Financial Results Briefing
Fiscal Year Ended March 31, 2025

May 19, 2025

(Securities code: 6023)

DAIHATSU InfiniEarth

Summary of Financial Results

Summary

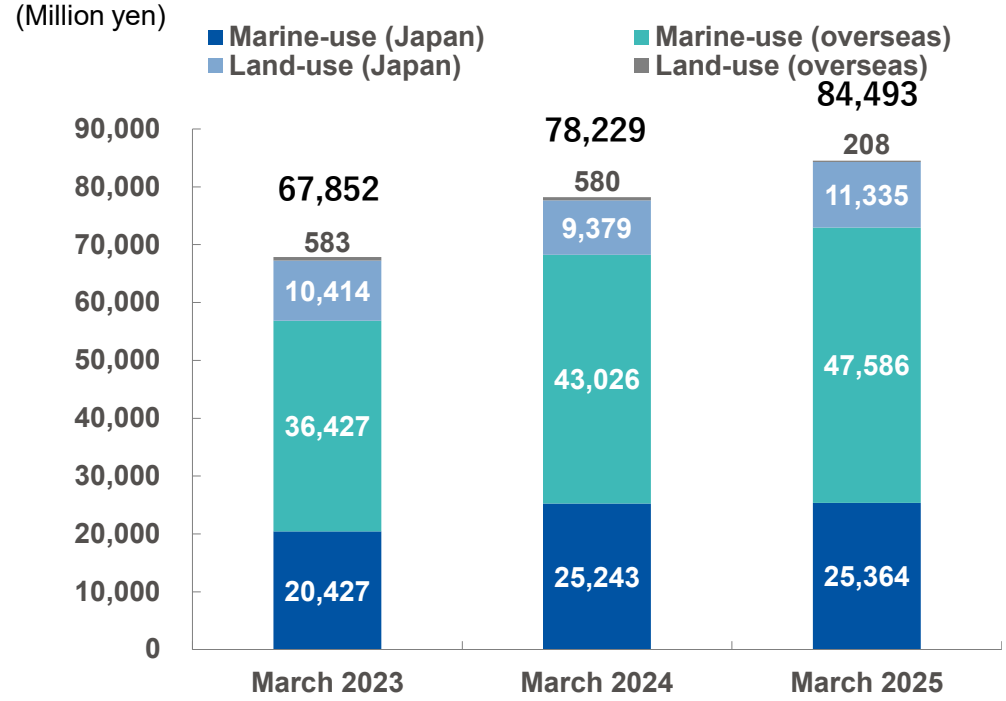
In the full-year results for the fiscal year ended March 31, 2025, we significantly overachieved the initial plan in both net sales and profit on the back of strong maintenance-related earnings.

(Million yen)	FY2024 Full-year results	FY2025 Full-year results	YoY difference	
			Increase/Decrease	(%)
Net sales	81,775	**88,781**	7,005	8.6
Operating income	5,194	**7,634**	2,439	47.0
Ordinary income	5,546	**7,603**	2,057	37.1
Net income	5,149	**5,717**	567	11.0
Basic earnings per share (yen)	162.87	**180.92**	18.05	11.1
Total assets	101,428	**96,107**	(5,320)	(5.2)
Equity ratio (%)	50.1	**45.9**	-	-

Net Sales and Earnings for the Internal Combustion Engine Section

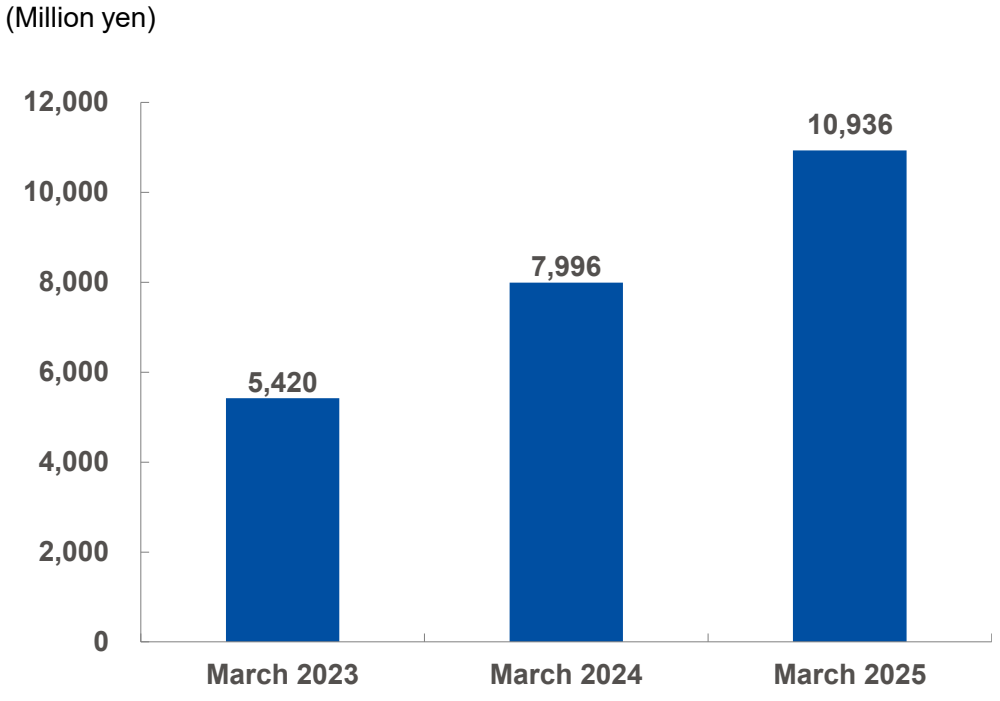
The internal combustion engine section kept growing, centered on marine-use for overseas.
The section margin was considerably improved by an increase in maintenance earnings

Net sales



*Including maintenance related

Earnings for the internal combustion engine section

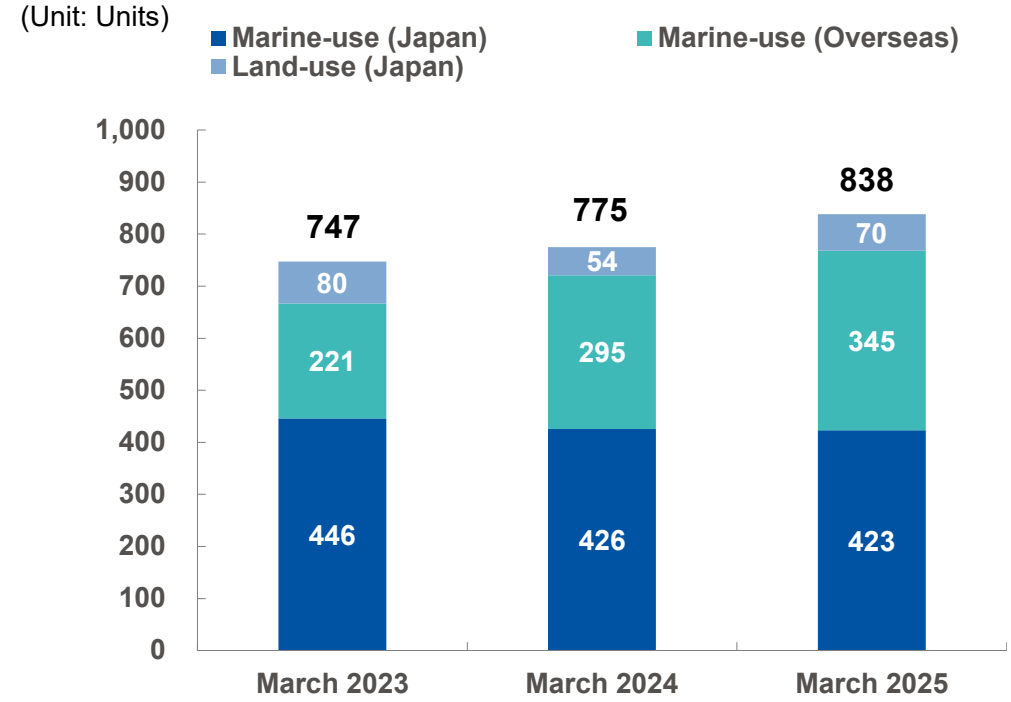


*Including maintenance related

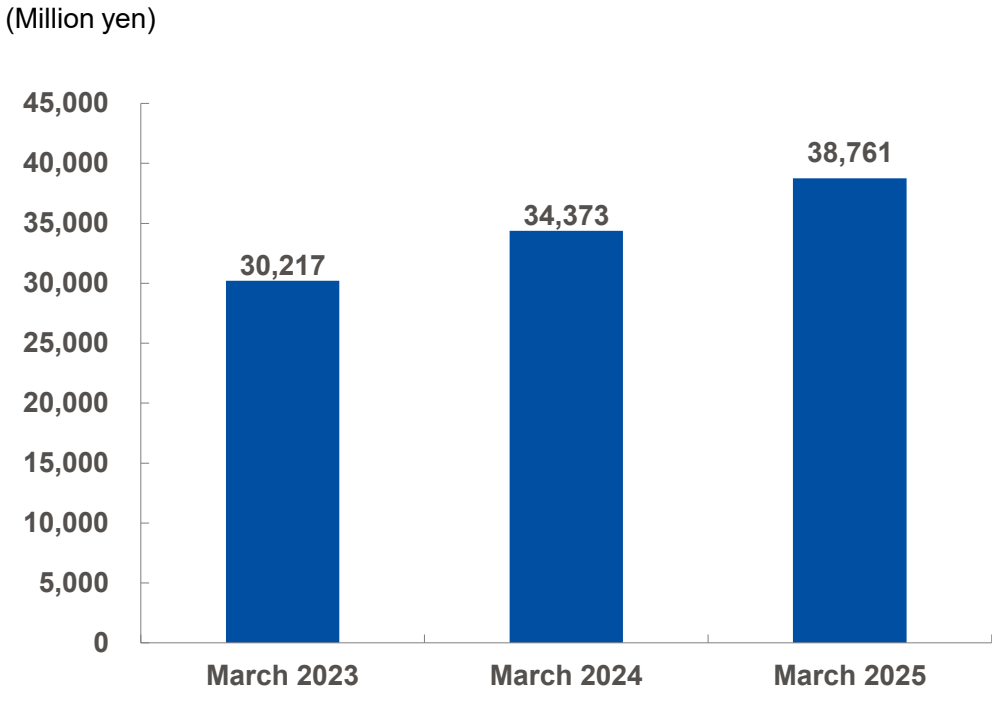
Unit Sales and Maintenance-related Net Sales

Unit sales, a long-term earnings base, progressed firmly.
Maintenance revenue was strong as the operational rate of vessels improved against the backdrop of geopolitical developments.

Units sold



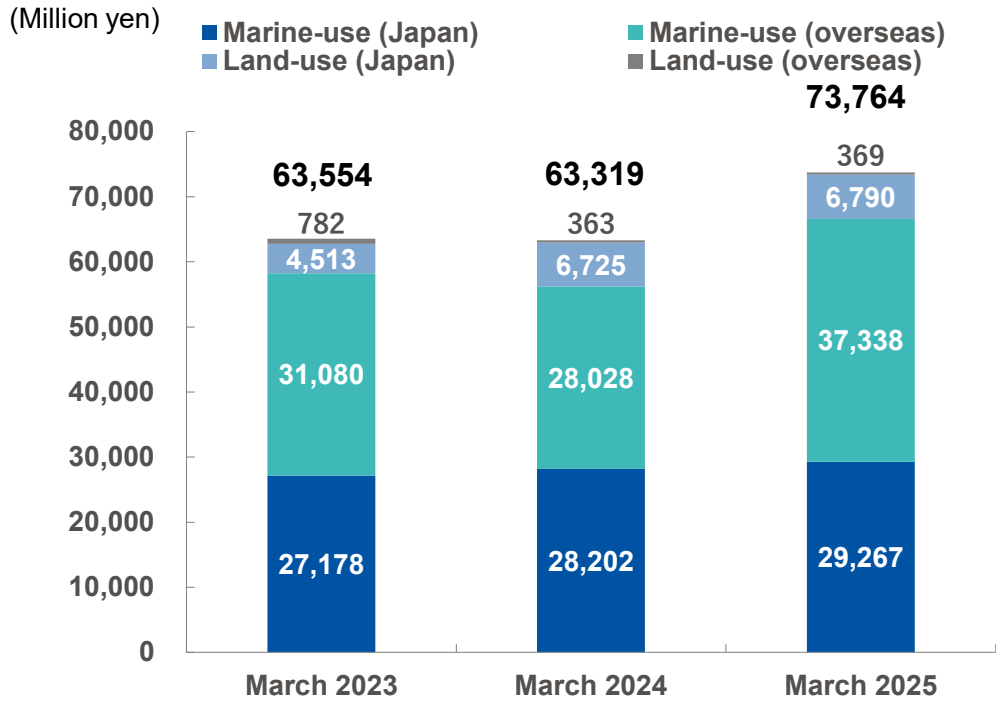
Maintenance-related net sales



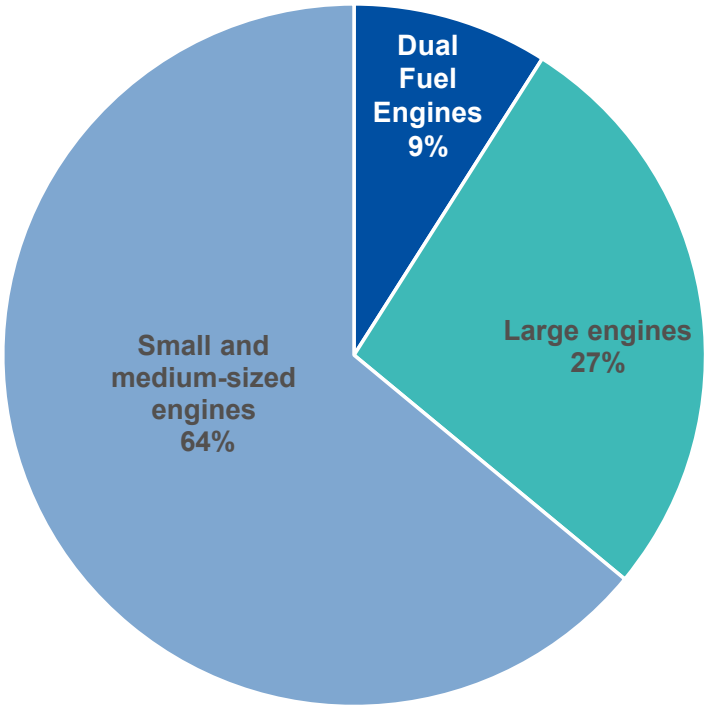
Order Backlog

**The trend of capturing orders is going strong due to a brisk market, resulting in an order backlog that keeps building up.
In the breakdown of orders compared with those at the end of the fiscal year ended March 2024, the percentage of small and medium-sized engines are rather high, leading to our assumption that the tendency will affect financial results for the fiscal year ending March 2026.**

Change in order backlog



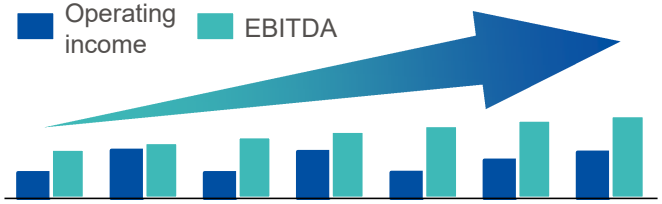
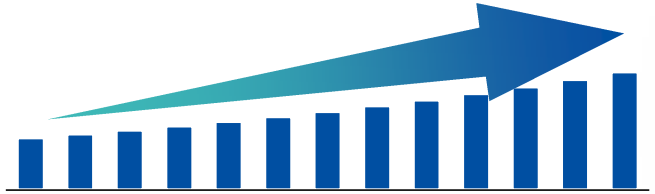
Proportion of order backlog by model (as of March 2025)



Progress of Medium- to Long-Term Vision and FY2026 Forecast

The Long-Term Vision

We aim to contribute to net-zero emissions in the shipping and marine equipment industries and to expand our business scale. We will do this by servitization and providing broader new solutions primarily in response to new fuels.

	From the present to 2030	From 2030 to 2050	2050
Strategic policies	Build systems for long-term growth and enhance profitability.	Accelerate growth to realize the vision based on the new system.	Contribute to net zero emissions.
Individual strategies	1. Commercialize new fuel-compatible engines. 2. Reinforce the system for servitization business. 3. Extend business domains through M&A and alliances.	1. Increase sales of engines compatible with new fuels 2. Expand the servitization business. 3. Provide broader solutions.	Develop into one of the core companies in the marine equipment industry.
Rough idea of earnings			
	Profit is pushed down by depreciation, resulting from the implementation of investment for growth. Intend to enhance ROE through initiatives including the establishment of the servitization business and disciplined M&A.	Initiatives from the present to 2030 will start making a full-scale contribution.	

Medium- to Long-Term Vision and FY2026 Plan

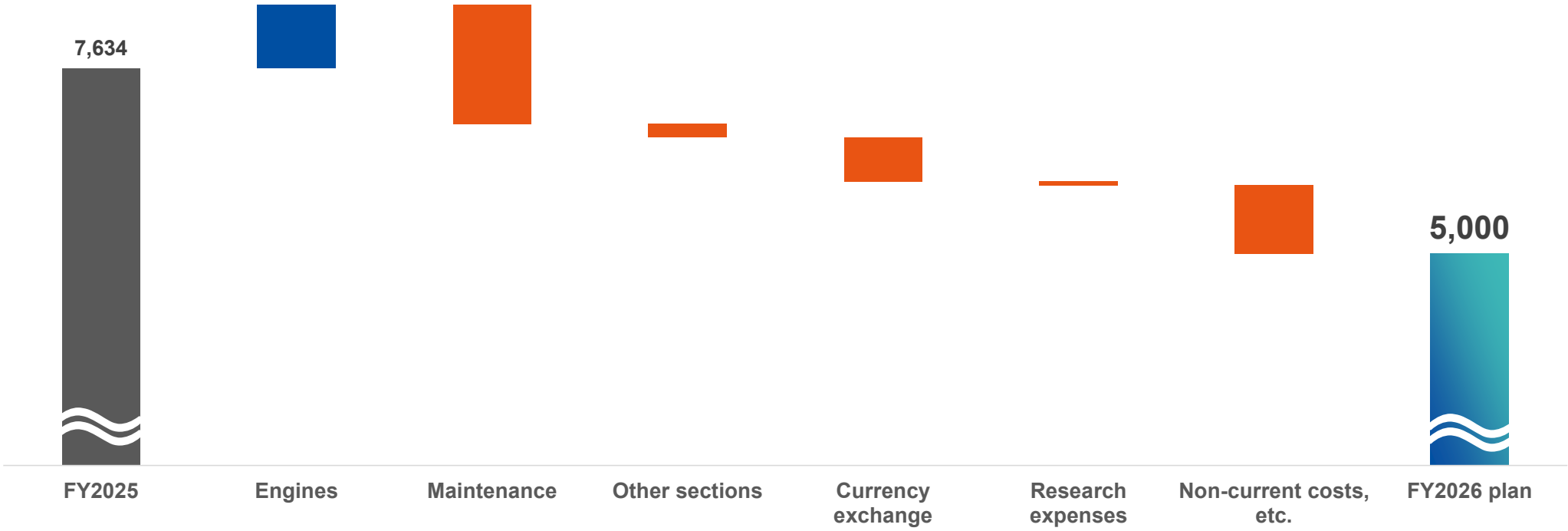
We commit to achieving an operating income of 7.4 billion yen and an ROE of 8.5% or more by the fiscal year ending March 2028 and an operating income of 9.0 billion yen and an ROE of 9.5% or more by the fiscal year ending March 2031.
For the fiscal year ending March 2026, both net sales and profit are forecast to fall, based on the projection that net sales will be negatively affected by the temporary increase in demand for parts and maintenance in the previous year.

(Million yen)	FY2023 (results)	FY2024 (results)	FY2025 (results)	FY2026 (plan)	By FY2028	FY2031 Targets
Net sales	72,113	81,775	88,781	82,000	92,000	120,000
Operating income	3,601	5,194	7,634	5,000	7,400	9,000
Operating margin	5.0%	6.4%	8.6%	6.0%	8.0%	7.5%
EBITDA	6,355	8,032	10,618	8,200	11,600	14,500
EBITDA margin	8.8%	9.8%	12.0%	10.0%	12.6%	12.1%
Net income	2,948	5,149 (4,141*)	5,717	3,500	5,100	6,000
ROIC	4.3%	5.7%	9.1%	5.4%	7.0% or more	7.5% or more
ROE	6.6%	10.1% (8.3%*)	12.0%	7.6%	8.5% or more	9.5% or more

*Figures excluding gain on sale of stocks and others

Assumptions and Changes in Profit Related to the Plan for the Fiscal Year Ending March 31, 2026

Profit is forecast to decrease in the fiscal year ending March 2026 due to a fall in maintenance revenue, a profit decrease caused by currency fluctuations, and an increase in non-current costs, mainly personnel expenses.



Investments in Factories that Produce Engines Compatible with New Fuels

The construction of the Himeji Factory is progressing on schedule and planned to be completed at the end of this year. The factory is scheduled to be put into operation in 2026.
The increased portion of production capacity is expected to contribute from the fiscal year ending March 31, 2027, onward, and orders that will meet that portion have already been captured.

Artist's rendering of the factory when the work is completed

Total investments: A level of 10 billion yen

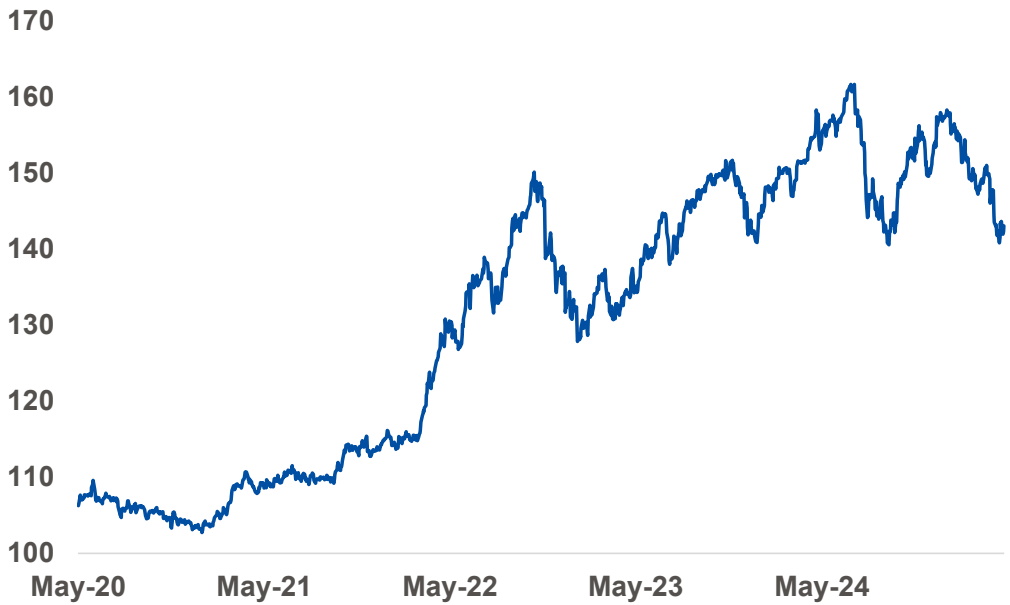
(1) Next-generation fuels (methanol, ammonia, and hydrogen)
(2) Engine assembly and commissioning factory
(3) Engines compatible with next-generation fuel (methanol)
Addition of facility
(4) Plan for factories that ramp up production of existing engines
Production capacity forecast:
From 1.5 to 1.8 times
(when converted to existing models)

Next-generation fuel (methanol) engines to be shipped by the end of 2026

Market Environment

For the fiscal year ended March 2025, although the dollar exceeded our assumed rate of 140 yen and created a positive effect, the situation in the fiscal year ending March 2026 and after is uncertain.
The yen is currently strengthening, which may cause a negative effect as parts will lose relative price competitiveness.

Exchange rate trend



Sum of impacts from currency exchange fluctuations

Engines ▶

**Regarding engines, currency hedging was made at the time of receiving orders.
The impact will be small.**

Parts ▶

If currency exchange fluctuations cause changes to prices, there can be impacts on demand, etc.

A higher yen causes a negative impact.

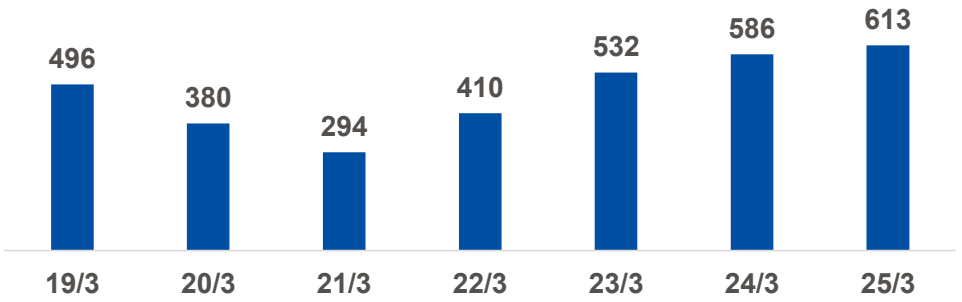
Sum of Impacts on Daihatsu InfinEarth from U.S. Policy, etc.

With shipbuilders' order backlogs accumulating globally, we infer that demand for internal combustion engines will remain firm unless new regulations are put into effect.
On the other hand, should tariffs be raised, leading to a fall in cargo volumes, there might be a temporary negative impact on parts and maintenance.

Short-term impacts

Amount of domestic work for vessels for exports on hand*

Unit: Ships



- ✓ Currently, shipbuilders in countries have their order backlogs accumulating, meaning that building berths have been fully booked for the coming few years.
  Based on the assumption that demand for internal combustion engines will remain unchanged unless shipowners cancel their orders.
- ✓ On the other hand, should the U.S. put regulations and policies against China's shipbuilding industry into effect and cause situations that force ship owners to cancel their orders, there might be some impact, and this will necessitate close watching.

*From Japan Ship Exporters' Association "Figures for New Export Ship Orders"

Medium- to long-term risks

- ✓ Should the U.S. hike tariffs and impose them on the cargoes that vessels carry, it is possible that the operational rate of engines may fall as freight charges drop.
- ✓ In the event that the operational rate of engines drops, there might be a temporary negative effect on parts and maintenance revenues.
- ✓ **What is important to us is the number of vessels in which our products are mounted. By continuing shipments regardless of short-term fluctuations, we will pursue the policy of establishing a future earnings foundation from a long-term perspective.**

Changes in Major Shareholders, Associated with Sale of Shares of Daihatsu InfinEarth

Changes to major shareholders and other subsidiaries and associates that occurred in the fiscal year ended March 2025.
We bought back 19.8% of our shares, coupled with the sale of shares of DAIHATSU MOTOR CO., LTD., in an effort to enhance capital efficiency.

Top five major shareholders as of September 30, 2024

Ranking	Individual or corporate name	Number of shares (thousands)	Ownership ratio
1	DAIHATSU MOTOR CO., LTD.	11,181	35.3%
2	PERSHING-DIV. OF DLJ SECS. CORP	3,664	11.6%
3	Sekisui House, Ltd.	2,000	6.3%
4	MUFG Bank, Ltd.	740	2.3%
5	BNP PARIBAS SYDNY/2S/ JASDEC/AUSTRALIAN RESIDENTS	671	2.1%
	Total number of issued shares (excluding treasury shares)	31,680	100%

Top five major shareholders as of March 31, 2025

Ranking	Individual or corporate name	Number of shares (thousands)	Ownership ratio
1	DAIHATSU MOTOR CO., LTD.	6,435	25.3%
2	PERSHING-DIV. OF DLJ SECS. CORP	3,942	15.5%
3	MUFG Bank, Ltd.	740	2.9%
4	BNP PARIBAS SYDNY/2S/ JASDEC/AUSTRALIAN RESIDENTS	671	2.6%
5	Resona Bank, Ltd.	590	2.3%
	Total number of issued shares (excluding treasury shares)	25,399	100%

Top five major shareholders as of April 1, 2025

Ranking	Individual or corporate name	Number of shares (thousands)	Ownership ratio
1	IMABARI SHIPBUILDING CO., LTD.	5,000	19.7%
2	PERSHING-DIV. OF DLJ SECS. CORP	3,942	15.5 %
3	DAIHATSU MOTOR CO., LTD.	1,535	6.0%
4	MUFG Bank, Ltd.	740	2.9%
5	BNP PARIBAS SYDNY/2S/ JASDEC/AUSTRALIAN RESIDENTS	671	2.6%
	Total number of issued shares (excluding treasury shares)	25,399	100%

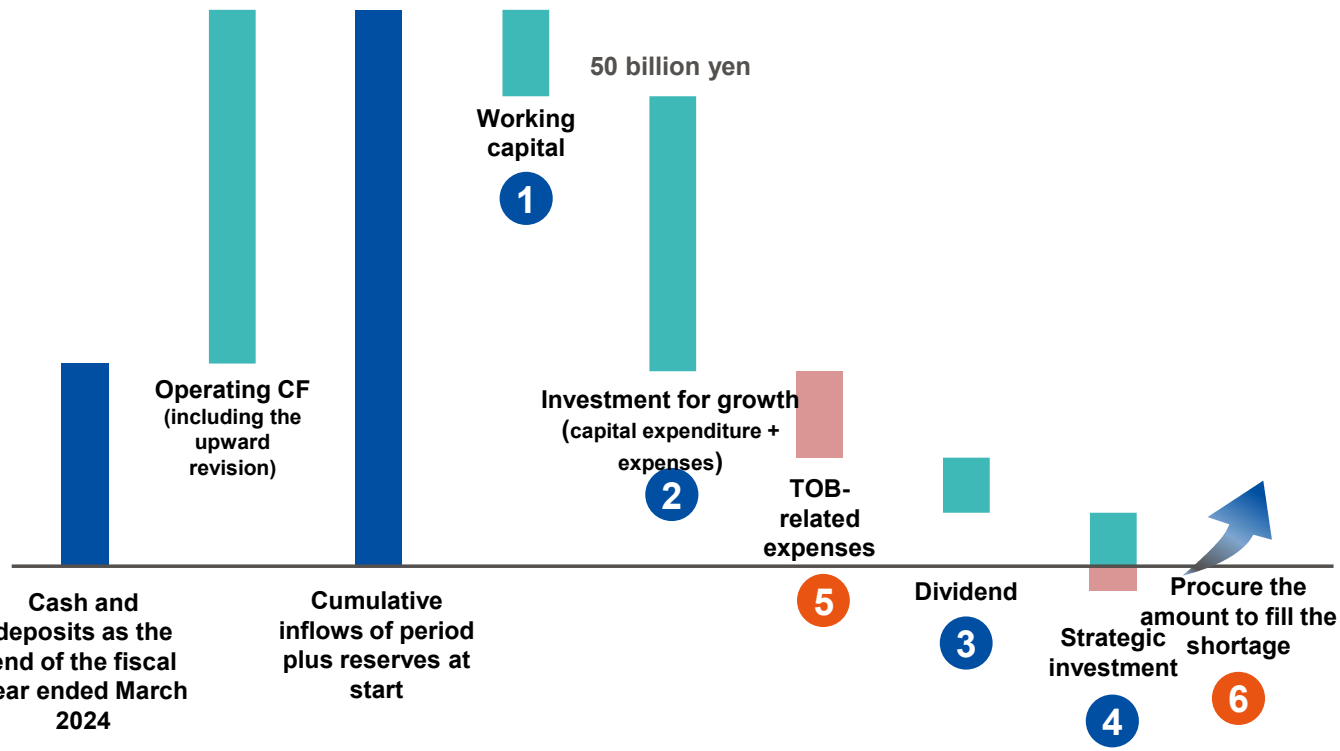
- ✓ The ownership ratio of Daihatsu Motor Co., Ltd. has fallen to 6.0%, which made the company cease to be subject to the reporting system as a subsidiary or affiliate.
- ✓ Imabari Shipbuilding Co., Ltd., which has received some of the shares held by Daihatsu Motors Co., Ltd., now has an ownership ratio of 19.7% and became the largest shareholder.
  Although Imabari is an important customer in the marine-use business, we will consider synergies with it, but currently do not assume its involvement in our corporate management and maintain our independent position.
  Regarding transactions with Imabari as well, we have established a committee for screening transactions, etc. and it consists of independent officers only.
- ✓ The total number of issued shares excluding treasury shares decreased by 19.8% after the share buyback, coupled with the sale, helping to enhance capital efficiency.

Capital Allocation

The portion of the upward revision as of the first half is planned to be allocated to strategic investments, etc. It is assumed that the shortfall associated with the TOB will be funded by borrowings.

Basic policy for capital allocation for five years from the fiscal year ended March 2024 to the fiscal year ending March 2028

(100 million yen)

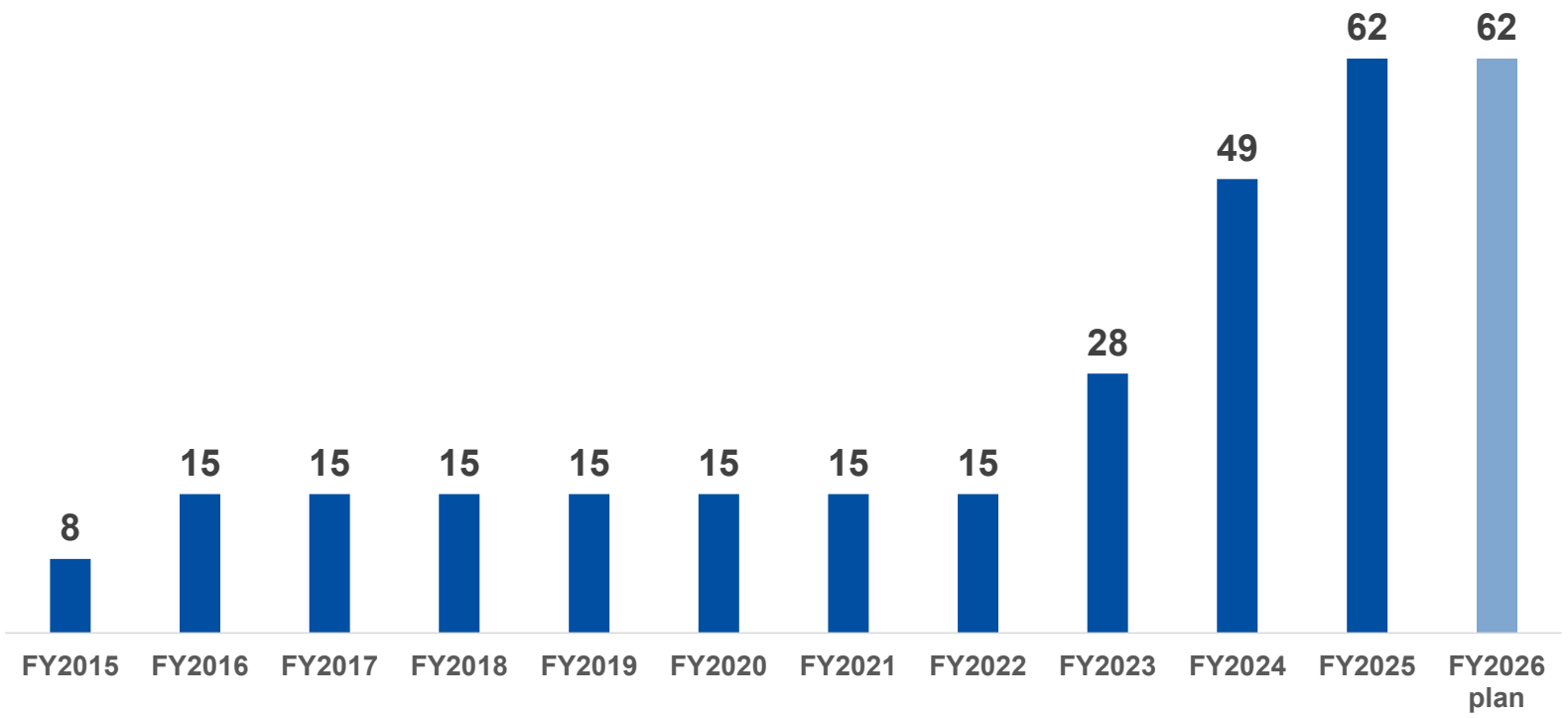


1. Secure working capital as necessary cash and deposits.
2. We plan **R&D and capital investments in response to new fuels** as investment for growth.
3. Regarding dividends, we aim to **"avoid a dividend decrease and ensure an upward trend of dividends."**
   Currently, the dividend payout ratio is set at 30%, but **we plan to consider reviewing it in the future.**
4. Basically, capital will be allocated to (1) to (3). In addition, however, we plan to flexibly **accelerate the response to new fuels, conduct M&A to achieve the Medium- to Long-Term Vision** or ensure shareholder returns.
   We plan to **make strategic investments through methods including the use of borrowings.**
5. Expenses related to TOB are considered as a separate budget from (3) dividends (4) strategic investments
6. It is assumed we will make up for the fund shortage associated with the TOB by borrowing.

Dividend Policy

Currently, we pay shareholder returns by following a payout ratio of 30% as the guideline.
On the other hand, down the road, we will also look into aiming to “avoid a dividend decrease and ensure an upward trend of dividends.”

Annual dividends (total) and dividend policy



Our policy is to maintain shareholder returns for the fiscal year ending March 2026 although said term will see a considerable profit decrease from the previous term.

Appendix

Company Profile

We provide engines and a maintenance service along with high fuel efficiency, environmental performance and safety as a “power supply company that leads to the future.”

A power supply company that leads to the future

Move

Protect

For marine-use

Supply engines with high fuel efficiency and a good environmental performance and that generate electricity and give propulsion power to vessels

For land-use

Provide highly reliable engines for driving lift and drain water pumps for cities and as a backup in times of emergency

Parts sales and maintenance

Provide a maintenance service and sell repair parts to maintain the performance and safety of already sold finished goods, globally and in a timely manner

History

We have been supplying power and related services to various industries since our founding in 1907. Released a variety of products and services to meet customer needs such as changes to environmental regulations since the division was carved out and became a new company in 1966.

2023 Our business infrastructure enhancement plan based on the Act on Strengthening Maritime Industries was approved by the Ministry of Land, Infrastructure, Transport and Tourism.

2021 Completed a lineup of duel-fuel engines (two-source internal combustion engines that use LNG in addition to heavy oil)

2018 Started operating the Himeji Factory, the first new production base in about 50 years since the Moriyama Factory commenced operation in 1969.

2017 Won the first order for a maintenance support service that uses C-MAXS LC-A, a next-generation system for monitoring the condition of engines for marine auxiliary engines.

2016 Shipped the first commercial-use unit of the environmentally friendly new diesel engines DE-33.

2013 Became the first in the world to obtain SOC certification for IMO NOx Tier III requirements.

2011 Shipped the first units of the environmentally friendly new diesel engines 6DE-18 and 6DE-23.

1969 Moriyama Factory started operation.

1966 Split the Osaka Division of Daihatsu Motor Co., Ltd., which had produced marine-use and general-purpose diesel engines. Established Daihatsu Diesel Mfg. Co., Ltd. anew.

1907 Founded an engine manufacturing stock company against the background of engines being expected to be domestically produced with the aim of modernizing the industry.

Business Overview

We engage in the manufacture and sale of marine-use internal combustion engines, especially auxiliary engines for power generation, as the main business.

Internal combustion engines

Net sales: 84.4 billion yen Segment profit: 10.9 billion yen (FY2025)

Marine-use

Segment net sales: 72.9 billion yen

Manufacture and sales of marine-use engines with high reliability and environmental performance that have been broadly employed in all the seas of the world

Auxiliary power generators (95%)

Engines that supply electric power to drive the engines of vessels

Main propulsion systems (5%)

Engines that supply electric power to move vessels

*% in parentheses indicates the ratio of products to marine-use sales.

Land-use

Segment net sales: 11.5 billion yen

A group of products with a simple structure and high maintainability that are widely employed in fields that demand reliability, such as a backup power source in times of emergency.

Examples of customers and products

Power generation engines for remote islands

Electric power generator for backup power source

Other divisions

Net sales: 4.2 billion yen

Industrial machinery-related

Real estate leasing-related

Electricity sales-related

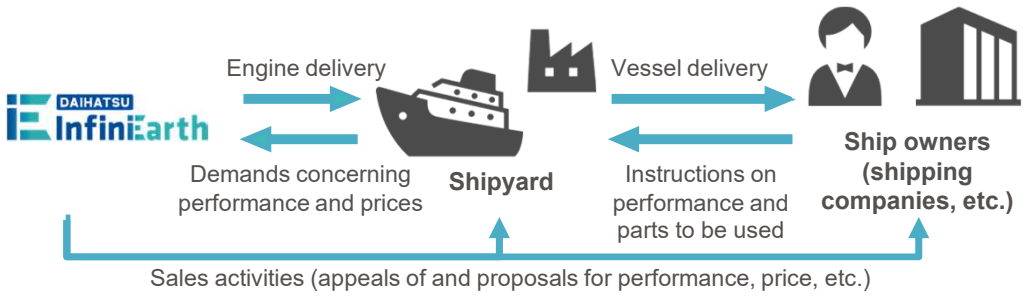
Precision parts-related

Marine-use / Land-use Business Models

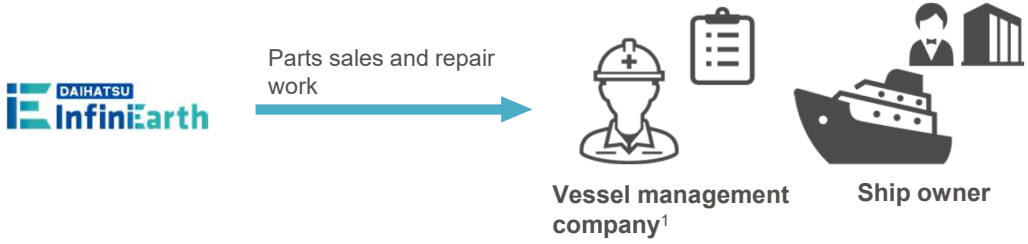
We provide auxiliary power generators and main propulsion engines for marine use, as well as engines for power generation and pumping for land use.
After delivery, we accumulate long-term earnings through parts sales, repair work, and other maintenance-related businesses.

Marine-use Business Model

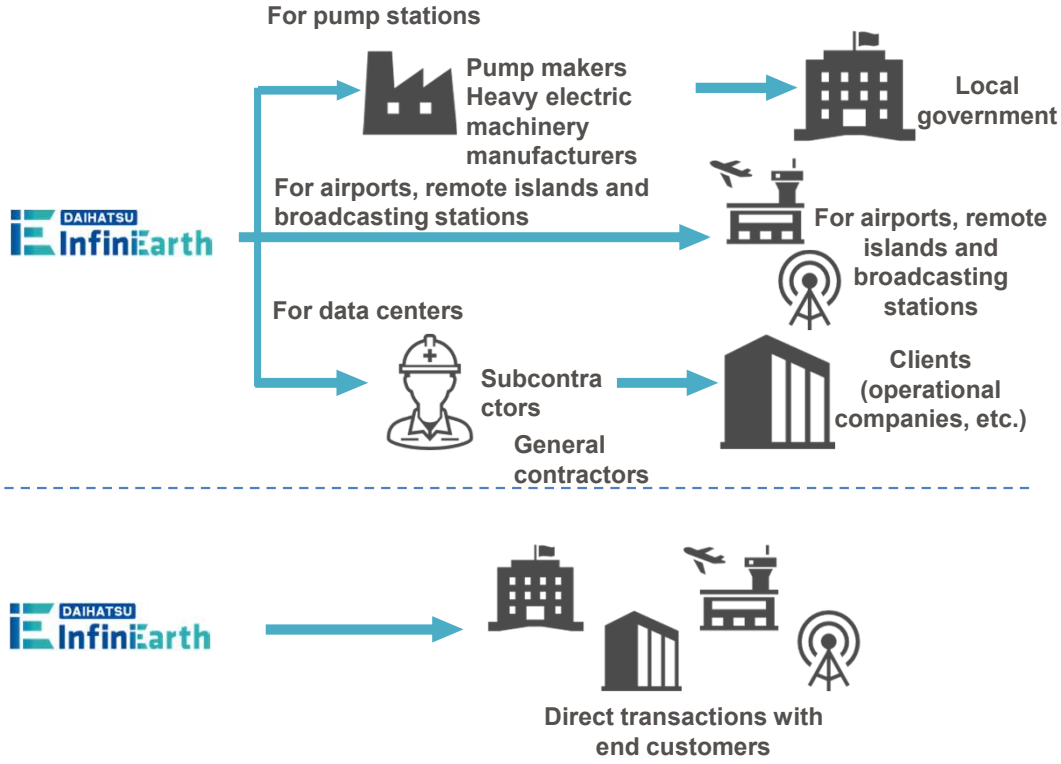
Internal combustion engine sales



Maintenance-related business



Land-use Business Model



Note) 1. A business operator that is contracted by a ship owner to conduct maintenance and management of vessels, operation management and crew management including employment and assignments to vessels

Features of the Business Models

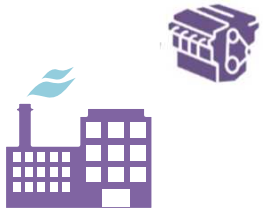
We have established an integrated system from R&D to manufacturing, sales, and maintenance of internal combustion engines. While sales of mainstay marine internal combustion engines are affected by market conditions, the maintenance-related business is a recurring business and contributes to improved stability and profitability.

Business model

R&D

- Promote R&D of diesel engines and dual-fuel engines to comply with environmental regulations, in the following directions
  - Diesel engines: reduce environmental impact, improve fuel efficiency, support new fuels, etc.
  - Dual-fuel: increase efficiency of engines, support diversified gas fuels, etc.

Manufacturing and sales

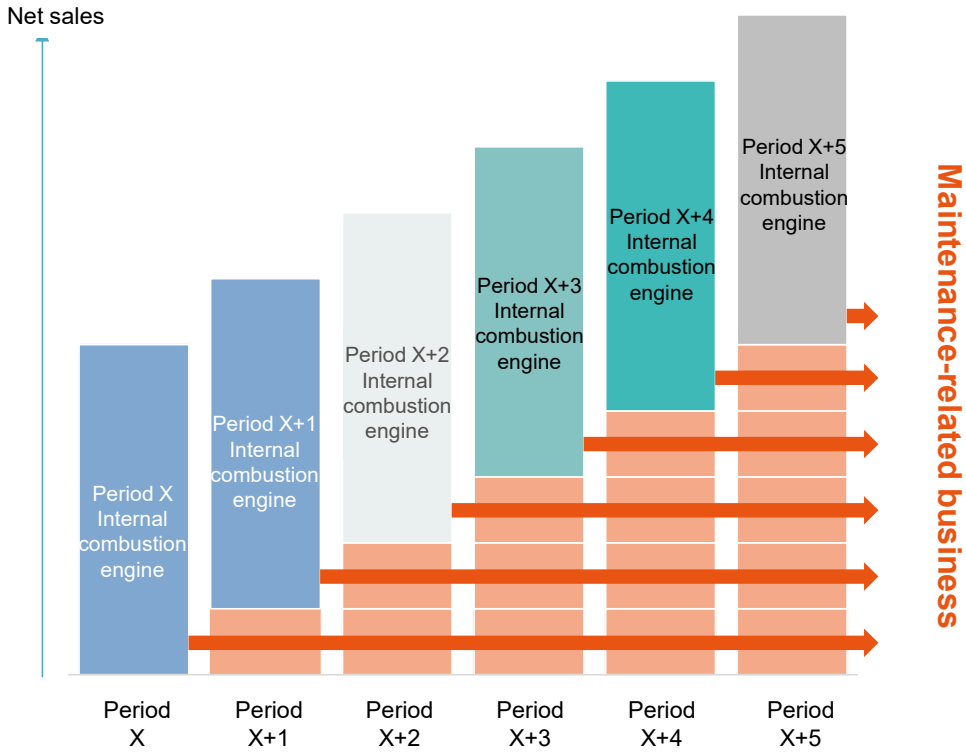


- Manufacture internal combustion engines for marine and land use and sell them to a wide range of customers
- Manufacturing bases: Moriyama Factory (Shiga Prefecture) and Himeji Factory (Hyogo Prefecture)
- **Strong price negotiation power with high market share**

Maintenance

- Maintenance including parts sales after shipping internal combustion engines
- Service bases: located in major overseas cities as well as in Japan
- **Recurring-type business model** that can expect sales for a long period of time after shipment, **contributing to stable performance and higher profit margins**

Recurring-type business model (rough idea)



Marine Equipment Market - Market Trends

Maritime logistics is significantly advantageous in terms of transportation volume and costs, and ocean cargo volumes have expanded as the global economy grows.
Accordingly, the global shipping capacity is in a stable upward trend.

Market structure of shipping, shipbuilding and marine equipment

Maritime transport

The need for maritime transportation is expected to **increase steadily** due to low transportation costs, transportation volumes, and low environmental impact although the need contracted temporarily due to the COVID-19 pandemic.

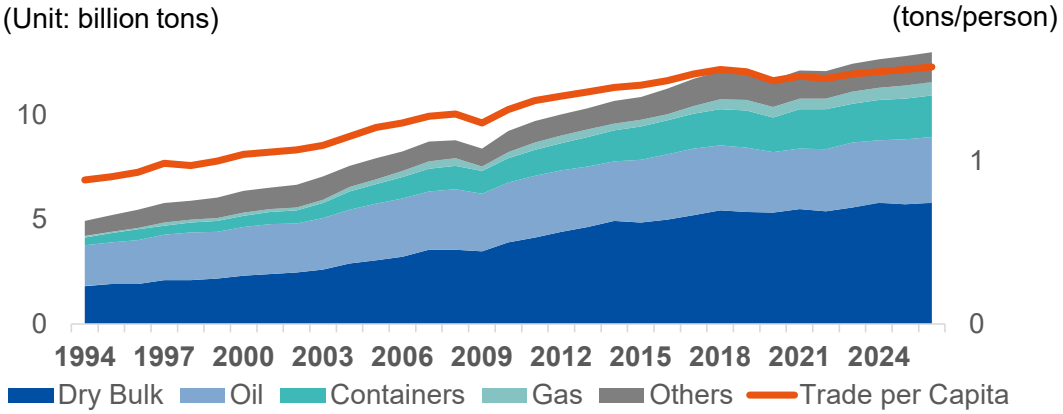
Demand for shipbuilding

Vessels have increased steadily as demand for ocean transportation rose.
(Average increase of 3.2% per year since 2015)
Stable demand for shipbuilding was generated.

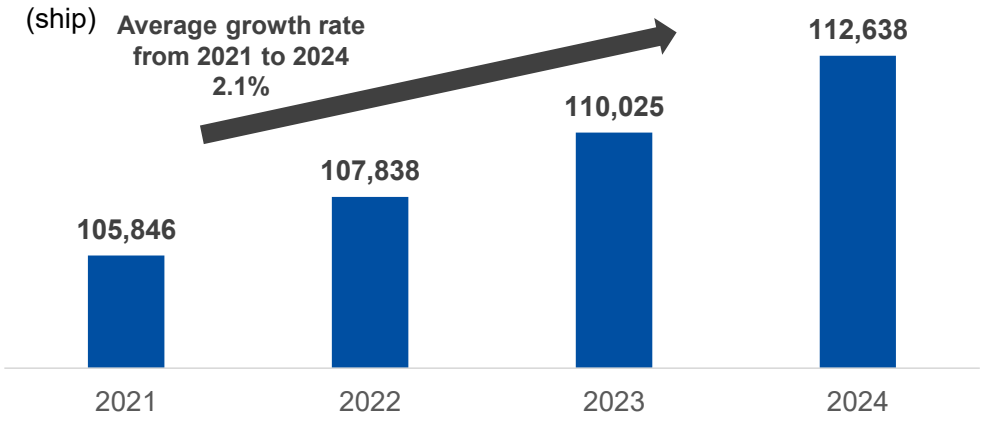
Demand for marine equipment

Demand for marine equipment is also generated in line with demand for shipbuilding.
An increase in the number of vessels already in service in addition to new ones is a reason for the expansion of the market.

Global ocean cargo volumes



Global shipping capacity

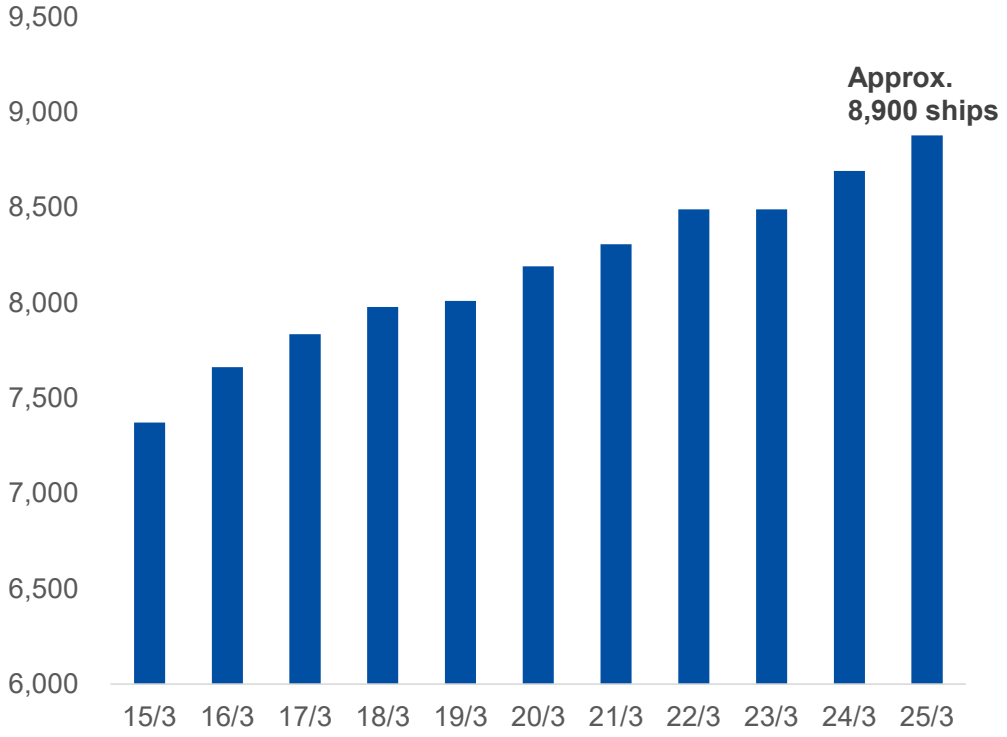


Reference) Clarksons Research

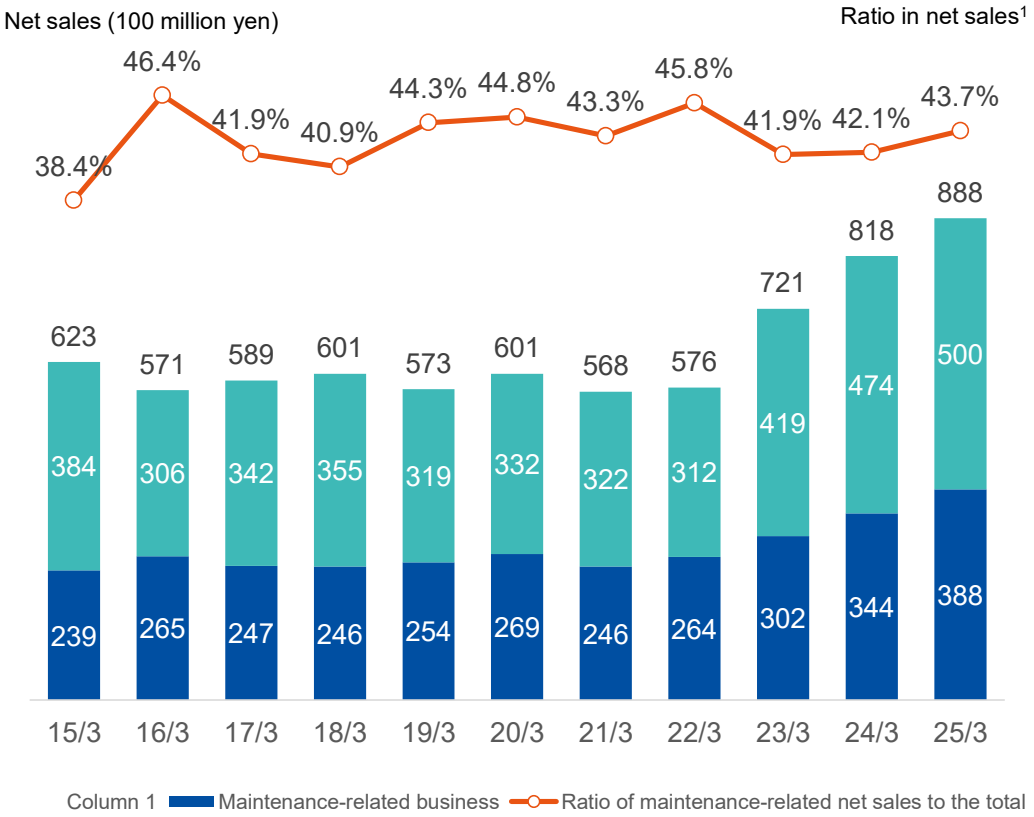
Stable Business Base Supported by Maintenance-related Business

The number of vessels carrying our engines is steadily increasing, and we expect long-term, stable earnings from maintenance-related business.

Number of vessels with engines from DAIHATSU INFINEARTH



Performance trends of maintenance-related business



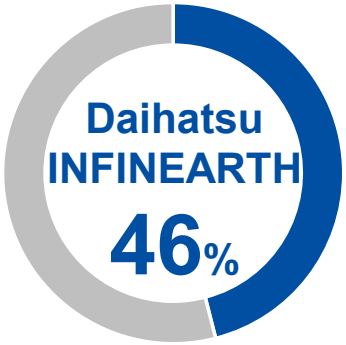
Note) 1. Percentage to consolidated net sales

Dominant Market Position and Strong Customer Base

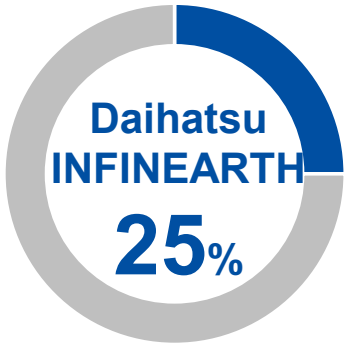
We have established a dominant position in the market of auxiliary engines for large ocean-going vessels, with a high share of approx. 46% in Japan and 25% overseas. In addition, we have a strong customer base with a track record of doing business with numerous customers.

Share in market of auxiliary engines for large ocean-going vessels [1]

Domestic



Overseas



- **Strong price negotiation power with high market share**
- **Appropriate price revisions in line with rising raw material costs**

Customer base [2]

Customer attributes	Number of customers
Shipping companies (ship owners)	Over 100
Shipbuilding companies	Approx. 70

Notes) 1. Shares in vessels and the world include Chinese licensed agencies.
2. Covering vessels of 20,000 dwt or more delivered between January 2024 and December 2024
Reference) SeaWeb

Long-Term Management Plan Summary

Recognition of Market Valuation

Trend in PBR (from January 2021)

- Our stock price rose in response to the announcement of the Medium-Term Management Plan, pushing our PBR above 1×. However, PBR is hovering around 0.8× at present.
- Under the system built on the new organization CVIC*, we will strive to raise market valuation through
  (1) enhancing corporate value based on the medium- to long-term strategy,
  (2) regularly reporting and reviewing and
  (3) promoting constructive dialogue with investors.

* Corporate Value improvement Committee

Medium- to Long-Term Vision

2030 → 2050

We aim to **expand business domains through efforts such as M&A** for sustainable growth while driving the two initiatives of R&D to **respond to new fuels and establishing a system for the servitization business**.

We **aim to contribute to net zero emissions and become a core company in the marine equipment industry**. We will do this by offering new solutions including servitization and expanding business domains while striving to increase sales of engines compatible with next-generation fuels.

*We plan to change the company name to DAIHATSU INFINEARTH MFG. CO.,LTD. on May 2, 2025, based on the Medium- to Long-Term Vision.

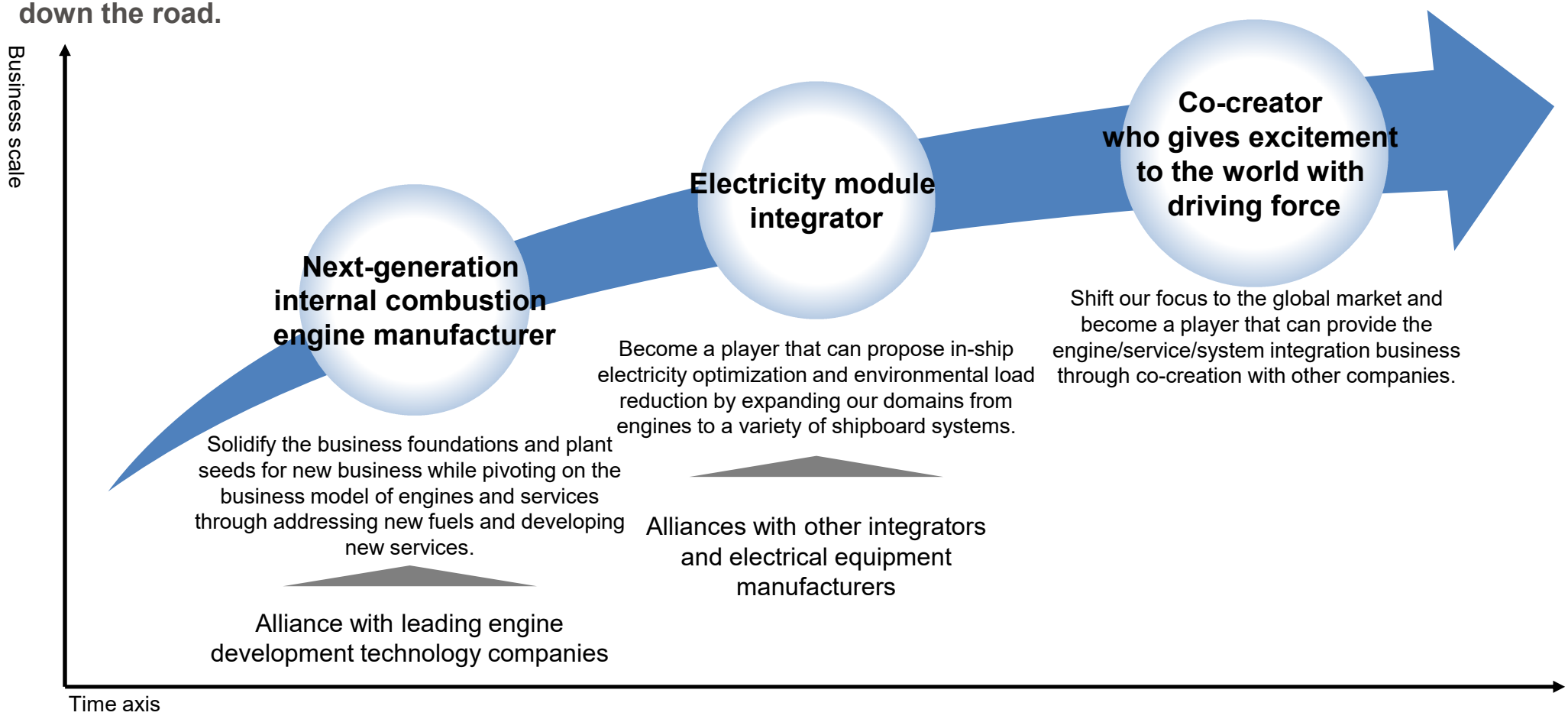
Financial Objectives and Capital Allocation (New)

Million yen	FY2025 forecast	By FY2028	FY2031 Targets
Net sales	78,000	90,000	120,000
Operating income	4,500	7,400	8,700
ROE	5.8%	8.8%	9.5% or more

- We plan to make investments in R&D to respond to next-generation fuels and reinforce systems such as for servitization in the years to 2030.
- Although we have set **a payout ratio of 30% as the standard** currently, we will consider aiming to "**avoid a dividend decrease and ensure an upward trend of dividends.**"

Medium- to Long-Term Direction

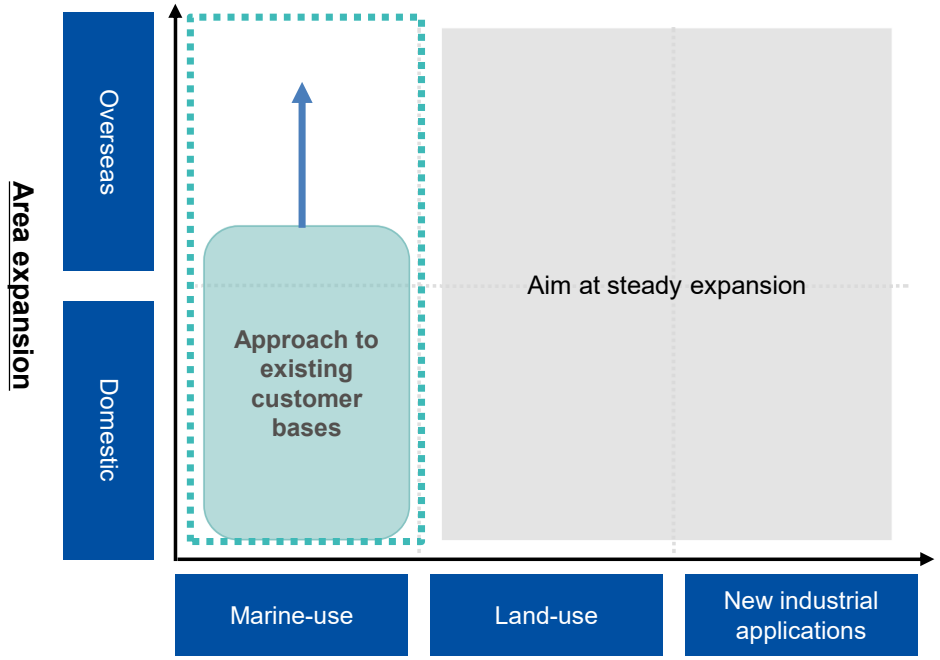
We aim at growing as an integrator by further expanding our business through alliances with diverse players down the road.



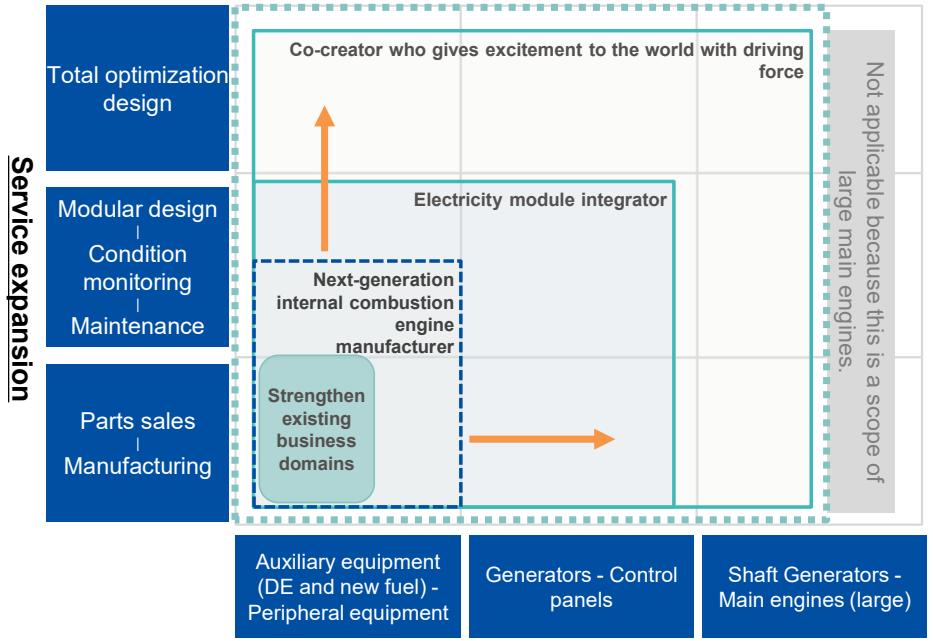
Management Policy from the Viewpoint of Each Customer and Service Area

In the marine-use business, target China and Europe, both of whose markets are projected to grow, broaden both product and service domains and engage in building a business model that departs from the business structure that relies on engines that are sold on a stand-alone basis.

Expansion policy from the viewpoint of the industrial domain and customer areas



Expansion policy from the viewpoint of product and service domains

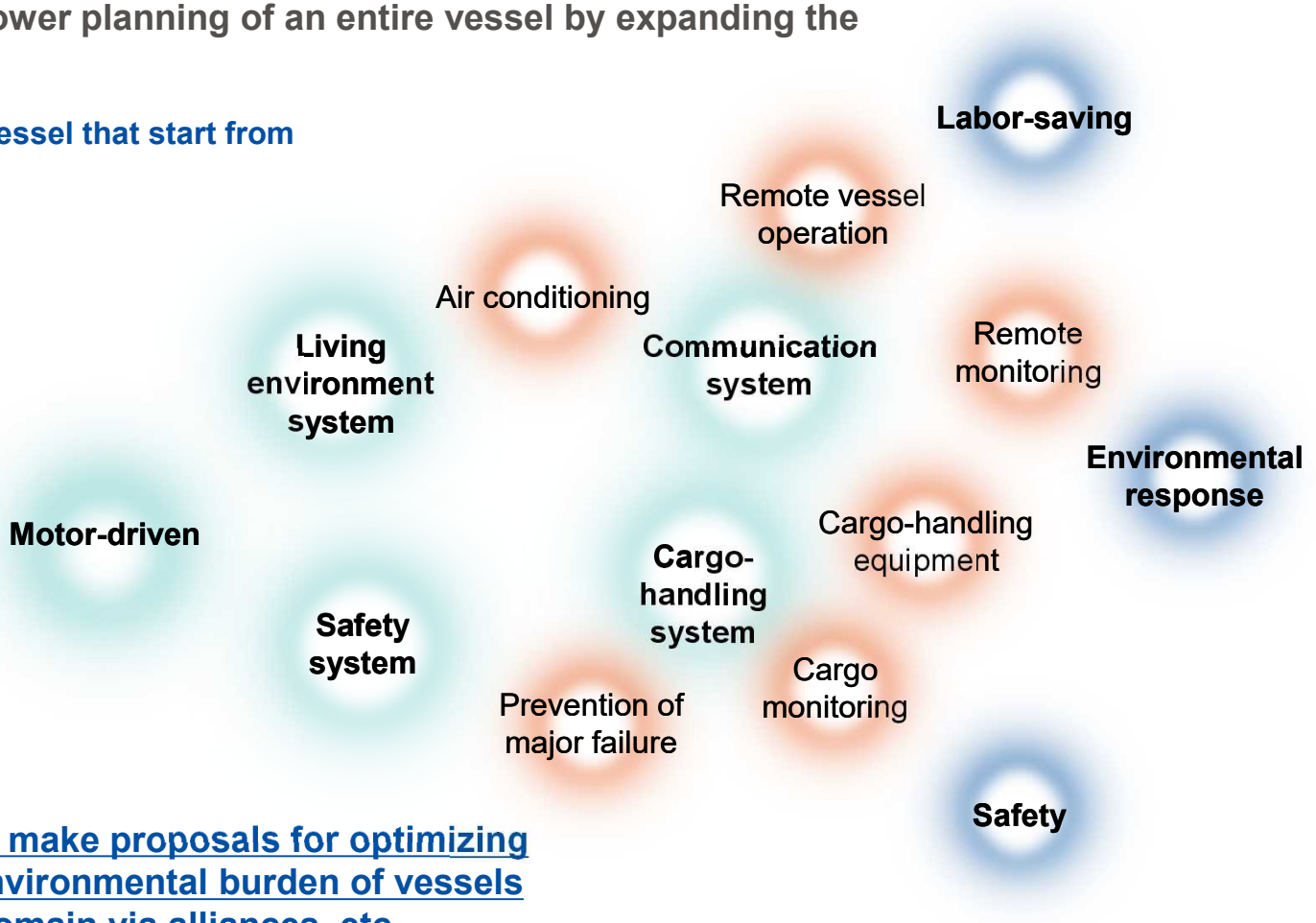


In parallel, business foundations (production, corporate administrative systems, etc.) will be improved in order to make the above a reality.

Medium- to Long-term Business Plan

We aim to be involved in the electric power planning of an entire vessel by expanding the domain through business tie-ups, etc.

Conceptual presentation of the systems of a vessel that start from main and auxiliary engines

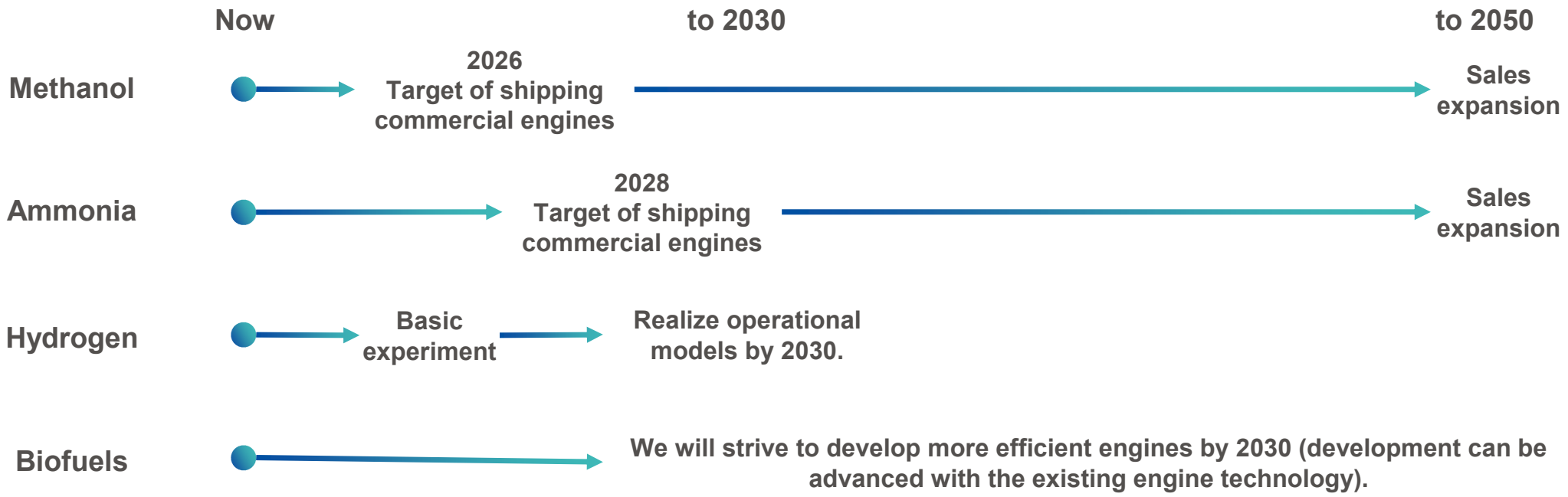


We will become a player that is able to make proposals for optimizing the electric power and reducing the environmental burden of vessels through expanding business domain via alliances, etc.

Approach to New Fuels

We will proceed with the development of engines compatible with new fuels, which are an essential factor in achieving GHG zero in 2050, with all candidates for such engines put under development simultaneously.
For methanol and ammonia, commercial-use engines are scheduled to be shipped out in 2026 and 2028, respectively.

Roadmap for new fuel development

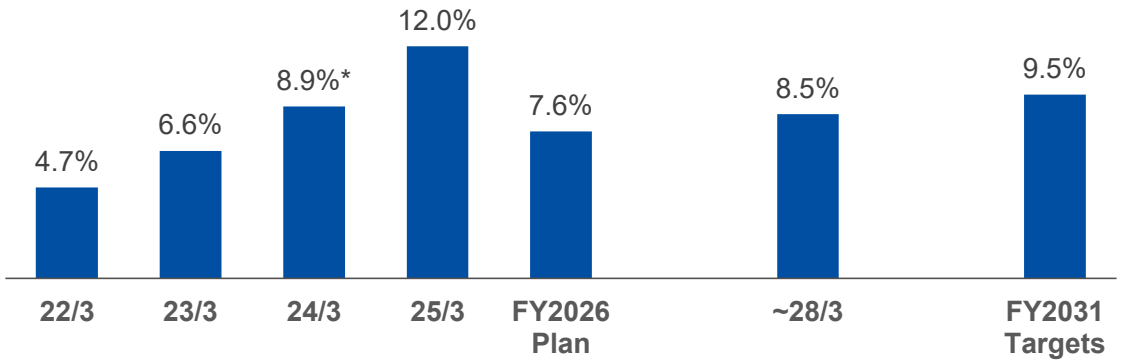


Simultaneously, we will continue building solutions such as fuel cells, carbon capture, and renewable energy in preparation for a future fuel source change.

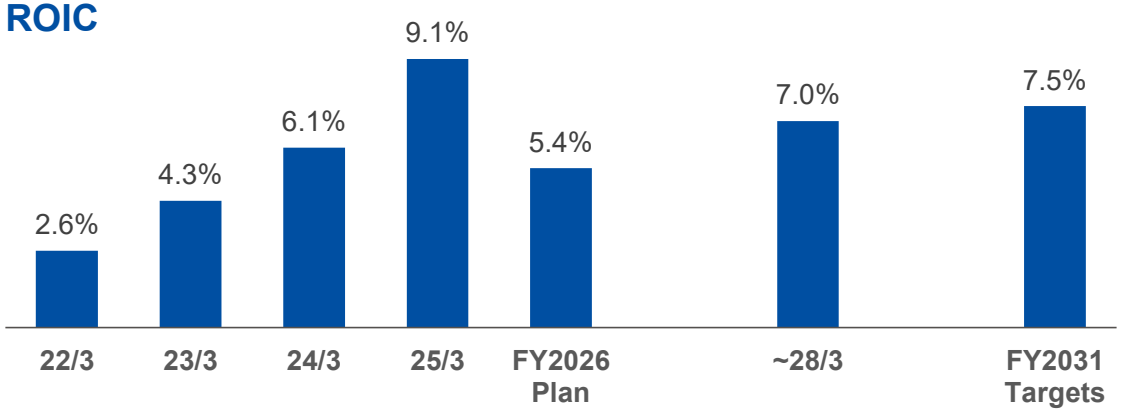
Recognition of Capital Costs and Target ROE and ROIC

Coming to grips with the current market valuation, we aim to realize an ROE that exceeds the cost of shareholders' equity and an ROIC that surpasses WACC.

ROE



ROIC



Premises of each capital cost that we assume

Cost of shareholders' equity	**About 9.5%**	**Risk-free rate**	1.3%
		Beta	1.2~1.3
		Market risk premium	About 6.5%

A formula based on CAPM is used as the calculation method.
Risk-free rates from information of government bond (JGB) yields by the Ministry of Finance Japan
Beta is calculated by Daihatsu Diesel, based on comparable companies.
Market risk premiums were calculated, based on information from the Japan Securities Research Institute.

*Figures excluding gain on sale of stocks

WACC	**About 6.5%**	**Cost of shareholders' equity**	9.5%
		Cost of liabilities before taxes	0.8~1.5%

Weighted Average Cost of Capital (WACC) was calculated through applying the weighted average method to the cost of shareholders' equity and liabilities after taxes, based on total market value and interest-bearing debt.

Stock Price and PRB Trends

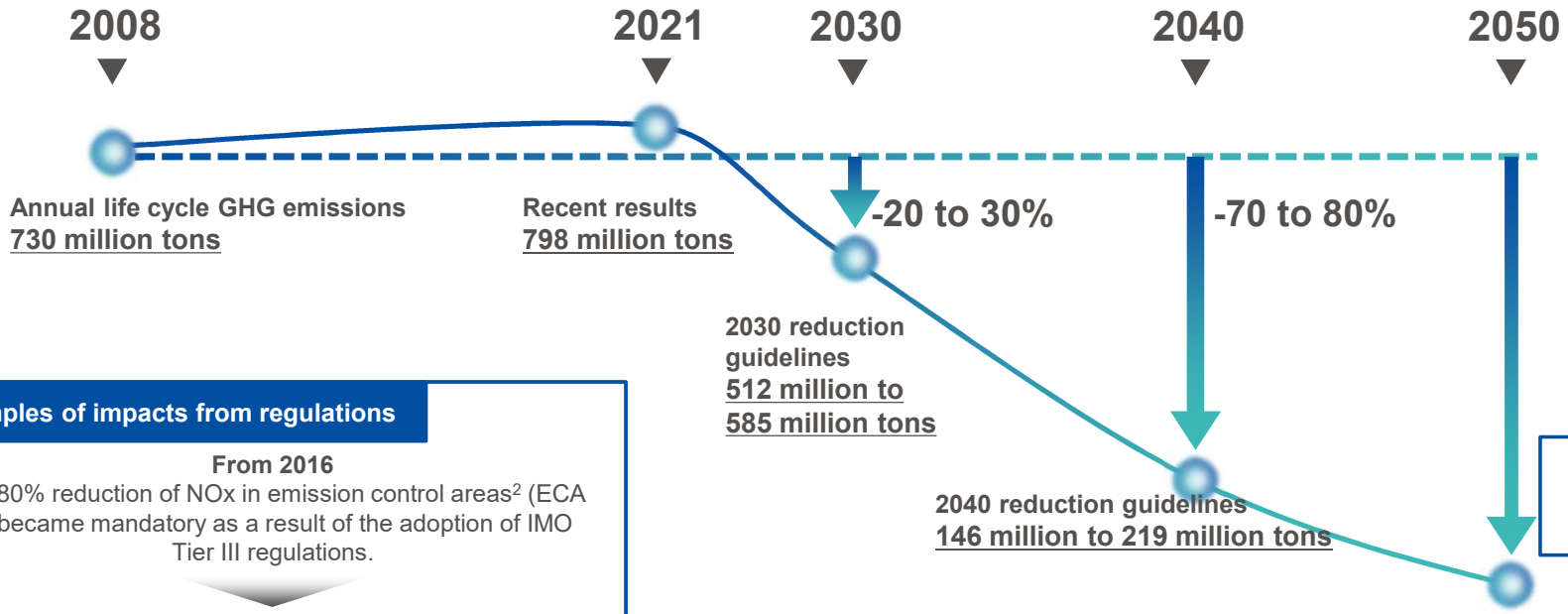
Stock price trend

Price book-value ratio

Marine Equipment Market - Environmental Regulations

The industry is one that is largely influenced by global environmental regulations
In the next 30 years, regulations and incentives are expected to be stepped up with the aim of reducing total GHG emissions by 2050.

Targets of Reducing Total GHG Emissions at IMO[1] Marine Environment Protection Committee (MEPC) 80



Examples of impacts from regulations

From 2016
An 80% reduction of NOx in emission control areas[2] (ECA [2]) became mandatory as a result of the adoption of IMO Tier III regulations.

Dual-fuel engines (DF) that can use natural gas in addition to diesel will become popular.

Currently measures are being studied, such as the adoption of charging for GHG emissions and other financial methods and of mandatory zero emission operations for newly built vessels while the establishment and spread of zero emission technology and fuels is advanced by giving support for first movers.

Notes) 1: International Maritime Organization 2: Areas where stricter regulations have been adopted, such as the North American and Canadian coasts, the Caribbean Sea, and the Baltic Sea, the North Sea, and the Mediterranean Sea in Europe

Reference) International Maritime Organization, the Ministry of Land, Infrastructure, Transport and Tourism, and Nippon Kaiji Kyokai (ClassNK, Japan Maritime Association)

Plan for Investment for Growth

We plan to increase investment for growth in light of the upward revision and environmental changes and adjust allocations (amounts in this slide are restated from the previous disclosures).
Plans to invest mainly in response to new fuels, in-house production, DX, etc.

Response to next-generation fuels
10 billion yen

Development and production facilities of engines compatible with next-generation fuels, such as methanol and ammonia, aimed at expanding our presence in the market
We assume that the fruits will be borne from 2030 onwards.

Technological development and productivity improvement
15 billion yen

We plan to reduce costs of existing products and reorganize production facilities.
Enhance competitiveness through cost and production efficiency improvements and strive to increase sales and improve profitability accordingly
We assume that fruits will be borne from FY2025.

Strengthening production infrastructure
8 billion yen

We will make capital investment and enhance added value for the group and affiliated companies for the purpose of controlling production costs.
We assume that the fruits will be borne from 2026 onwards.

Logistics reform
5 billion yen

We will optimize logistics that accompanies the shift to multiple production centers and carry out DX.
We will reduce logistics loss and achieve zero loss of sales opportunities.
We assume that fruits will be borne from 2028 onwards.

Digital technology
3 billion yen

We endeavor to improve productivity and LTV through the digital transformation (DX) of business models.
We assume that the fruits will be borne from 2026 onwards.

Other
4 billion yen

We strive to realize net zero emissions at an early stage and step up the initiative of corporate management of human capital.
We assume that the fruits will be borne from 2030 onwards.

Disclaimer

These materials contain statements relating to future earnings and business strategy, etc.
Inherent in these statements are risk and uncertainty; the statements give no guarantee of future performance.
Please be aware that actual results may differ significantly from forecasts, due to changes in the business environment, etc.
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