Share capital	19,344 million yen
Consolidated number of employees	3,350

Fiscal year-end	March 31
Stock exchange listing	Tokyo Stock Exchange Prime Market
Number of shares authorized	104,000,000 shares
Number of shares issued	36,196,968 shares
Trading unit	100 shares
Number of shareholders	14,250

Shareholder Composition

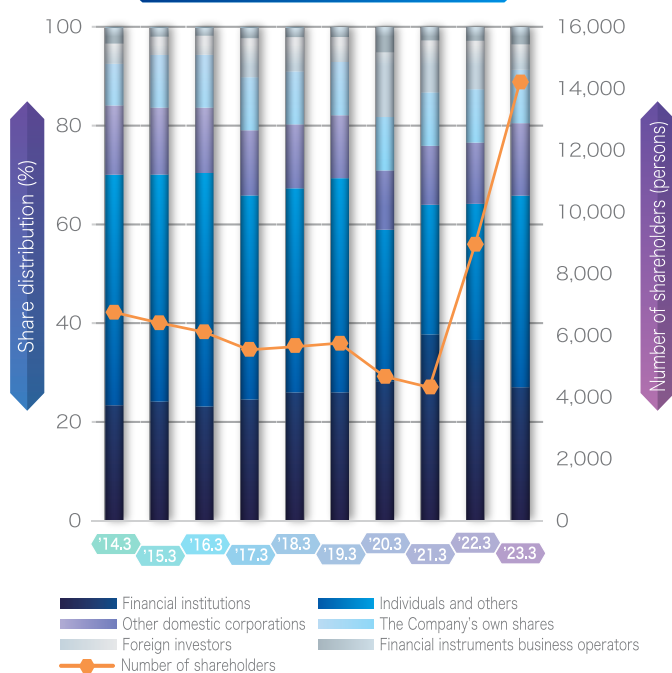


Changes in shareholder returns and dividend payout ratio



* This graph was recalculated using the number of shares issued as of March 31, 2023.

Changes in share distribution



	'14.3	'15.3	'16.3	'17.3	'18.3	'19.3	'20.3	'21.3	'22.3	'23.3
Interim	4(5)	2(2.5)	0	1(1.25)	15(3.25)	10(2.5)	5(1.25)	10(2.5)	25(6.25)	14
Year-end	5(6.25)	0	2(2.5)	25(6.25)	5(1.25)	5(1.25)	15(3.25)	25(6.25)	12	14
Dividend payout ratio	46.0	-	57.8	35.0	-	-	58.4	23.1	15.3	28.2

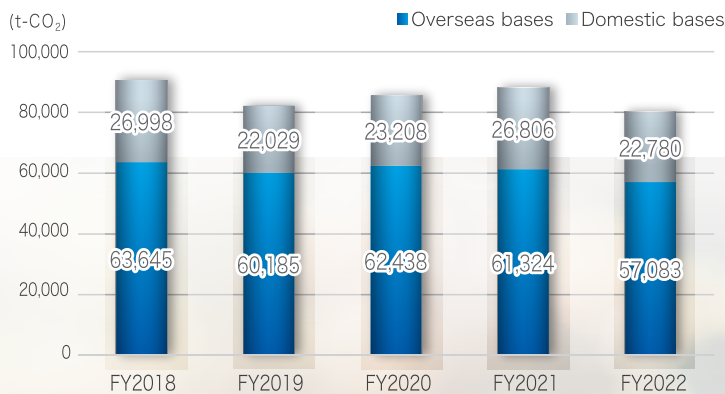
* The Company implemented a 1-for-5 reverse stock split on its common shares on October 1, 2016 and subsequently executed a 4-for-1 stock split on its common shares on November 1, 2021. The values in parentheses were recalculated using the number of shares issued as of March 31, 2022.

* The dividend payout ratio is not provided for fiscal years in which net loss was reported.

Key Environmental Data

Reduction of GHG emissions		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Total GHG emissions (Scopes 1, 2 and 3 emissions)		t-CO ₂ e	194,588	198,780	217,359	225,429	211,837
GHG emissions (Scopes 1 and 2 emissions)			90,643	82,214	85,646	88,129	79,863
Scope 1	Japan		3,134	3,047	3,051	3,397	4,049
	Overseas		2,579	2,612	2,564	2,886	3,568
Scope 2	Japan		555	435	487	511	481
	Overseas		87,510	79,167	82,595	84,732	75,814
GHG emissions (Scope 3 emissions)			24,419	19,417	20,644	23,920	19,213
Scope 3	Purchased goods and services		63,091	59,750	61,951	60,813	56,602
	Capital goods		103,944	116,566	131,714	137,300	131,973
	Fuel- and energy-related activities		84,205	94,797	106,235	110,176	105,226
	Upstream transportation and distribution		5,777	8,649	12,120	13,943	14,289
	Waste generated in operations		9,706	9,491	9,787	9,861	9,115
	Business travel		602	473	422	382	381
	Employee commuting		1,037	668	621	528	606
	Upstream leased assets		574	565	557	547	505
	Downstream transportation and distribution		2,039	1,921	1,967	1,859	1,848
	Processing of sold products		(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
	Use of sold products		(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
	End-of-life treatment of sold products		(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
	Downstream leased assets		3	3	4	4	3
	Franchises	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	
Investments	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)		
Energy consumption		GJ	543,738	522,639	539,237	546,762	533,511
Purchased and consumed non-renewable fuels (fossil fuels, coal, oil, natural gas, etc.)		MWh	49,078	47,059	47,672	52,686	60,308
Purchased electricity (non-renewable)			134,906	132,106	136,309	136,693	124,630
Purchased steam, heating, cooling and other non-renewable energy			(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
Purchased or generated renewable energy (wind power, solar power, biomass, hydropower, geothermal energy, etc.)			(N/A)	(N/A)	237	551	6,816
Total sold non-renewable energy (electricity, heating and cooling)			(N/A)	(N/A)	(N/A)	(N/A)	(N/A)

Volume of greenhouse gas emissions (Scopes 1 and 2)



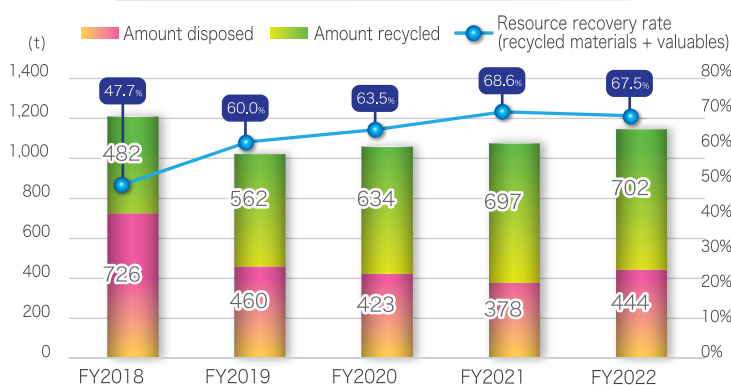
The Group establishes and manages reduction targets for Scopes 1 and 2 emissions that represent sources of CO₂ emissions stemming from its manufacturing activities.

Since FY2022, we have shifted a portion of our electricity consumption in Japan to renewable energy sources, resulting in an annual reduction of approximately 3,000 tons of CO₂ emissions.

Going forward, we will strive to reduce CO₂ emissions through further adoption of renewable energy and technological innovations.

Waste reduction		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Recycling rate	Japan	%	55	72	80	80	73
	Overseas		29	36	37	44	43
Total waste discharged	Japan	Ton	502	538	555	633	700
	Overseas		707	484	502	442	446
Waste recycled	Japan	Ton	275	390	447	504	509
	Overseas		207	172	187	193	193
Final waste disposal	Japan	Ton	227	148	109	129	191
	Overseas		500	312	315	249	253

Waste generated and resource recovery rate



The Group is fully dedicated to waste separation initiatives.

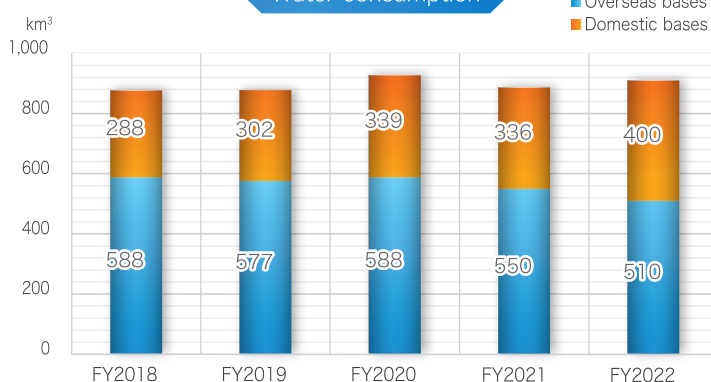
– Effect of reduced environmental impact through waste separation –

- Recycling waste (resource reutilization) can be maximized. It helps minimize the amount of waste disposal (landfill disposal)
- Transforming waste into valuable resources* reduces waste generation.

* Separating valuable resources from waste to sell them as valuables
 * The resource reutilization rate is the recycling rate plus the contribution of valuable resources.

Water consumption		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Water withdrawn	Municipal water supplies (or from other water utilities)	km ³	876	878	927	886	909
	Surface water (rivers)		503	491	513	464	446
	Groundwater		150	153	175	168	168
	Reclaimed water/Recycled water		223	234	232	231	279
			-	-	7	23	16
Water discharged		km ³	741	727	765	730	716
	Surface water (rivers, etc.)		209	221	219	221	251
	Other treatment plant (sewers, etc.)		532	507	547	509	466

Water consumption



In September 2020, we introduced a wastewater recycling system at our plant in Thailand as part of our initiatives to reduce water consumption. As a result, water consumption at the plant declined by approximately 21% in fiscal 2021 compared to fiscal 2018, and water discharge reduced by approximately 43%.

While water consumption rose in FY2022 due to increased production, we remain committed to enhancing our production processes to minimize the environmental impact of our business activities.

* Some figures in the graph may differ from those in the table because they have been rounded to the nearest km³.

ISO 14001 certification achievement		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
ISO 14001 certification achieved (for Head Office and production bases)	Organization	ISO 14001-certified organizations Japan: 100%; Overseas: 100%					
Violations of environmental regulations and obligations in general, including air and water pollution		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of violations (Fines ≥US\$10,000)		Case	0	0	0	0	0
Amount of fines (≥US\$10,000)		US\$	0	0	0	0	0