



## Management Strategy

President's Message .....	01
Officer Matrix .....	03
Our Ways .....	05
1 <sup>st</sup> STEP of Vision 2030 .....	06
GHG emission reduction plan .....	08
ESG - Solar Power Generation Equipment .....	07

## Financial Review

Summary of Selected Financial Data (consolidated) .....	09
Highlights .....	10
Business Composition by Segment .....	11
Consolidated Financial Statements .....	13

## Corporate Information

Company History .....	17
Corporate Data .....	18



## Management Philosophy

The ENOMOTO Group has been contributing to Japanese manufacturing since its founding in 1962, underpinned by its Management Philosophy of “recognizing that people are at the heart of business management, ENOMOTO is committed to healthy manufacturing as its contribution to the development of an affluent society.” Achievements in this regard have involved developing numerous new technologies related to press processing, establishing die technologies encompassing a wide range of processes such as blanking, bending, drawing and resin molding, and coming up with ultrafine composite machining technologies for metal and plastic geared to addressing fast-evolving market needs for miniaturization, higher performance and more functions.

Our products in particular include lead frames for opto-electronic devices typified by light-emitting diodes (LEDs) which constitute an energy-saving product that helps combat global warming, components for micro pitch connectors installed in smartphones and other IT devices and various types of semiconductor lead frames essential for facilitating the spread of self-driving vehicles and IoT. We take pride in these products, which are key technological elements poised to help bring about advances in society going forward. Also, we believe that supplying these products to major manufacturers worldwide will enable the Group to continue playing an indispensable role with respect to helping in bringing about a prosperous society in the future.

## 2022 Economic Condition

In the previous fiscal year, Although Japan's economy has seen a noticeable normalization of economic activity as restrictions on overseas travel and other activities have been eased, the impact of soaring commodity and energy prices and rapid exchange rate fluctuations due to overseas situations such as the situation in Russia and Ukraine was strongly felt throughout the economy.






In the electronic components industry to which the Group belongs, continues to be unstable due to inventory adjustments caused by the stagnation of the Chinese economy, and demand for parts related to consumer devices such as smartphones has fallen significantly, especially since the end of the year.





Under these circumstances, our group has developed production technology for lead frames for power semiconductors which demand is increasing worldwide, and parts for ultra-fine connectors which can take full advantage of our advanced metal and resin composite processing technology. In the plating process, we have worked to improve profitability by focusing particularly on strengthening our technological capabilities and production capacity. At the same time, with the aim of further strengthening profitability, we are actively investing in building systems for smart factories and automating and improving the efficiency of work and management.

## 2022 Our Financial Performance

In the fiscal year ended 31 March 2023, the Company consequently generated net sales of 29,265 million yen((Increased 7.4% YoY), operating profit of 1,561 million yen (Decreased 22.4% YoY) due to an increase in depreciation and labor costs associated with production capacity expansion, an increase in expenses due to a rise in energy prices, and a temporary change in the product mix due to adjustments in the smartphone market. Ordinary profit of 1,805 million yen (Decreased 12.1% YoY), and profit attributable to owners of parent of 1,269 million yen (Decreased 17.9% YoY) .

We will continue to work as one to improve our business performance and strengthen our management base, and we look forward to your continued support.

<u>Inside Directors</u>					
					
	<b>Nobuyuki Takeuchi</b>	<b>Homare Shiratori</b>	<b>Nobuo Sakurai</b>	<b>Mitsuhiro Kushima</b>	<b>Hideo Ogawa</b>
	Representative director	Representative director	Director	Director	Director
<b>Roles and Responsibilities</b>	President / Chief Executive Officer	Senior Managing Director / Chief Operating Officer / Chief Officer of Domestic Business	Chief Officer of Headquarters Production	Chief Sustainability Officer	Chief Officer of Overseas Business
<b>Gender</b>	● Male ○ Female	●	●	●	●
<b>Independent Officer</b>					
<b>Skills</b>	<b>Management Strategy</b>	★	★	★	★
	<b>Technology and Quality Control</b>	★	★	★	★
	<b>Marketing and Sales</b>	★	★	★	★
	<b>Global Business</b>	★	★		★
	<b>Human Resource Development</b>		★		
	<b>Environment and Society</b>			★	★
	<b>Finance and Accounting</b>				★
	<b>Legal and Governance</b>	★			★
	<b>IT and DX</b>				★

<u>Outside Directors</u>				
				
	<b>Tadashi Kato</b>	<b>Sachiko Yamaki</b>	<b>Michiyo Ujiie</b>	<b>Hiroshi Muto</b>
	Director	Director	Director	Director
<b>Roles and Responsibilities</b>	Audit and Supervisory Committee Member	Audit and Supervisory Committee Member	Audit and Supervisory Committee Member	Audit and Supervisory Committee Member
<b>Gender</b>	● Male ○ Female	●	○	○
<b>Independent Officer</b>		★	★	★
<b>Skills</b>	<b>Management Strategy</b>	★		★
	<b>Technology and Quality Control</b>			
	<b>Marketing and Sales</b>			★
	<b>Global Business</b>			★
	<b>Human Resource Development</b>		★	★
	<b>Environment and Society</b>		★	★
	<b>Finance and Accounting</b>	★		★
	<b>Legal and Governance</b>	★	★	
<b>IT and DX</b>				

Motto

心技一体

SHINGI ITTAI

Shingi ittai : Heart and technique are both essential for our manufacturing and we can't make good products with either of them. Since our start in small lab, we have cherished the spirit of craft workers and their technique.

Management Philosophy

People are at the heart of business.

Through sound manufacturing, we contribute to the realization of prosperous society.

Vision 2030

**Creating the Future with Precision Die Technology**

Finer and faster with leading-edge technology,  
We aim to be your best partner for living and business.

Target

We continue to speedily provide high-quality products to the cutting-edge market with the evolution of die technology.

We create innovation by building a work environment that takes on challenges without fear of failure.

We contribute to the realization of carbon-free society by putting fuel cell parts to practical use.



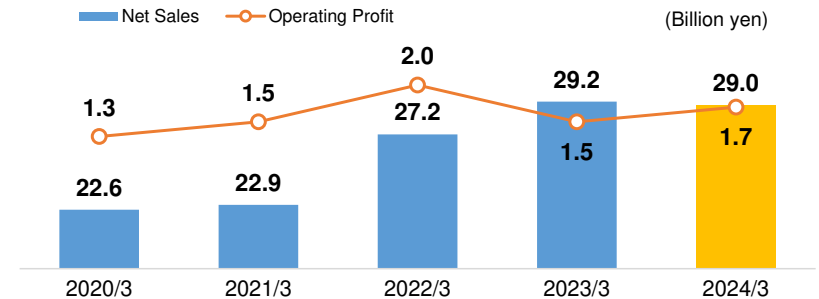
Original Goals For 1st STEP (Apr 2021 ~ Mar 2024)



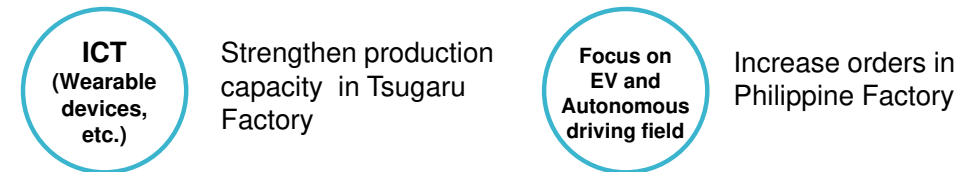
Revised targets For 1st STEP (Apr 2021 ~ Mar 2024)



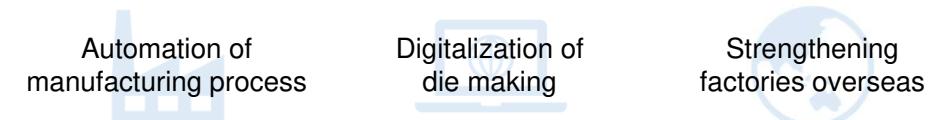
Net Sales · Operating Profit



How We Achieve Our Goals: Investment in Growing Fields



How We Increase Our Marginal Profit



## Target for 2030

**Total GHG Emissions** 11,080<sub>t-co<sub>2</sub></sub>  
**GHG Emission Reduction** 6,732<sub>t-co<sub>2</sub></sub>

### Action Plan

1

#### Use of Renewable Energy

- Installation of solar power generation equipment at the Tsugaru Factory (scheduled for completion in January 2023), etc.
- Purchasing carbon-free electricity

**GHG Emission Reduction** 4,488 t-co<sub>2</sub>  
 Compared to FY2021 **25% down**

Amount of electricity purchase reduction from fossil fuels **8,160,000 kwh**

2

#### Energy Saving Measures

Compressor

Air Conditioner

Lighting

Others, Equipment

**GHG Emission Reduction** 2,244 t-co<sub>2</sub>  
 Compared to FY2021 **13% down**

Electricity usage reduction **4,080,000 kwh**

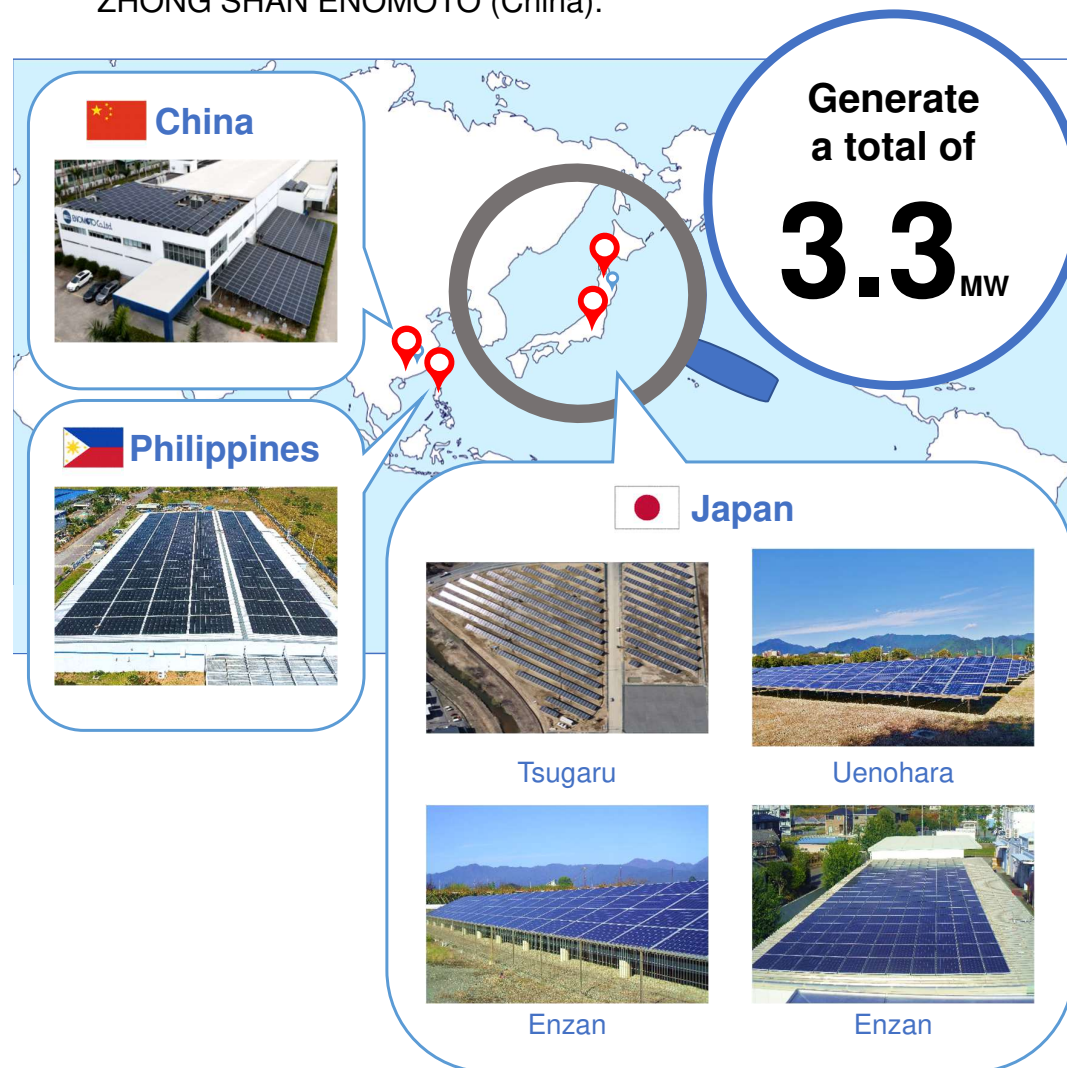
## Our Action

### Past Action

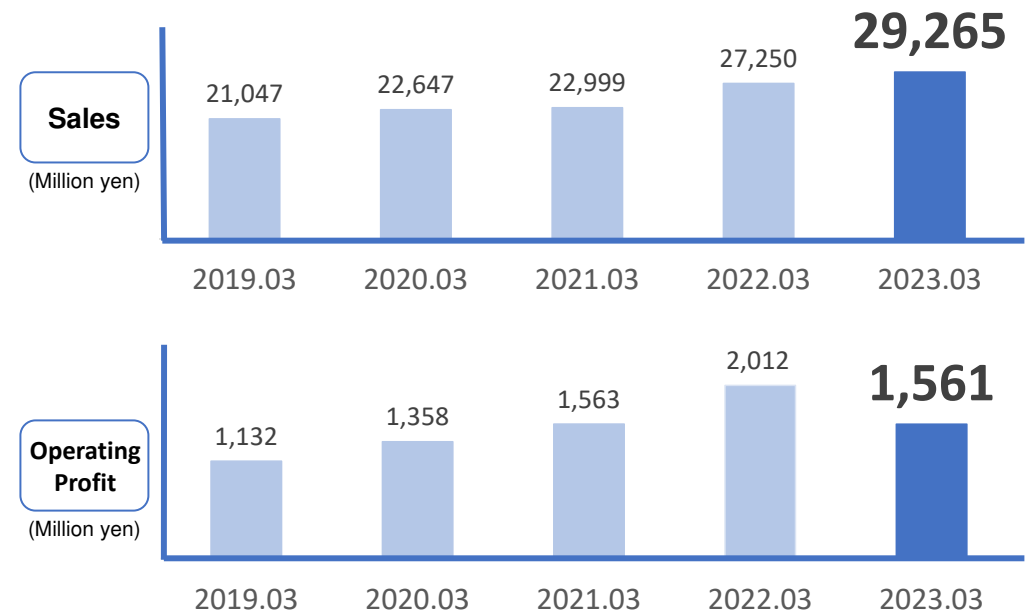
- Installed 6 solar power generation equipment.

### On-Going Action

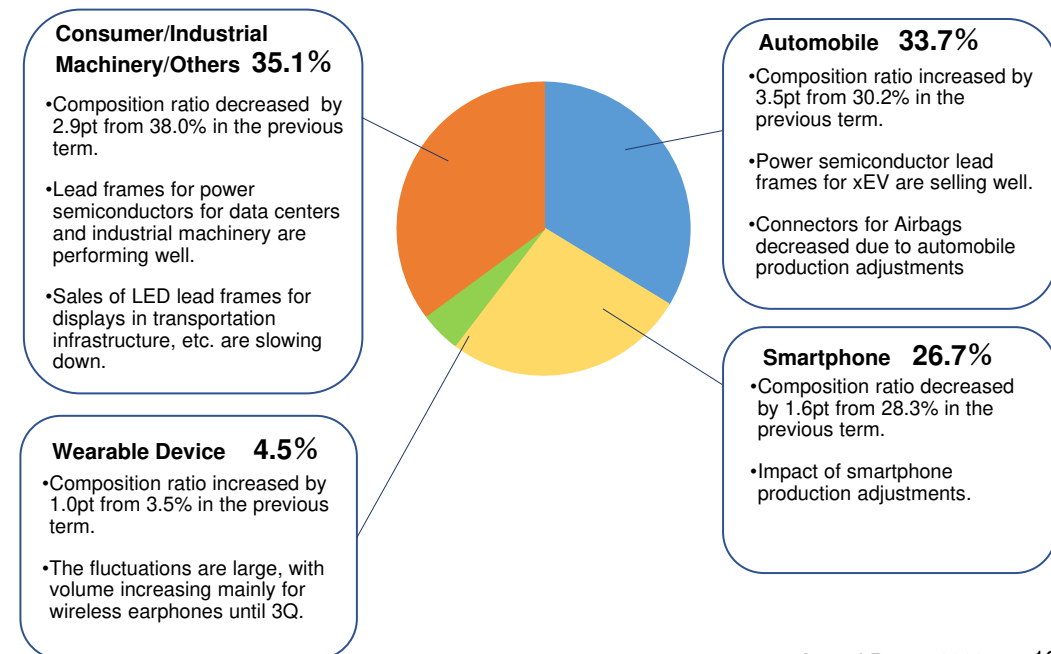
- Under construction for installing additional solar power generation equipment in Enzan Factory and ZHONG SHAN ENOMOTO (China).

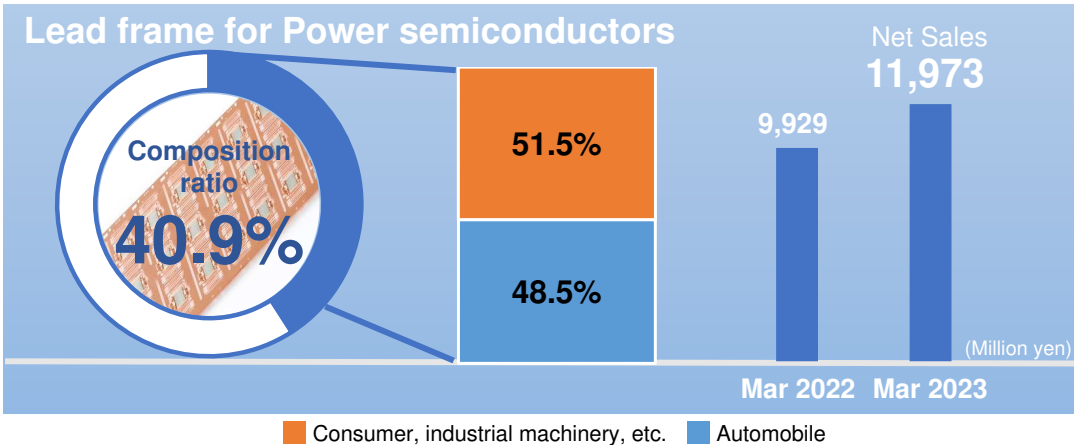


	53rd term Fiscal year ended 31 Mar 2019	54th term Fiscal year ended 31 Mar 2020	55th term Fiscal year ended 31 Mar 2021	56th term Fiscal year ended 31 Mar 2022	57th term Fiscal year ended 31 Mar 2023
Net sales (Million yen)	21,047	22,647	22,999	27,250	29,265
Ordinary Profit (Million yen)	1,260	1,394	1,561	2,054	1,805
Profit (loss) attributable to owners of parent (Million yen)	912	912	1,489	1,545	1,269
Comprehensive income (Million yen)	624	778	1,362	2,404	2,363
Net assets (Million yen)	15,069	15,610	16,739	18,628	20,594
Total assets (Million yen)	23,497	24,211	25,577	30,174	34,039
Net assets per share (Yen)	2,240.94	2,321.46	2,487.46	2,790.49	3,081.37
Basic earnings (loss) per share (Yen)	134.37	135.86	221.66	230.49	190.02
Diluted earnings per share (Yen)	133.98	135.46	221.01	229.80	189.45
Equity-to-asset ratio (%)	64.0	64.4	65.3	61.6	60.4
Rate of return on equity (%)	6.1	5.9	9.2	8.7	6.4
Price-earnings ratio (Times)	6.3	6.0	9.3	6.9	9.2
Net cash provided by (used in) operating activities (Million yen)	592	2,357	2,506	3,331	1,810
Net cash provided by (used in) investing activities (Million yen)	(1,238)	(1,501)	(2,402)	(2,965)	(2,998)
Net cash provided by (used in) financing activities (Million yen)	(536)	(333)	(113)	386	535
Cash and cash equivalents (Million yen)	2,858	3,346	3,324	4,365	4,041
Number of employees [Average number of temporary employees] (Number of persons)	1,253 [637]	1,243 [457]	1,240 [468]	1,272 [544]	1,274 [524]



**Sales composition ratio of mass-produced products by application**

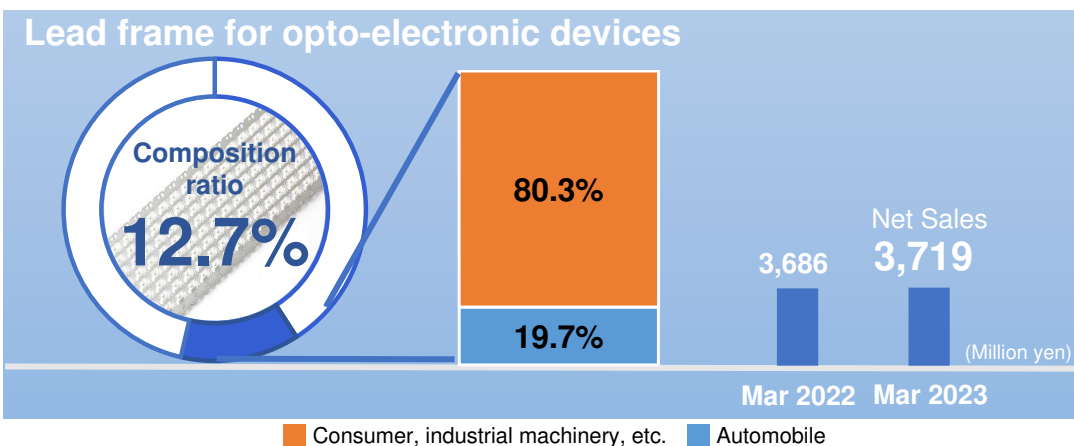




### Lead frame for Power semiconductors

Net Sales 11,973 million yen (Increased 20.6% - YoY)

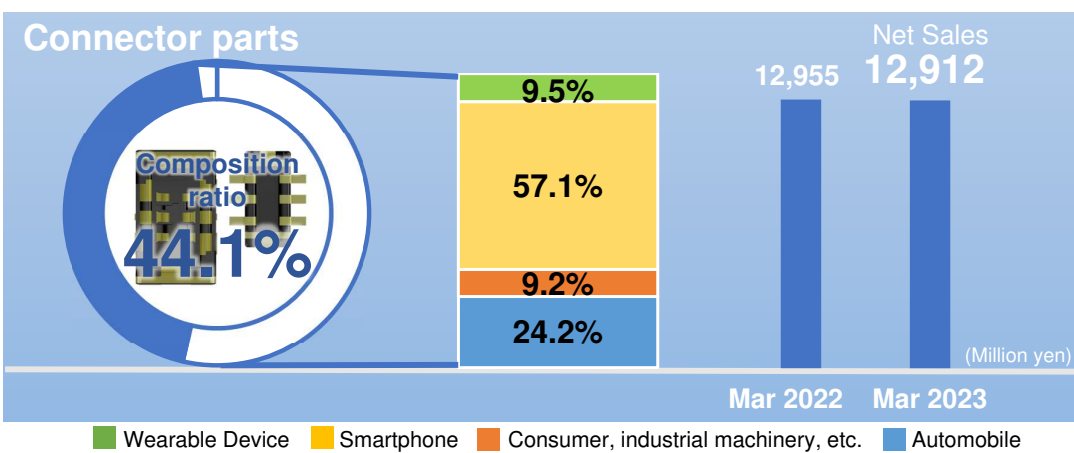
This product group includes lead frames used in discrete semiconductors and modules mainly used in power systems. For automobiles, sales increased due to the progress of xEV conversion and the development and spread of ADAS technology. In other fields, demand due to social innovations such as DX and GX remains at a high level.



### Lead frame for opto-electronic devices

Net Sales 3,719 million yen (Increased 0.9% - YoY)

This item group is mainly for LED. Although there is a certain level of demand for use in overseas transportation infrastructure and outdoor displays for advertising purposes, demand remained flat due to inventory adjustments caused by factors such as the stagnation of the Chinese economy.



### Connector parts

Net Sales 12,912 million yen (Decreased 0.3% - YoY)

Demand for automobiles decreased due to production adjustments and other factors, and parts for smartphones also decreased due to weak sales of new models.

**Others** : Net Sales 659 million yen ( Decreased 2.8% - YoY) This item group is mainly for relay parts.

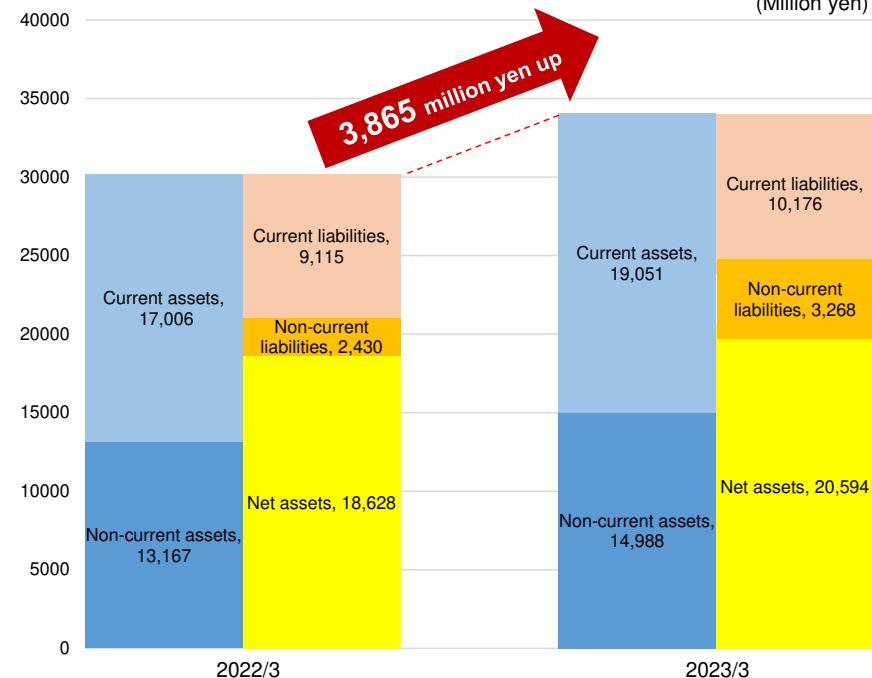
## Consolidated Balance Sheets(summary)

(Million yen)

	As of 31 Mar 2022	As of 31 Mar 2023
<b>Assets</b>		
Current assets	17,006	19,051
Non-current assets	13,167	14,988
Property, plant, and equipment	11,861	13,501
Intangible assets	374	588
Investments and other assets	931	898
<b>Total assets</b>	<b>30,174</b>	<b>34,039</b>
<b>Liabilities</b>		
Current liabilities	9,114	10,176
Non-current liabilities	2,430	3,268
<b>Total liabilities</b>	<b>11,545</b>	<b>13,444</b>
<b>Net assets</b>		
Shareholder's equity	18,218	19,090
Share capital	4,749	4,749
Capital surplus	5,082	5,082
Retained earnings	8,641	9,502
Treasury shares	(255)	(244)
Accumulated other comprehensive income	395	1,489
Share acquisition rights	15	15
<b>Total net assets</b>	<b>18,628</b>	<b>20,594</b>
<b>Total liabilities and net assets</b>	<b>30,174</b>	<b>34,039</b>

## Status of Balance Sheets

(Million yen)



### Current assets

In the fiscal year ended 31 March 2023, the amount of Current assets was 19,051 million yen due to an increase in Accounts receivable and Inventories.

### Non-current assets

The amount of Non-current assets was 14,988 million yen due to an increase in Increase in equipment for plating process at Tsugaru Factory.

### Total liabilities

The amount of Total liabilities was 13,444 million yen due to an increase in Trade payables and borrowings.

### Net assets

Net assets was 20,594 million yen due to an increase in Retained earnings. As a result, The capital adequacy ratio was 60.5%.



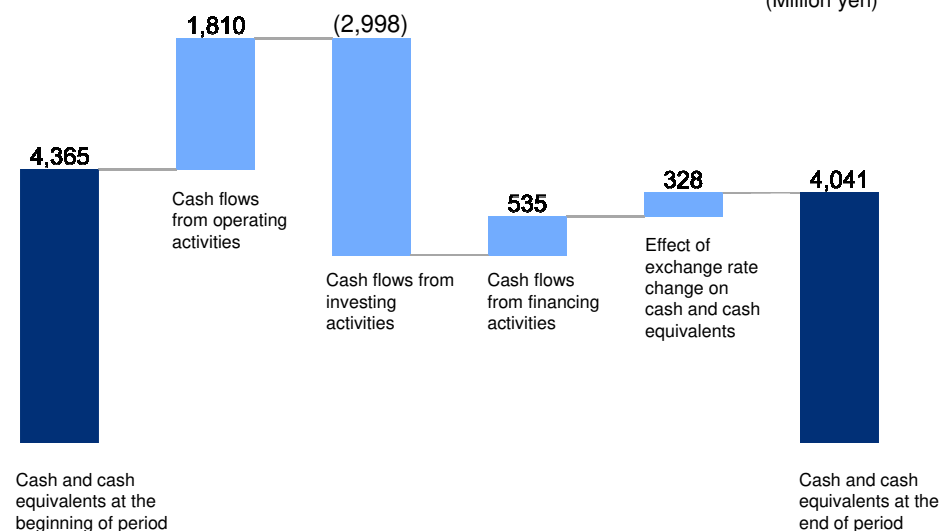
## Consolidated Statements of Income(summary)

(Million yen)

	As of 31 Mar 2022	As of 31 Mar 2023
<b>Net sales</b>	27,250	29,265
Cost of sales	22,788	25,165
Gross profit	4,462	4,100
Selling, general and administrative expenses	2,449	2,538
<b>Operating profit</b>	2,012	1,561
Non-operating income	152	290
Non-operating expenses	110	45
<b>Ordinary profit</b>	2,054	1,805
Extraordinary income	51	10
Extraordinary losses	22	151
<b>Profit before income taxes</b>	2,083	1,664
Income taxes - current	377	191
Income taxes - deferred	159	203
Total income taxes	537	395
Profit	1,545	1,269
<b>Profit attributable to owners of parent</b>	1,545	1,269

## Consolidated Statement of Cash Flows(summary)

(Million yen)



### The status of Cash Flows

Cash and cash equivalents (hereinafter referred to as “Cash”) was 4,041 million yen at the end of the fiscal year ended 31 March 2023. (324 million yen less than the previous fiscal year.)

Operating cash flow decreased by 1,521 million yen from the previous fiscal year due to Increase in depreciation expenses .

Investment cash flow was -33 million yen due to Acquisition of fixed assets.

Date	Event
April 1967	ENOMOTO MANUFACTURING Co., Ltd. is established in Sagamiko-machi, Tsukui-gun, Kanagawa Prefecture (currently Midori-ku, Sagamihara City, Kanagawa Prefecture) for the purpose of manufacturing precision molds and processing press parts using those molds for electronic components.
December 1969	The Uenohara Factory is established in Uenohara-machi, Kitatsuru-gun, Yamanashi Prefecture (currently Uenohara City, Yamanashi Prefecture) to expand the business.
March 1973	The headquarters is relocated from Sagamiko-machi, Tsukui-gun, Kanagawa Prefecture to Uenohara-machi, Kitatsuru-gun, Yamanashi Prefecture.
April 1987	The Enzan Factory is established in Enzan City, Yamanashi Prefecture (currently Kosu City, Yamanashi Prefecture) with the aim of expanding the sales of LED lead frames and increasing the efficiency of mold component processing.
July 1990	The company changes its name from ENOMOTO MANUFACTURING Co., Ltd. to ENOMOTO Co.,Ltd.
November 1990	Registers over-the-counter with the Japan Securities Dealers Association.
June 1991	TSUGARU ENOMOTO Co.,Ltd. is established in Goshogawara City, Aomori Prefecture.
March 1995	The Iwate Factory is established in Otsuchi-cho, Kamihei-gun, Iwate Prefecture.
August 1995	The Uenohara Factory is relocated to the grounds of Uenohara Industrial Park.
October 1995	ENOMOTO PHILIPPINE MANUFACTURING Inc. is established in the Republic of the Philippines. (Currently a consolidated subsidiary)
August 1997	IWATE ENOMOTO Co., Ltd. is established and the Iwate Factory's business is transferred.
November 2000	ENOMOTO HONG KONG Co.,Ltd. is established in the Hong Kong Special Administrative Region of the People's Republic of China. (Currently a consolidated subsidiary)
January 2001	ZHONGSHAN ENOMOTOCO., Ltd. is established in Zhongshan, Guangdong Province, People's Republic of China. (Currently a consolidated subsidiary)
April 2003	The headquarters address is changed to 8154-19 Uenohara, Uenohara-machi (currently 8154-19 Uenohara, Uenohara City, Yamanashi Prefecture).
April 2004	Acquires the subsidiaries TSUGARU ENOMOTO Co., Ltd. and IWATE ENOMOTO Co., Ltd., and establishes the Tsugaru Factory and the Iwate Factory.
December 2004	Cancels registration as an over-the-counter company with the Japan Securities Dealers Association and lists its shares on the JASDAQ Securities Exchange (currently the JASDAQ Market of the Osaka Securities Exchange).
July 2013	The company is listed in the Tokyo Stock Exchange JASDAQ (Standard) following the merger of the Tokyo Stock Exchange and the Osaka Securities Exchange.
December 2015	Constructs Cavite Factory No. 2 for ENOMOTO PHILIPPINE MANUFACTURING Inc. , located in the Province of Cavite in the Philippines, to increase production capacity.
December 2017	Changes the market listing from the Tokyo Stock Exchange JASDAQ (Standard) to the Second Section of the Tokyo Stock Exchange.
November 2018	The company is listed in the First Section of the Tokyo Stock Exchange.
April 2022	The company is listed in the Prime Market of the Tokyo Stock Exchange

Trade name	ENOMOTO Co., Ltd.
Establishment	April 1967 (Founded July 1962)
Securities code	6928 (Tokyo Stock Exchange)
Headquarters location	8154-19, Uenohara, Uenohara City, Yamanashi, Japan
Capital	JPY 4,749 million
Number of employees (Consolidated)	1,274
Business description	<ol style="list-style-type: none"> <li>1. Manufacture of various semiconductor components and electronic components</li> <li>2. Development, design, and manufacture of various precision molds, automatic mechanical equipment, etc.</li> </ol>
Telephone number	+81-554-62-5111
Consolidated subsidiaries	<p>ENOMOTO PHILIPPINE MANUFACTURING INC.</p> <p>ENOMOTO HONG KONG Co., Ltd.</p> <p>ZHONG SHAN ENOMOTO Co., Ltd.</p>