# Fiscal Year 2023 Financial Results



May 14, 2024

https://www.tsugami.co.jp

(TSE: 6101)

# **PRECISION TSUGAMI**

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#### 1. Business Performance for FY2023 and Outlook for FY2024

### (1) Business Results

[FY23 results] [FY24 outlook]

Revenue: 83.9 billion yen (down 11.6% YoY)

The following are forecasts, reflecting domestic and overseas market conditions as well as the status of orders received by the Company.

Revenue declined from a year ago due to a prolonged adjustment phase in both domestic and overseas markets.

Profits:

Operating profit: 13.0 billion yen (down 21.9% YoY)

Profit attributable to owners of parent: 5.3 billion yen (down 30.1% YoY)

Profits decreased from a year ago due to lower revenue. The earnings structure did not change.

Billion yen

Results		Results for	Results for FY23 Outlook for FY24						
	FY21	FY22	1H	2H	Full-year	1H	2H	Full-year	YoY
Revenue	93.1	94.9	40.2	43.6	83.9	46.5	43.5	90.0	+7.2%
Operating profit	18.8	16.7	5.9	7.1	13.0	8.0	7.0	15.0	+14.5%
(to revenue ratio)	(20.2%)	(17.6%)	(14.7%)	(16.4%)	(15.6%)	(17.2%)	(16.1%)	(16.7%)	_
Profit attributable to owners of parent	9.4	7.6	2.1	3.1	5.3	3.5	3.0	6.5	+20.9%
(to revenue ratio)	(10.1%)	(8.1%)	(5.4%)	(7.3%)	(6.4%)	(7.5%)	(6.9%)	(7.2%)	-
Basic earnings per share	191.99 yen	159.39 yen	45.73yen	66.84yen	112.57yen	74.00yen	63.43yen	137.43yen	_

### (2) Financial position

RMB/JPY March-end/23 19.42 → March-end/24 20.84 INR / JPY March-end/23  $1.64 \rightarrow$  March-end/24 1.83

Billion ye	n
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Mar-2023   Mar-2024   Variance from Mar-2023					Billion yen
Current assets         90.3         92.9         2.5           Cash and cash equivalents         25.7         30.4         4.7           Trade and other receivables         23.1         27.9         4.8           Inventories         38.5         32.7         %2 -5.7           Other         2.9         1.7         -1.2           Non-current assets         21.9         24.7         2.7           Property, plant and equipment         14.1         16.3         2.1           Right-of-use assets         1.9         2.0         0.1           Intangible assets         0.6         0.3         -0.2           Other         5.2         6.0         0.7           Total liabilities         47.4         45.3         -2.0           Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           O			Mar-2023	Mar-2024	from
Cash and cash equivalents         25.7         30.4         4.7           Trade and other receivables         23.1         27.9         4.8           Inventories         38.5         32.7         %2         -5.7           Other         2.9         1.7         -1.2           Non-current assets         21.9         24.7         2.7           Property, plant and equipment         14.1         16.3         2.1           Right-of-use assets         1.9         2.0         0.1           Intangible assets         0.6         0.3         -0.2           Other         5.2         6.0         0.7           Total liabilities         47.4         45.3         -2.0           Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1	To	ptal assets	112.3	117.7	5.3
Trade and other receivables   23.1   27.9   4.8   Inventories   38.5   32.7   %2   -5.7   Other   2.9   1.7   -1.2   Non-current assets   21.9   24.7   2.7   Property, plant and equipment   14.1   16.3   2.1   Right-of-use assets   1.9   2.0   0.1   Intangible assets   0.6   0.3   -0.2   Other   5.2   6.0   0.7   Other   5.2   6.0   0.7   Total liabilities   47.4   45.3   -2.0   Current liabilities   43.6   40.0   -3.6   Trade and other payables   20.3   17.5   -2.8   Borrowings   17.6   16.8   -0.8   Other   5.6   5.6   5.6   0.0   Non-current liabilities   3.7   5.3   1.5   Deferred tax liabilities   2.1   3.5   1.4   Other   1.6   1.7   0.1   Total equity   64.9   72.3   7.4   Share capital   12.3   12.3   0.0   Capital surplus   3.0   2.8   -0.1   Treasury shares   -2.2   -3.0   -0.7   Other components of equity   6.8   10.3   3.4   Retained earnings   30.9   34.0   3.1   Equity attributable to owners of parent   50.9   %1   56.6   5.6		Current assets	90.3	92.9	2.5
Inventories   38.5   32.7   %2   -5.7     Other   2.9   1.7   -1.2     Non-current assets   21.9   24.7   2.7     Property, plant and equipment   14.1   16.3   2.1     Right-of-use assets   1.9   2.0   0.1     Intangible assets   0.6   0.3   -0.2     Other   5.2   6.0   0.7     Total liabilities   47.4   45.3   -2.0     Current liabilities   43.6   40.0   -3.6     Trade and other payables   20.3   17.5   -2.8     Borrowings   17.6   16.8   -0.8     Other   5.6   5.6   0.0     Non-current liabilities   3.7   5.3   1.5     Deferred tax liabilities   2.1   3.5   1.4     Other   1.6   1.7   0.1     Total equity   64.9   72.3   7.4     Share capital   12.3   12.3   0.0     Capital surplus   3.0   2.8   -0.1     Treasury shares   -2.2   -3.0   -0.7     Other components of equity   6.8   10.3   3.4     Retained earnings   30.9   34.0   3.1     Equity attributable to owners of parent   50.9   %1   56.6   5.6		Cash and cash equivalents	25.7	30.4	4.7
Other         2.9         1.7         -1.2           Non-current assets         21.9         24.7         2.7           Property, plant and equipment         14.1         16.3         2.1           Right-of-use assets         1.9         2.0         0.1           Intangible assets         0.6         0.3         -0.2           Other         5.2         6.0         0.7           Total liabilities         47.4         45.3         -2.0           Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2 <td></td> <td>Trade and other receivables</td> <td>23.1</td> <td>27.9</td> <td>4.8</td>		Trade and other receivables	23.1	27.9	4.8
Non-current assets		Inventories	38.5	32.7	<b>※</b> 2 -5.7
Property, plant and equipment         14.1         16.3         2.1           Right-of-use assets         1.9         2.0         0.1           Intangible assets         0.6         0.3         -0.2           Other         5.2         6.0         0.7           Total liabilities         47.4         45.3         -2.0           Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings <td></td> <td>Other</td> <td>2.9</td> <td>1.7</td> <td>-1.2</td>		Other	2.9	1.7	-1.2
Right-of-use assets   1.9   2.0   0.1     Intangible assets   0.6   0.3   -0.2     Other   5.2   6.0   0.7     Total liabilities   47.4   45.3   -2.0     Current liabilities   43.6   40.0   -3.6     Trade and other payables   20.3   17.5   -2.8     Borrowings   17.6   16.8   -0.8     Other   5.6   5.6   0.0     Non-current liabilities   3.7   5.3   1.5     Deferred tax liabilities   2.1   3.5   1.4     Other   1.6   1.7   0.1     Total equity   64.9   72.3   7.4     Share capital   12.3   12.3   0.0     Capital surplus   3.0   2.8   -0.1     Treasury shares   -2.2   -3.0   -0.7     Other components of equity   6.8   10.3   3.4     Retained earnings   30.9   34.0   3.1     Equity attributable to owners of parent   50.9   %1   56.6   5.6		Non-current assets	21.9	24.7	2.7
Intangible assets		Property, plant and equipment	14.1	16.3	2.1
Other         5.2         6.0         0.7           Total liabilities         47.4         45.3         -2.0           Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Right-of-use assets	1.9	2.0	0.1
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Current liabilities         43.6         40.0         -3.6           Trade and other payables         20.3         17.5         -2.8           Borrowings         17.6         16.8         -0.8           Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Other	5.2	6.0	0.7
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Borrowings		Current liabilities	43.6	40.0	-3.6
Other         5.6         5.6         0.0           Non-current liabilities         3.7         5.3         1.5           Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Trade and other payables	20.3	17.5	-2.8
Non-current liabilities   3.7   5.3   1.5     Deferred tax liabilities   2.1   3.5   1.4     Other   1.6   1.7   0.1     Total equity   64.9   72.3   7.4     Share capital   12.3   12.3   0.0     Capital surplus   3.0   2.8   -0.1     Treasury shares   -2.2   -3.0   -0.7     Other components of equity   6.8   10.3   3.4     Retained earnings   30.9   34.0   3.1     Equity attributable to owners of parent   50.9   %1   56.6   5.6		Borrowings	17.6	16.8	-0.8
Deferred tax liabilities         2.1         3.5         1.4           Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Other	5.6	5.6	0.0
Other         1.6         1.7         0.1           Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Non-current liabilities	3.7	5.3	1.5
Total equity         64.9         72.3         7.4           Share capital         12.3         12.3         0.0           Capital surplus         3.0         2.8         -0.1           Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Deferred tax liabilities	2.1	3.5	1.4
Share capital       12.3       12.3       0.0         Capital surplus       3.0       2.8       -0.1         Treasury shares       -2.2       -3.0       -0.7         Other components of equity       6.8       10.3       3.4         Retained earnings       30.9       34.0       3.1         Equity attributable to owners of parent       50.9       %1       56.6       5.6		Other	1.6	1.7	0.1
Capital surplus       3.0       2.8       -0.1         Treasury shares       -2.2       -3.0       -0.7         Other components of equity       6.8       10.3       3.4         Retained earnings       30.9       34.0       3.1         Equity attributable to owners of parent       50.9       %1       56.6       5.6	To	otal equity	64.9	72.3	7.4
Treasury shares         -2.2         -3.0         -0.7           Other components of equity         6.8         10.3         3.4           Retained earnings         30.9         34.0         3.1           Equity attributable to owners of parent         50.9         %1         56.6         5.6		Share capital	12.3	12.3	0.0
Other components of equity 6.8 10.3 3.4  Retained earnings 30.9 34.0 3.1  Equity attributable to owners of parent 50.9 $\times$ 1 56.6 5.6		Capital surplus	3.0	2.8	-0.1
Retained earnings30.934.03.1Equity attributable to owners of parent50.9%156.65.6		Treasury shares	-2.2	-3.0	-0.7
Equity attributable to owners of parent 50.9 $\times 1$ 56.6 5.6		Other components of equity	6.8	10.3	3.4
		Retained earnings	30.9	34.0	3.1
Non-controlling interests 13.9 15.7 1.7		Equity attributable to owners of parent	50.9	<b>※</b> 1 56.6	5.6
		Non-controlling interests	13.9	15.7	1.7

※1. The financial position is stable. Percentage of equity attributable to owners of parent: 48.1% (Equity ratio for the entire group: 61.5%)

※2. Decrease in Inventories. With the stabilization of the supply chain, inventory returned to appropriate levels.

### **PRECISION TSUGAMI**

# (3) Cash flows

#### Billion yen

	FY2022	FY2023
Cash flows from operating activities	8.3	11.8
Profit before tax	16.4	13.7
Depreciation	2.0	2.0
Increase/decrease in working capital	-4.9	* <sub>1</sub> 0.7
Other	-5.2	-4.7
Cash flows from investing activities	-1.2	-2.6
Capital investment in factories	-1.1	* <sub>2</sub> -2.4
Other	-0.1	-0.1
Cash flows from financing activities	-0.3	-6.6
Short-term borrowings	4.5	-0.9
Treasury shares	-0.9	-0.9
Dividends paid	-2.1	-2.3
Dividends paid to non-controlling shareholders	-1.5	-1.6
Other	-0.2	-0.8
Effect of exchange rate changes on cash and cash equivalents	0.2	2.1
Net increase (decrease) in cash and cash equivalents	6.9	4.7
Cash and cash equivalents at the end of the term	25.7	30.4

\*1

Increase in trade and other receivables:	-2.3
Decrease in inventories:	7.3
Decrease in trade and other payables:	-3.7
Decrease in contract liabilities :	-0.3

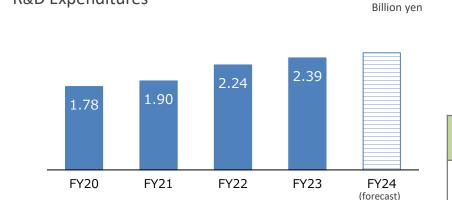
The difference from variances in BS was caused by the adjustment of foreign exchange differences,etc.

\*2

Factory in China:	-1.7
New Factory in India:	-0.6



### 2. R&D Expenditures, Capital Investment and Depreciation



Focused on developing new products and upgrading existing products, including initiatives for automation, energy saving, labor saving, etc.

Capital Investment continued.(in China and India)

# China: New factories in Zhejiang (Precision Nakatsu (China) Corporation)

The expansion and repairs that began in March of last year will be completed towards the end of June 2024

Planned expenditures:

2.5 billion yen (including 1.5 billion yen in the

fiscal year ending March 31, 2024)

Land area: about 50,000m

#### New factory in India

The casting plant began operation in April 2024. The processing and assembly plant will be completed in September 2024.

Planned expenditures:

3.6 billion yen (including 0.6 billion yen in the

fiscal year ending March 31, 2024)

Land area: 58,900m<sup>2</sup>

Casting production: 500 tons/month

Production capacity: Assembly building and others:

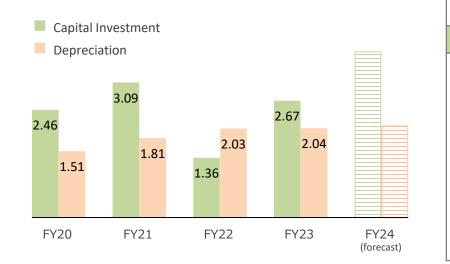
System to increase production as needed

according to market conditions



**R&D** Expenditures

Billion yen



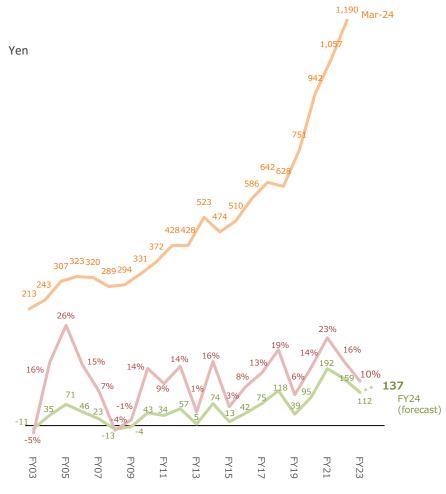


# 3. Key indicators and shareholder returns(1) Key indicators

- Outstanding shares
- Treasury shares
- Outstanding shares (excluding treasury shares)



- BPS (Book-value per share, excluding treasury shares)
- EPS (Earnings per share, excluding treasury shares)
- ROE (Return on equity)





# (2) Shareholder Returns

- 1. The basic policy is stable dividend payment. Dividends for the fiscal year ending March 31, 2025, will be 48 yen per share.
- 2. Treasury shares are flexibly purchased.

	Mar-2021	Mar-2022	Mar-2023	Mar-2024	Mar-2025 (forecast)	
Dividends paid (Full-year, yen/share)	26	40	46	48	48	
(Interim, yen/share)	12	18	22	24	24	
EPS (yen)	95.21	191.99	159.39	112.57	137.43	
Dividend payout ratio	27.3%	20.8%	28.9%	42.6%	34.9%	
Total dividends (Billion yen)	1.33	1.95	2.22	2.29	2.28	
Purchase of treasury shares (Billion yen)	1.49	4.31	0.91	0.93	-	
Total return (Billion yen)	2.82	6.26	3.14	3.22	_	
Profit attributable to owners of parent (Billion yen)	4.91	9.48	7.69	5.37	6.50	
Total return ratio	57.5%	66.0%	40.8%	60.0%	_	

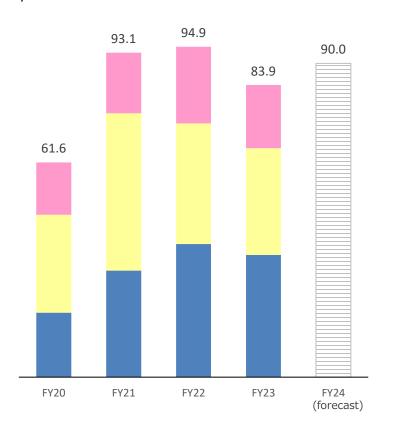


#### 4. Reference

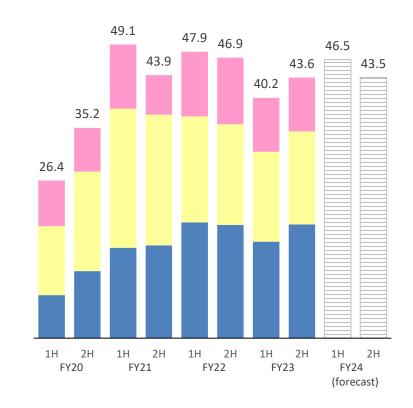
# (1) Revenue by Business Segment

ITOther (hydraulic and pneumatic equipment, medical equipment and others)Automobile

# Full-year Billion yen



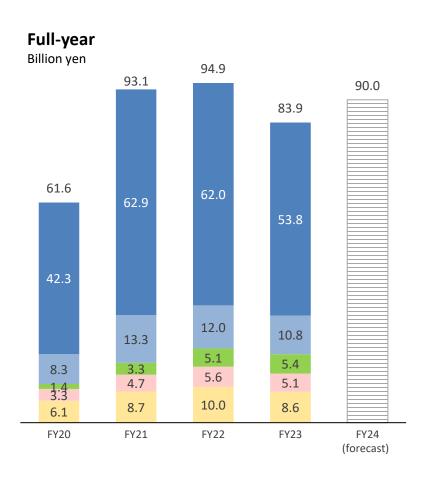
# Six-month Billion yen



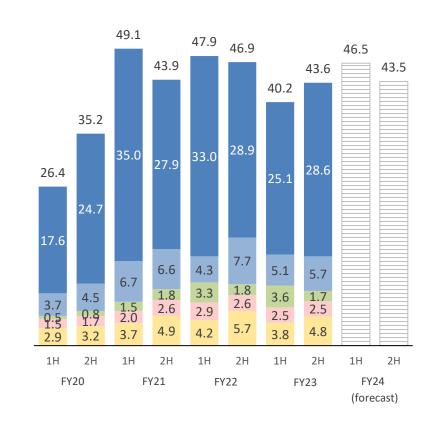


### (2) Revenue by Geographic Segment



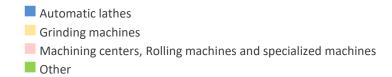


# **Six-month** Billion yen

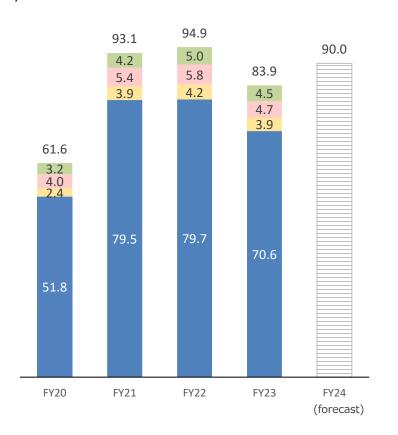




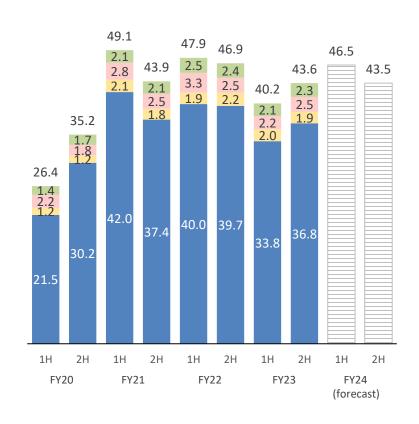
### (3) Revenue by Machinery Category



# Full-year Billion yen



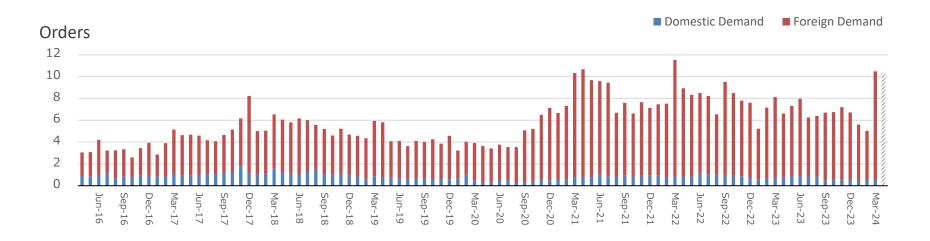
# Six-month Billion yen



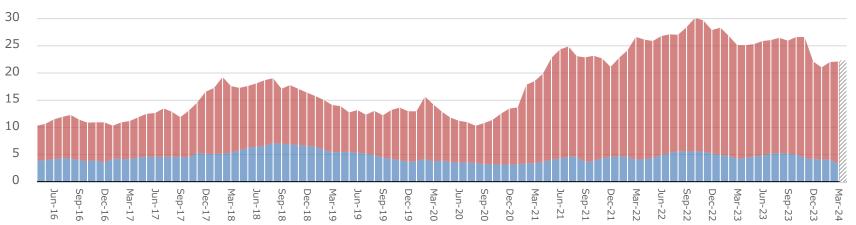


### (4) Orders Received and Order Backlogs

Billion yen



#### Order backlogs





The content in this material is premised on various assumptions and does not ensure or guarantee the realization of the planned figures and/or future policies stated herein.