Presentation Material for Financial Results Briefing First Six Months (Interim Period) of the Fiscal Year Ending March 31, 2026

Daihatsu Infinearth Mfg. Co., Ltd.
(Securities code: 6023)
November 18, 2025

Summary of Financial Results

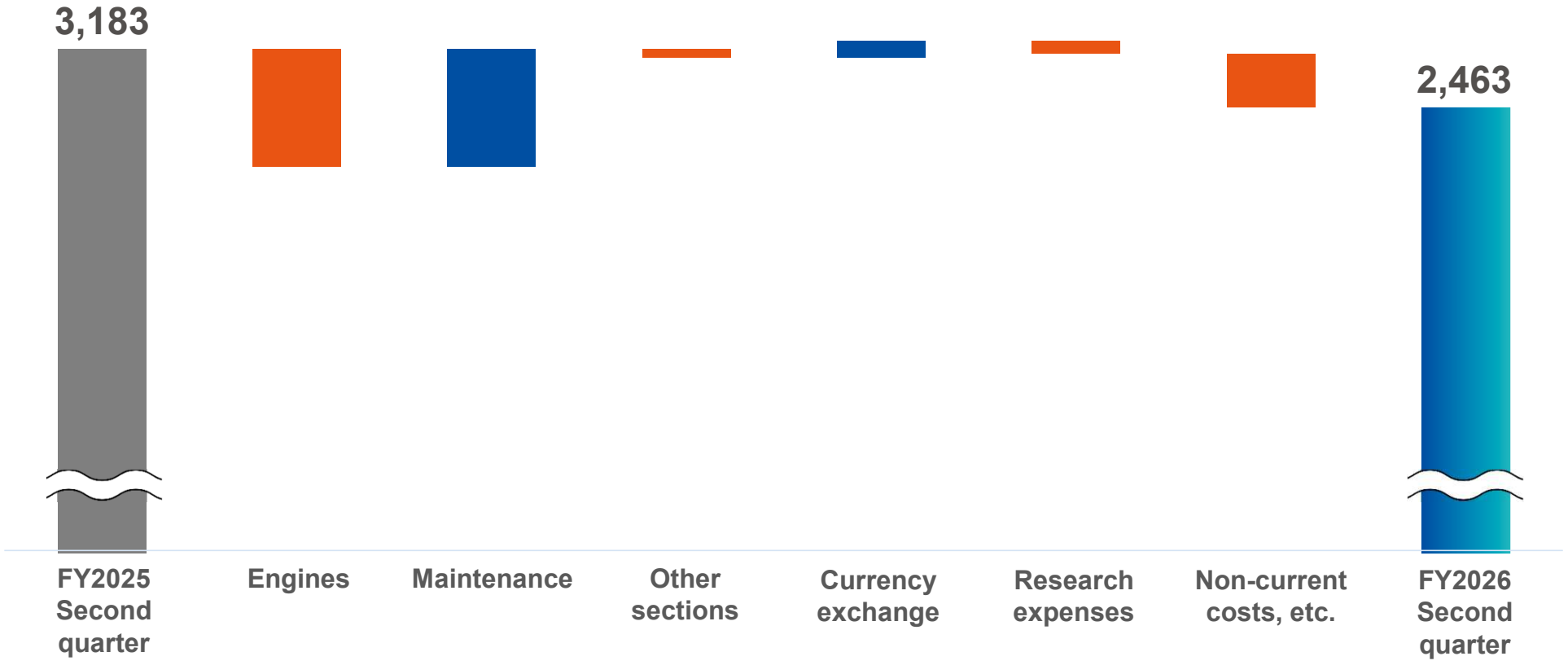
Summary

First half results were better than planned due to high sales at the maintenance-related business, although both net sales and profit fell as engine sales declined due to an increase in the sales composition ratio of small- and medium-sized engines.

(Million yen)	FY2025 First Half results	FY2026 First Half results	YoY difference		FY2026 Full-year plan	
			Increase/ Decrease	(%)	Full-year plan	Progress (%)
Net sales	42,896	**41,534**	(1,362)	(3.2)	**85,000**	48.9
Operating income	3,183	**2,463**	(720)	(22.6)	**6,300**	39.1
Ordinary income	3,089	**2,563**	(525)	(17.0)	**6,400**	40.1
Interim net income	2,127	**2,110**	(16)	(0.8)	**4,700**	44.9
Interim net income per share (yen)	67.18	**83.06**	15.88	23.6	**184.94**	44.9
Total assets	98,237	**101,472**	3,235	3.3	**-**	**-**
Equity ratio (%)	52.5	**44.1**	-	-	**-**	-

Operating Income　YoY Difference Analysis

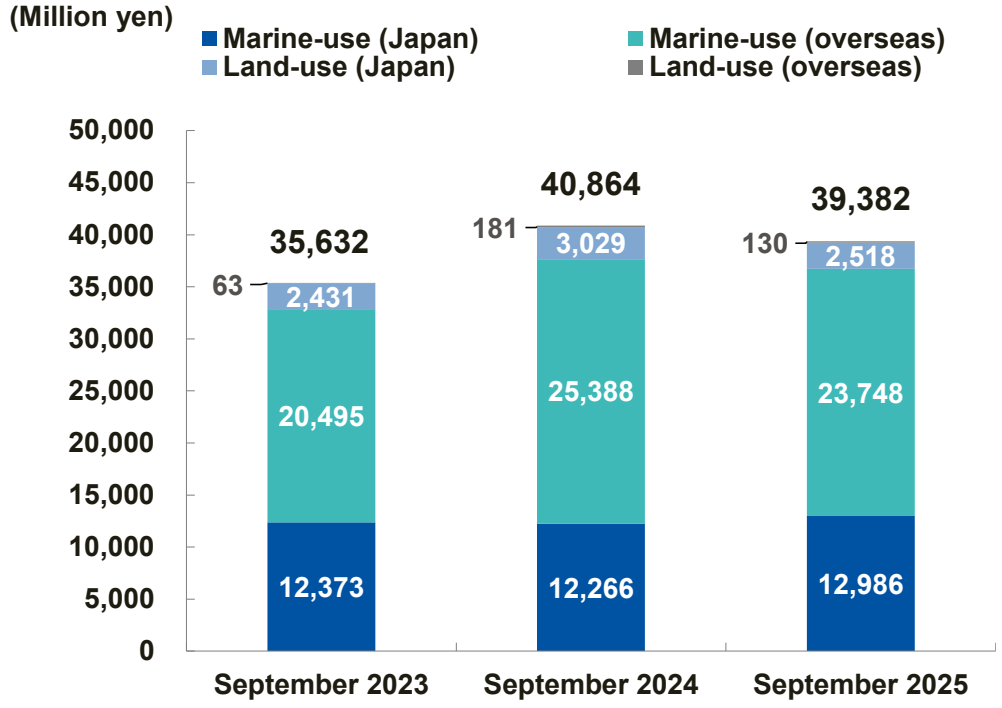
Operating income declined 22.6% YoY, as an increase in maintenance sales and the positive impact of the yen's depreciation were not enough to offset the negative impact of lower engine sales and higher non-current costs.



Net Sales and Earnings for the Internal Combustion Engine Section

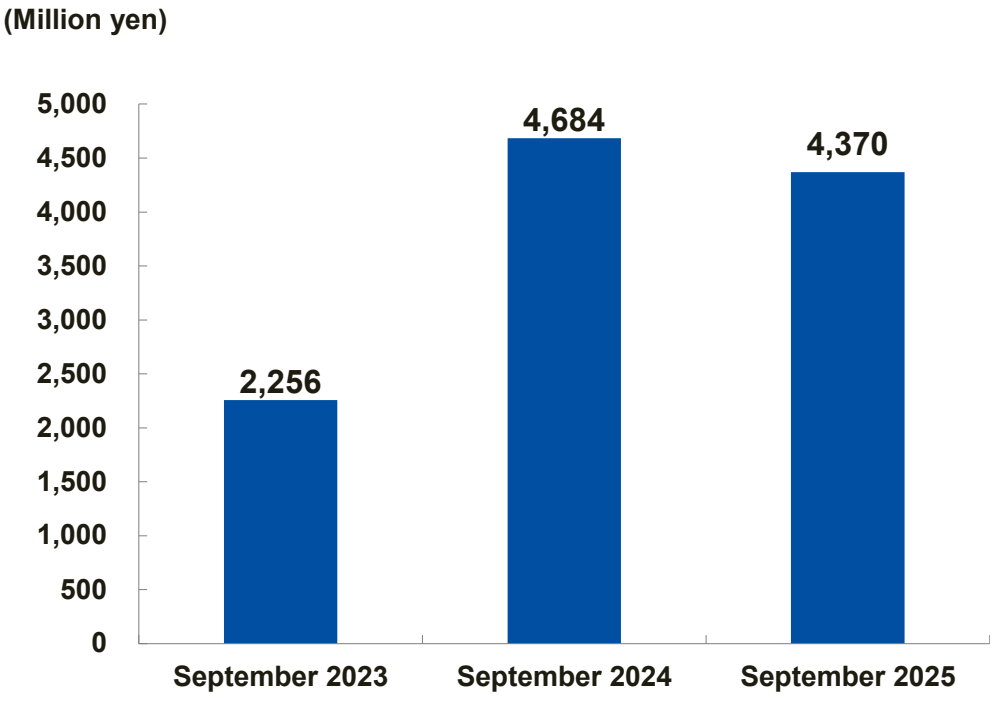
Net sales in the engine section declined 3.6% YoY, mainly due to lower sales for overseas vessels.

Net sales



* Including maintenance related

Earnings for the internal combustion engine section

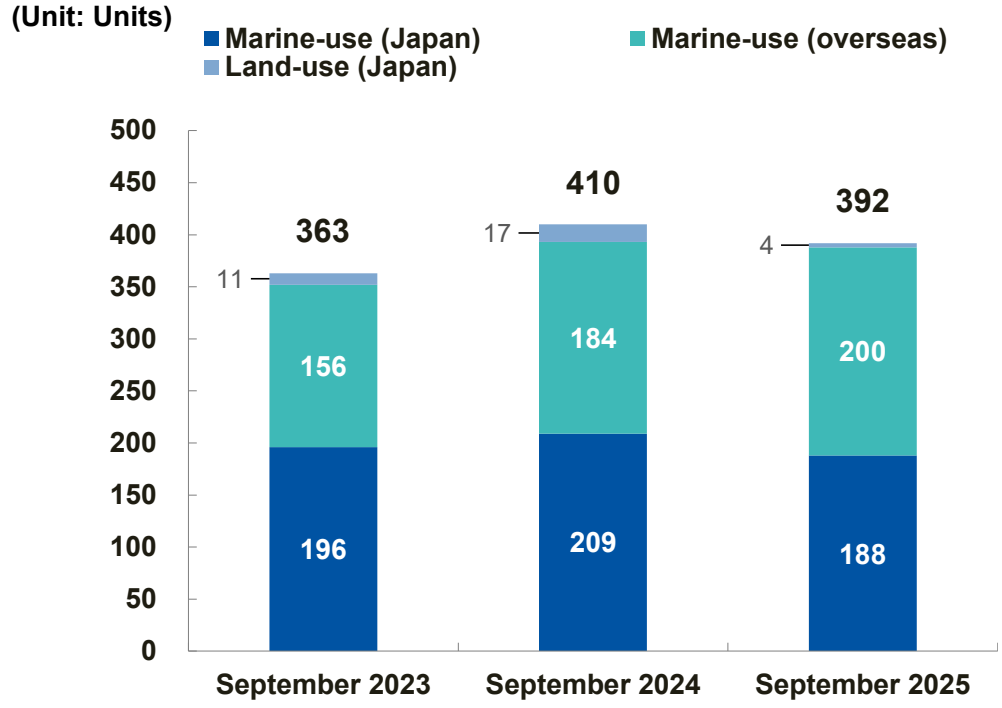


* Including maintenance related

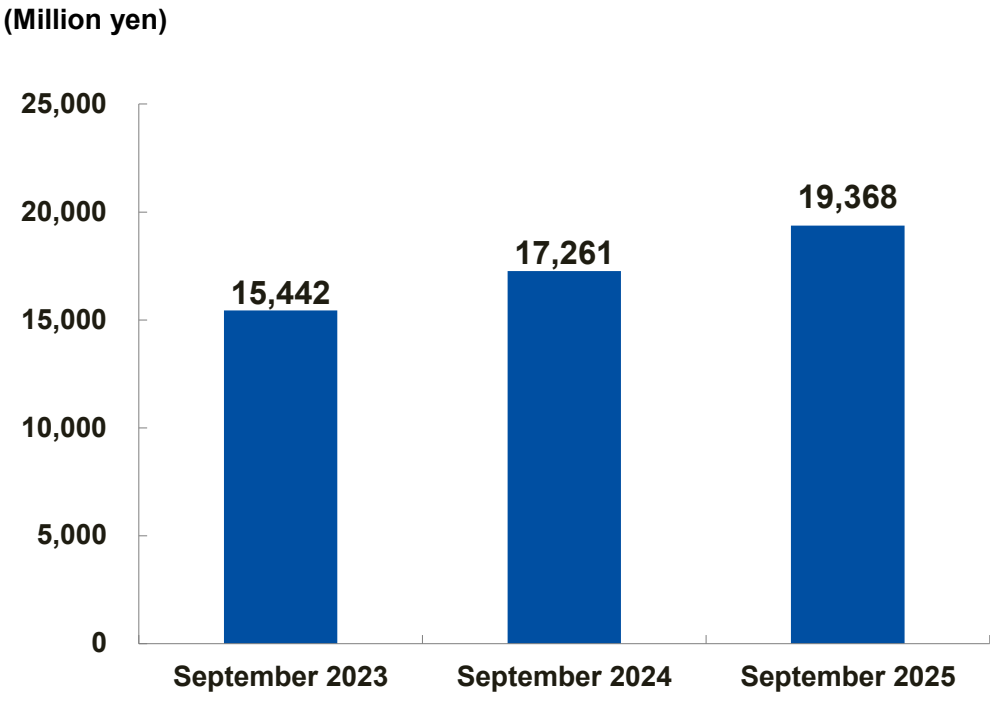
Unit Sales and Maintenance-related Net Sales

Maintenance-related net sales exceeded the plan, up 12.2% YoY

Units sold



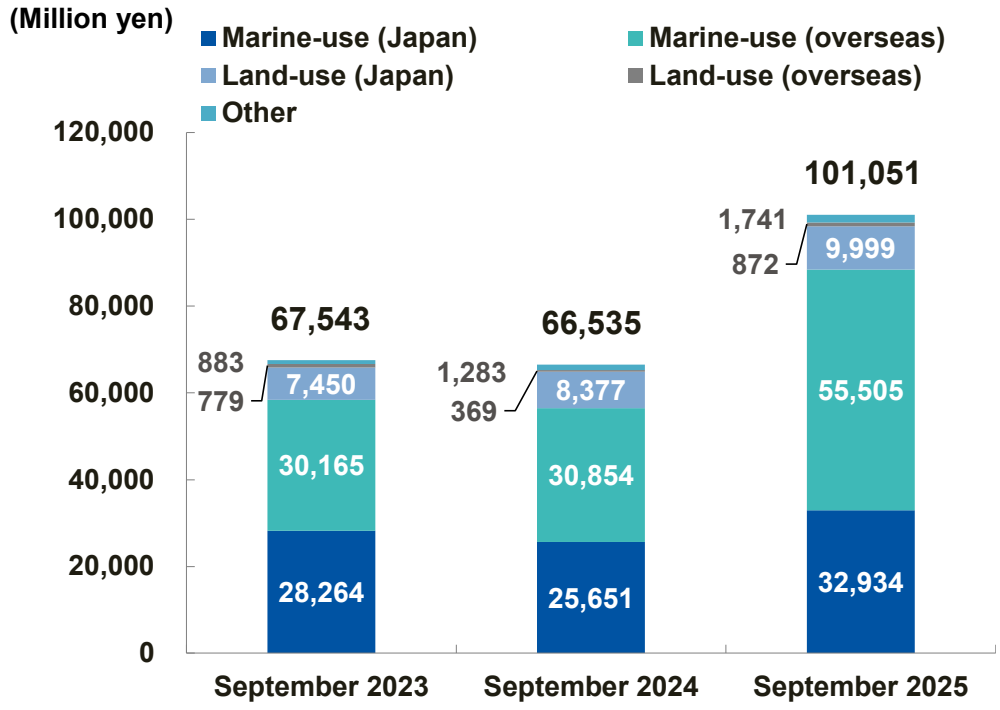
Maintenance-related net sales



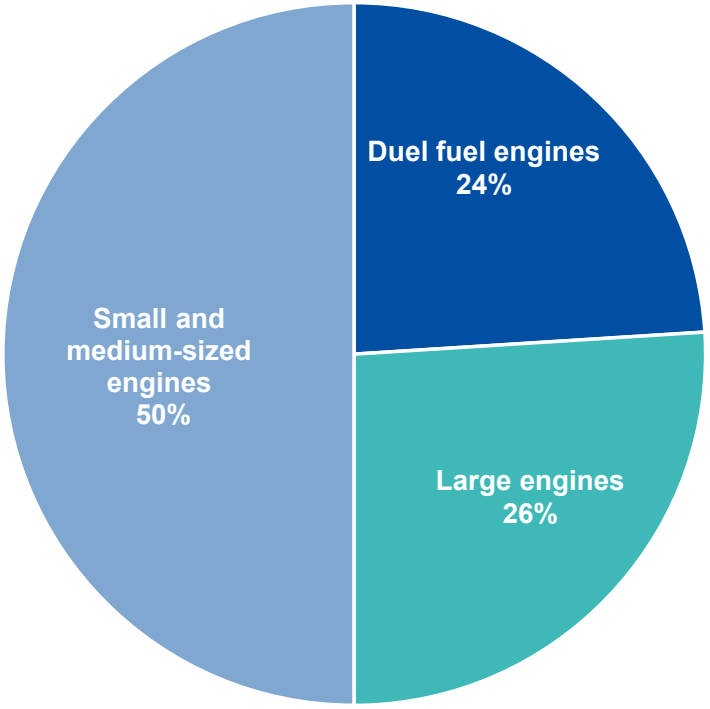
Order Backlog

Order backlogs increased 51.9% YoY, as orders received increased significantly for the operation of the new Himeji Factory.

Change in order backlog



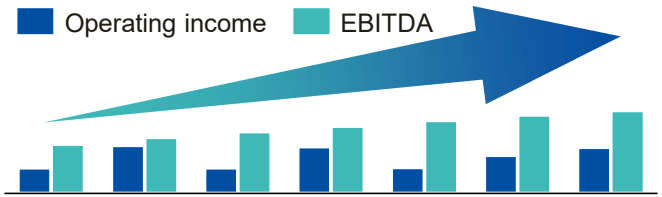
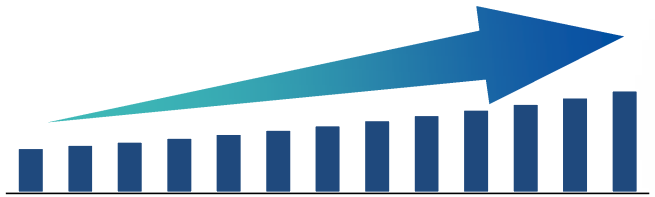
Proportion of order backlog by model (as of September 2025)



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 investment for growth. Intend to enhance ROE through initiatives including establishing 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

Revised market shipbuilding assumptions based on Clarkson's latest forecast
Revised upward the Medium-Term Management Plan targets for sales, profit, ROE, etc., in anticipation of greater medium- to long-term demand for our products.

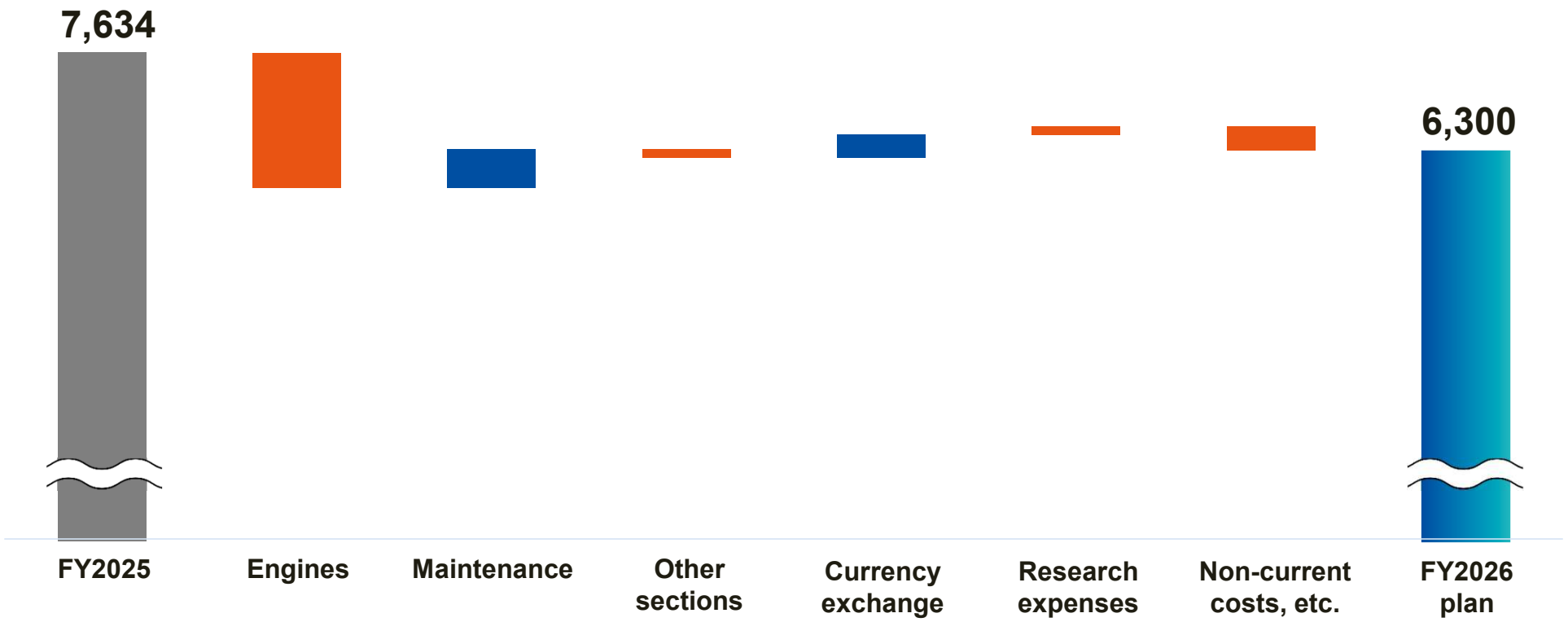
(Million yen)	FY2024 (results)	FY2025 (results)	FY2026 (plan)	New plan		Before revision	
				By FY2028	FY2031 Targets	By FY2028	FY2031 Targets
Net sales	81,775	88,781	85,000	**100,000**	**120,000**	92,000	120,000
Operating income	5,194	7,634	6,300	**9,000**	**12,000**	7,400	9,000
Operating margin	6.4%	8.6%	7.4%	**9.0%**	**10.0%**	8.0%	7.5%
EBITDA	8,032	10,618	9,500	**13,600**	**18,000**	11,600	14,500
EBITDA margin	9.8%	12.0%	11.2%	**13.6%**	**15.0%**	12.6%	12.1%
Net income	5,149 (4,141*)	5,717	4,700	**6,000**	**8,000**	5,100	6,000
ROIC	5.7%	9.1%	7.4%	**7.5% or more**	**8.0% or more**	7.0% or more	7.5% or more
ROE	10.1% (8.3%*)	12.0%	10.3%	**12.0% or more**	**12.0% or more**	8.5% or more	9.5% or more

* Figures excluding gain on sale of stocks and others

(Exchange rate assumption: 140 yen per dollar)

Forecast of Increase/Decrease from FY2026 Plan

Revised upward due to maintenance-related business sales maintaining a higher-than-expected level of demand compared with the initial plan

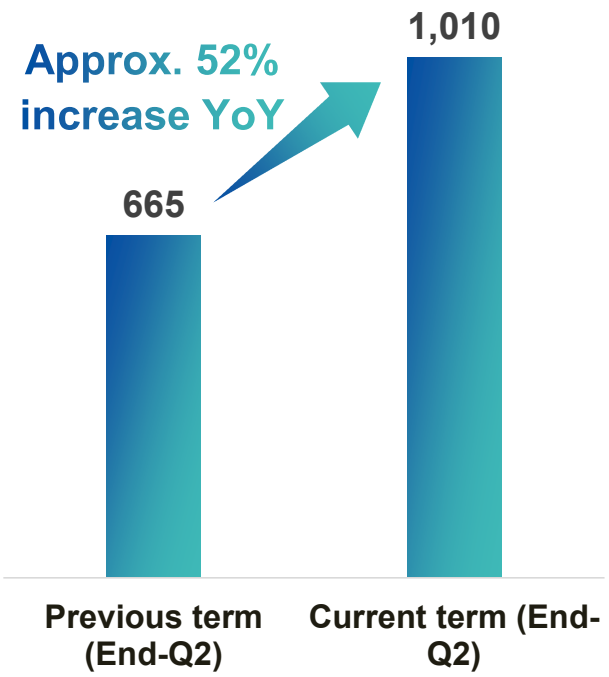


Significant Increase in Order Backlog Due to Expected Completion of New Factory

Order backlog increased significantly due to strengthened order-taking activity in conjunction with the expected completion of the new Himeji Factory

Total order backlog

(100 million yen)



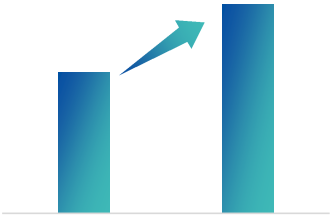
Significant increase in order backlog, especially in areas related to the new Himeji Factory

Container ship

Approx. 5.3 times YoY

Tanker

Approx. 48% increase YoY



Car carrier

Approx. 41% increase YoY

Bulk carrier

Approx. 19% increase YoY

Plan for Investment for Growth: Response to Next-Generation Fuels (Investment in Production Factory)

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 January 2026.

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

Total investments: Approximately 10 billion yen

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

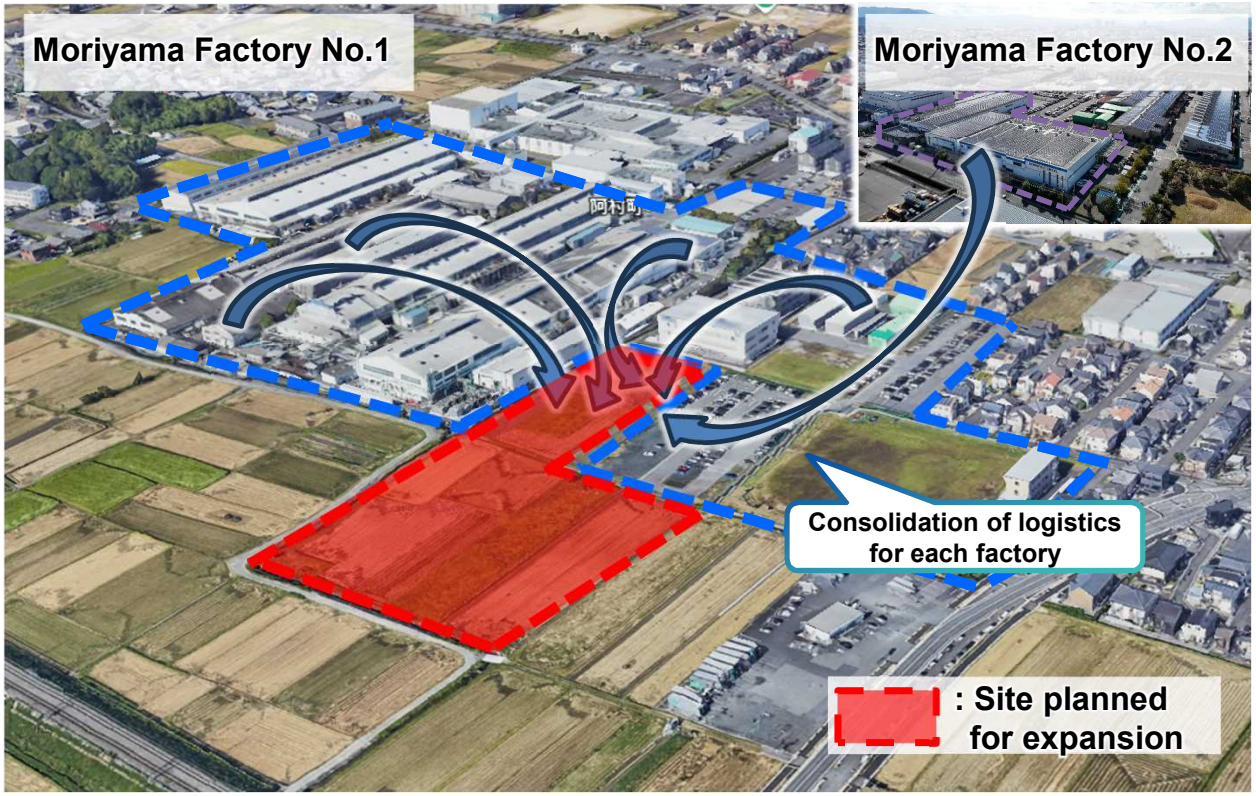
(when converted to existing models)

Production of engines compatible with next-generation fuels scheduled to begin in 2026

Plan for Investment for Growth: Logistics Reform

Plans to build a new logistics center in the vicinity of the Moriyama Factory in light of the trend of strong parts sales
Further expand parts sales business by securing land for inventory storage and consolidating logistics

New Logistics Center (Moriyama) planned construction site



Total investments: Approximately 10 billion yen

Operation target

Spring 2028

Expected effects

(1) Expansion of parts sales

100% same-day shipping through a single integrated process of receiving to storing to shipping

(2) Consolidation of logistics of engine bodies

Parts for 1,200 vehicles can be stocked and distributed

50% reduction of on-site logistics moves by consolidating logistics

R&D Trends in Engines Compatible with Next-Generation Fuels

Steady progress in R&D for each engine compatible with next-generation fuels
Soonest commercial release of the methanol DF engine is targeted for 2026.

Methanol DF engine

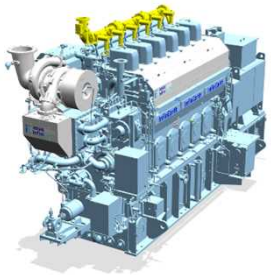
(IE833M actual testing machine)

Development continues for commercial release in 2026

Production scheduled at the new Himeji Factory

- Japan's first large, medium-speed 4-stroke methanol engine
- Responding to increasing demand for large container vessels
- Continuing actual testing to achieve best-in-class efficiency and high mixed combustion rates
  * Combustion characteristics and optimum specifications have been confirmed through element testing.

Ammonia DF engine



Development continues for commercial release in 2028

- Responding to increasing demand for ammonia fuel carriers, car carriers, and other vessels
- Element testing ongoing. Deploying to actual testing machines

Hydrogen DF engine

- Contributing to significant GHG (greenhouse gas) reduction
- Achieving no less than 96% GHG reduction in element testing
- Considering the timing of release, taking into account market trends and needs

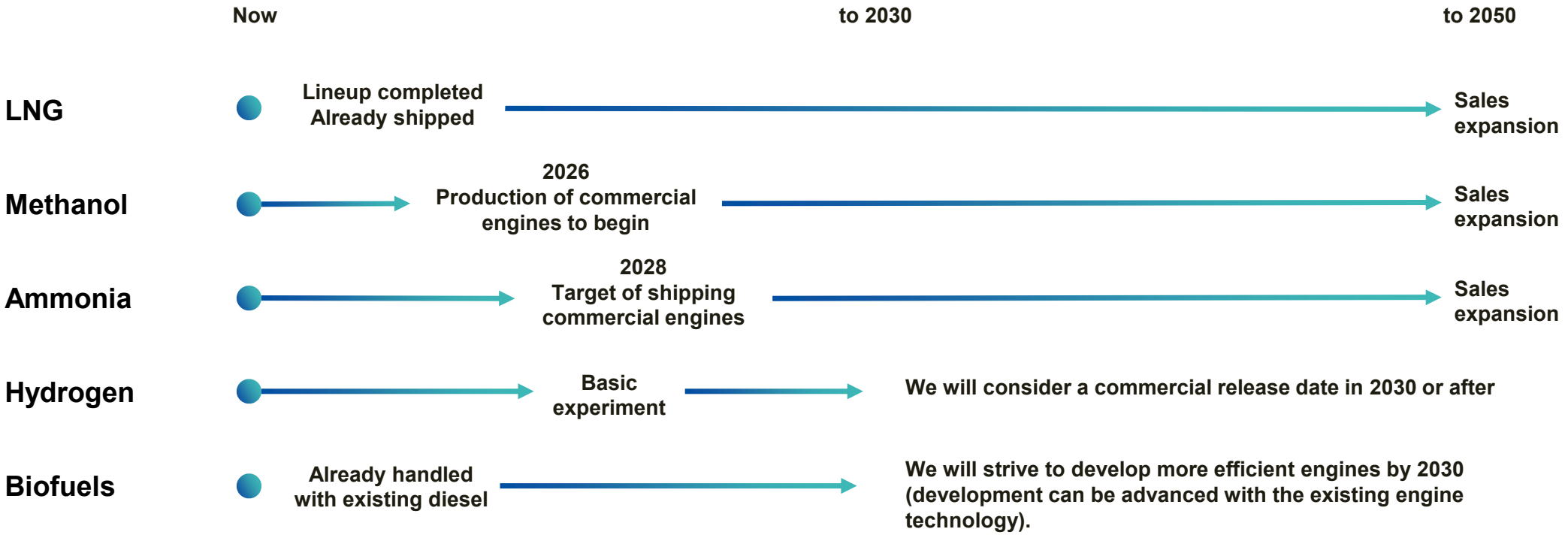
Biofuel engine

- No modification of existing diesel engines is required to use biofuels
- We participate in a demonstration project for long-term use and preservation to confirm safe and sustainable usability

Response to Next-Generation Fuels

We will proceed with the development of engines compatible with next-generation 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 released in 2026 and 2028, respectively.

Roadmap for next-generation fuel development

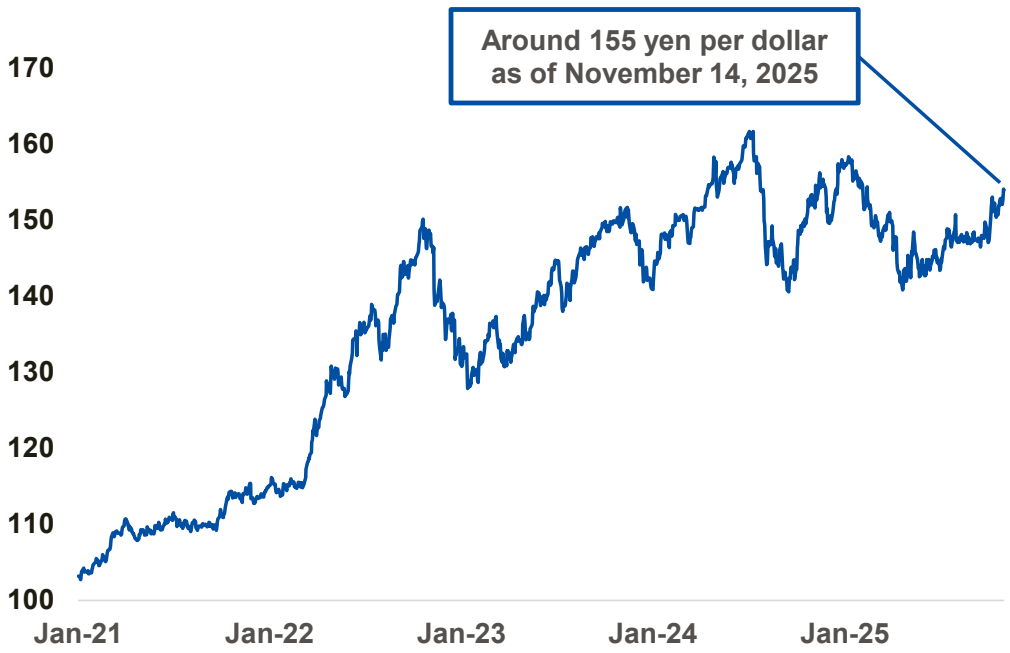


Simultaneously, we will continue coming up with solutions such as fuel cells, carbon capture, and renewable energy in preparation for a future change in fuel source.

Market Environment

The yen's recent depreciation has improved the relative price competitiveness of parts.
The impact on engines is expected to be small as a currency hedge has already been done at the time of receiving orders.

Exchange rate trend (JPY/USD)



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

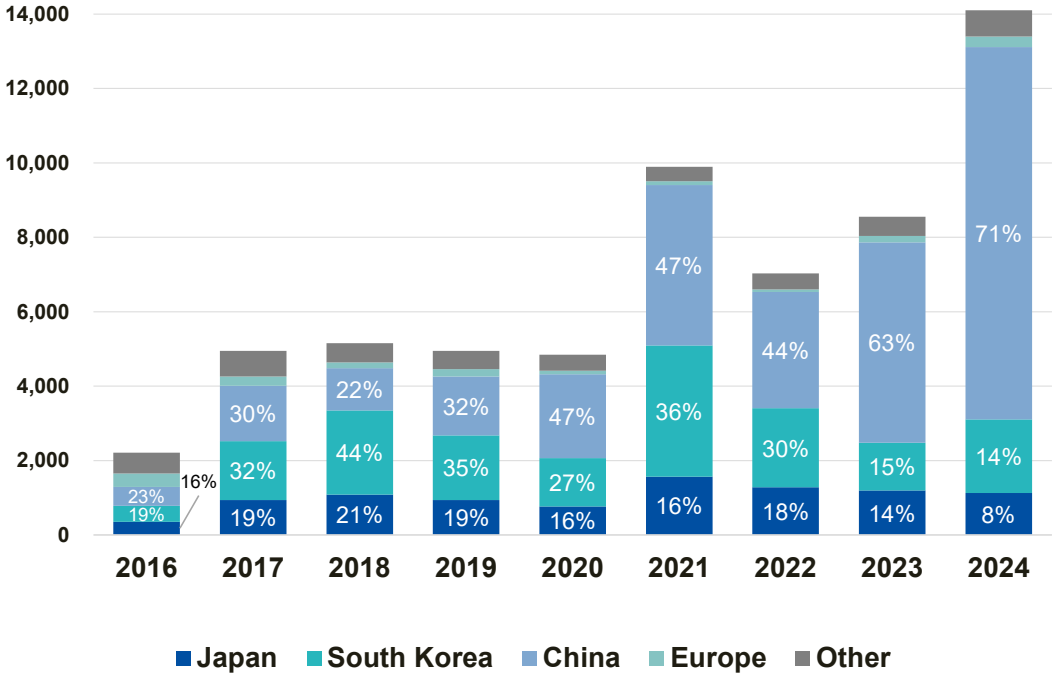
If currency exchange fluctuations cause changes to prices, there can be impacts on demand, etc.

Yen's depreciation will have a positive impact.

Developments in Government on Maritime Industries

To strengthen economic security, various proposals and initiatives in the maritime industry, including international cooperation, are underway

Global Shipbuilding Orders and Share by Country (Contract Year Basis)



Source: Prepared by Daihatsu Infinearth from "Current Situation Surrounding the Shipbuilding and Ship Machinery Industries," Maritime Bureau, Ministry of Land, Infrastructure, Transport and Tourism (June 19, 2025).

- ✓ **Maritime transportation accounts for 99.6% of Japan's trade volume, and the maritime cluster, with the shipping business and shipbuilding and ship machinery industries at its core, is an important industry from the perspective of economic activity, etc.**
- ✓ **On the other hand, China and South Korea currently hold an oligopoly in terms of the global shipbuilding market share, with concerns about maintaining the supply chain.**

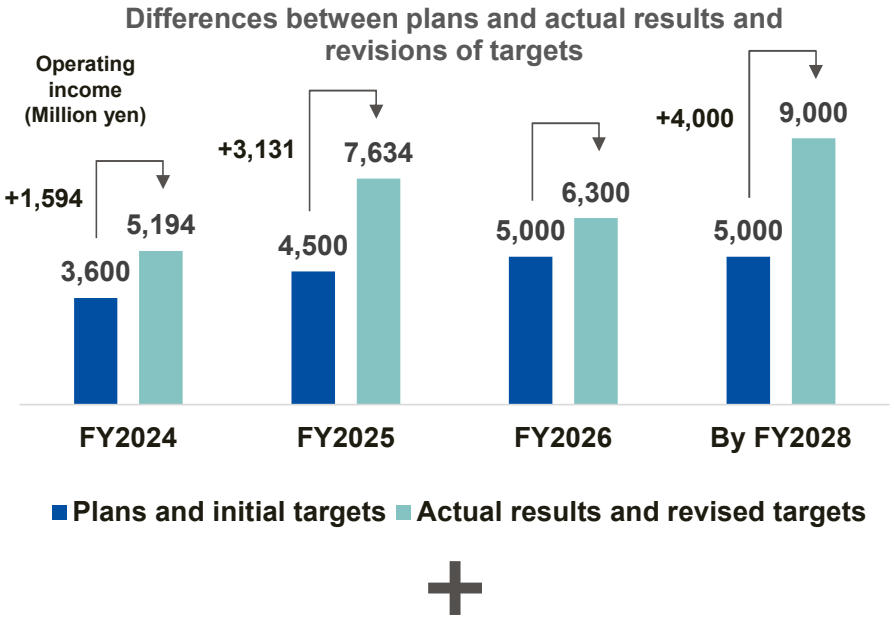
"It is necessary to strengthen the maritime cluster to support the economy and people's livelihoods and enhance economic security." (Ministry of Land, Infrastructure, Transport and Tourism)

Urgent Recommendations for the Revival of Japan's Shipbuilding Industry
(June 20, 2025, Policy Research Council of Liberal Democratic Party)
- ✓ Proposed the creation of a government-led fund to strengthen the vessel supply chain and improve productivity
- ✓ Proposed game-changing initiatives focused on decarbonization, etc.
- ✓ Need to build new vessels through strengthening the competitiveness of Japanese shipowners, etc. and stimulating orders

MEMORANDUM OF COOPERATION Regarding Shipbuilding Between the Government of Japan and the Government of the United States of America
(October 28, 2025, Ministry of Land, Infrastructure, Transport and Tourism)
- ✓ To establish a Japan-U.S. Shipbuilding Working Group to foster cooperation in shipbuilding and maritime industrial development.
- ✓ To promote cooperation in areas such as expansion of Japan-U.S. shipbuilding capacity, clarification of vessel demand for market economies, and development of advanced vessel design and functionality.

Revision of Investment Plan for FY2028

We reviewed investments in light of higher-than-expected trends compared with the initial plan and changes in the environment, and revised forecasts in light of soaring construction costs.



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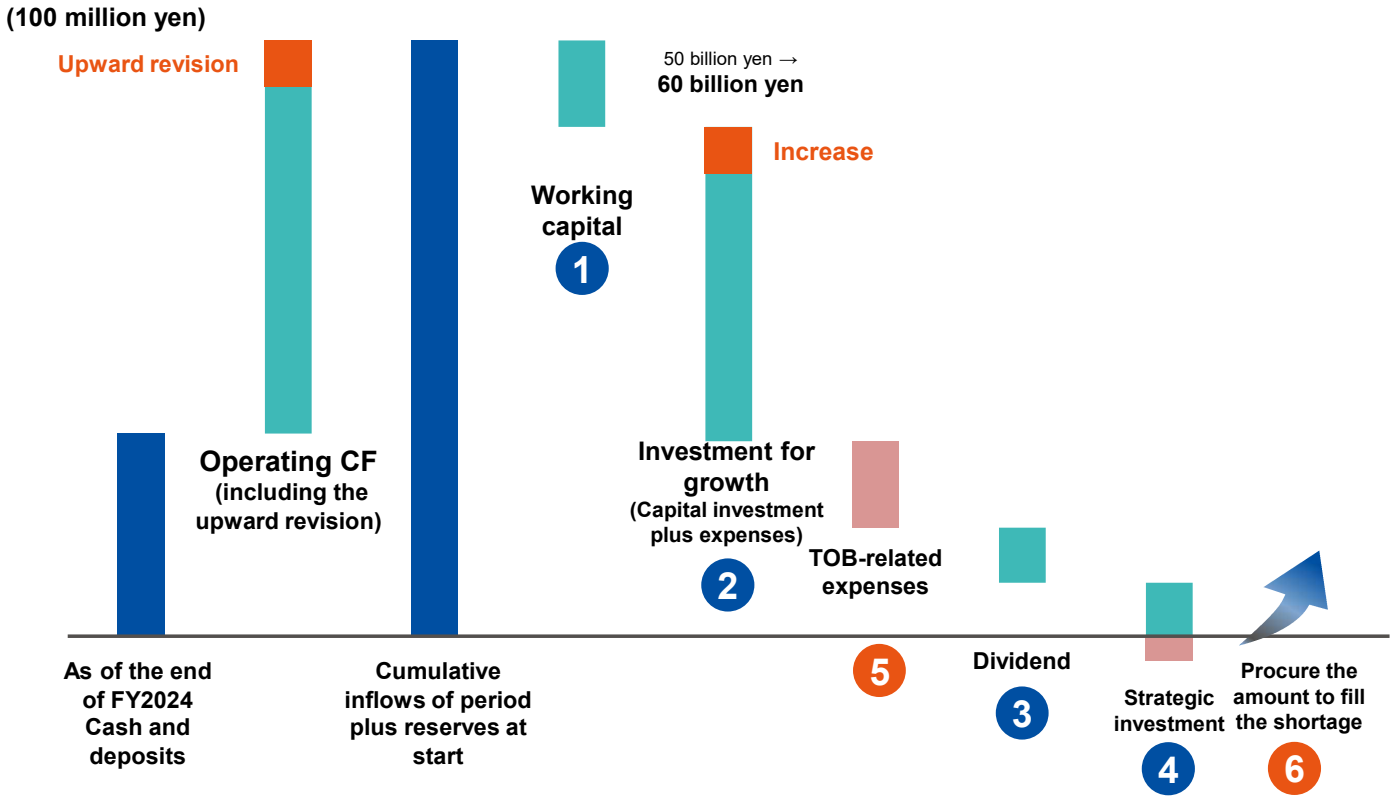
- Soaring construction and material costs
- Construction of logistics centers
- Revision of the timing and amount of investments

	Old plan	New plan	Changes
Response to Next-Generation Fuels	10 billion yen	16.5 billion yen	+6.5 billion yen
Technological development and productivity improvement	15 billion yen	16 billion yen	+1 billion yen
Strengthening production infrastructure	8 billion yen	9.5 billion yen	+1.5 billion yen
Logistics reform	5 billion yen	10 billion yen	+5 billion yen
Digital technology	3 billion yen	4 billion yen	+1 billion yen
Other domains	4 billion yen	4 billion yen	—
Surplus budget (vs. inflation, etc.)	5 billion yen	Budget for inflation, etc. is allocated to each plan	
Total amount	50 billion yen	60 billion yen	+10 billion yen

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

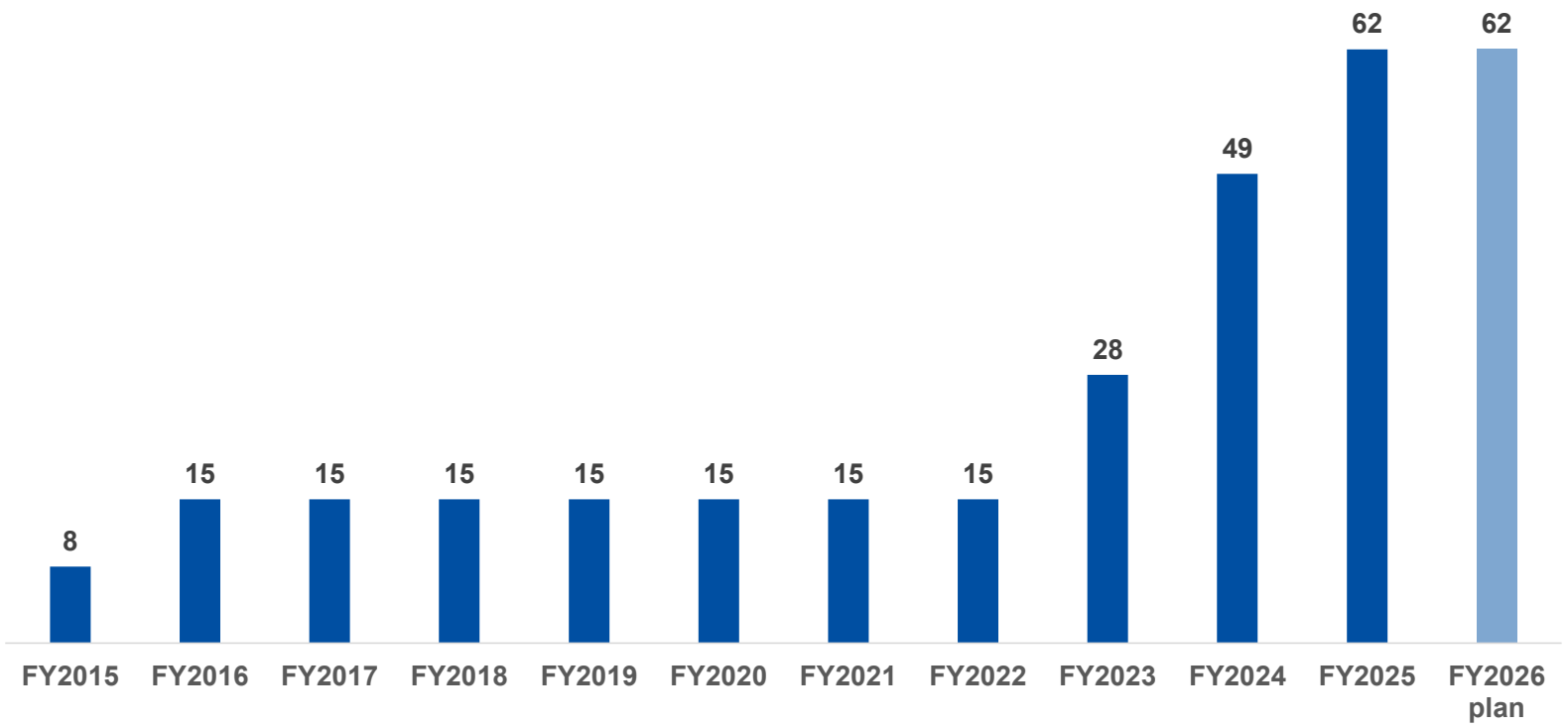


1. Secure working capital as necessary cash and deposits.
2. We plan R&D and capital investments among others in response to new fuels as investment for growth.
3. Regarding dividends, we aim to "avoid a dividend decrease and ensure an upward trend of dividends." Currently, we set the dividend payout ratio at 30%.
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 dividend 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

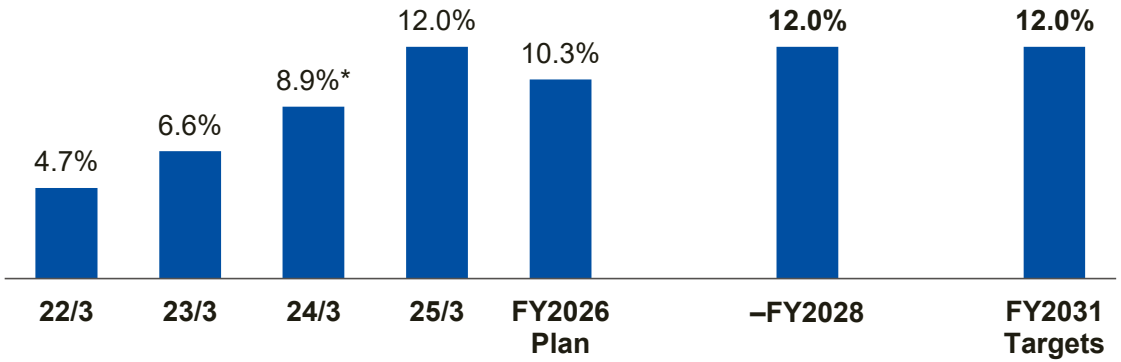


Our policy is to maintain shareholder returns for the fiscal year ending March 2026 although said term will see a considerable profit decrease from the previous term.

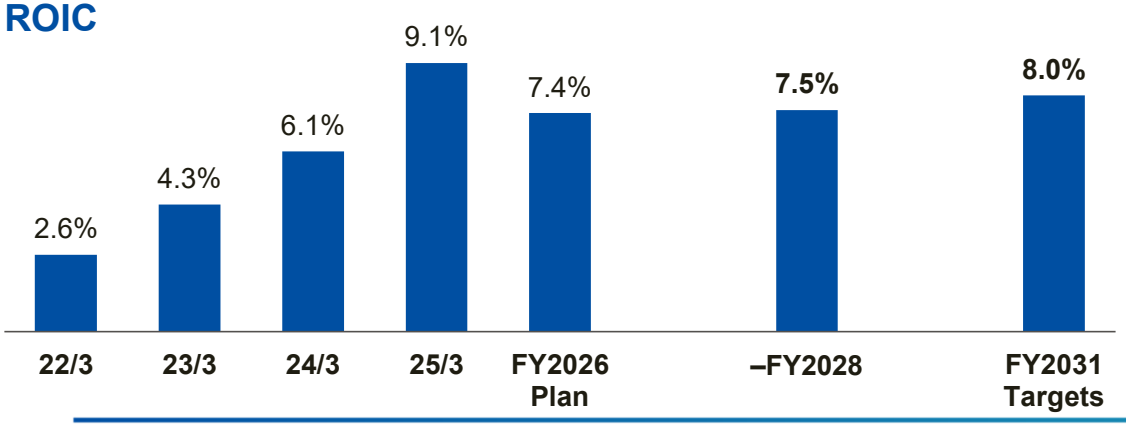
Recognition of Capital Costs and Target ROE and ROIC

We will review the cost of shareholders' equity and the weighted average capital cost in line with market changes, and at the same time, will also revise ROE and ROIC.
We will continue to aim for capital efficiency that exceeds each capital cost towards FY2031

ROE



ROIC



Premises of each capital cost that we assume

Cost of shareholders' equity	About 10.0%	Risk-free rate	1.6%
		Beta	About 1.2
		Market risk premium	About 7.0%

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 Infinearth, 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 7.5%	Cost of shareholders' equity	10.0%
		Cost of liabilities before taxes	1.2~1.5%

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.

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

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

Protect

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.

1907
Founded an engine manufacturing stock company aiming to produce engines domestically.

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.

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

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

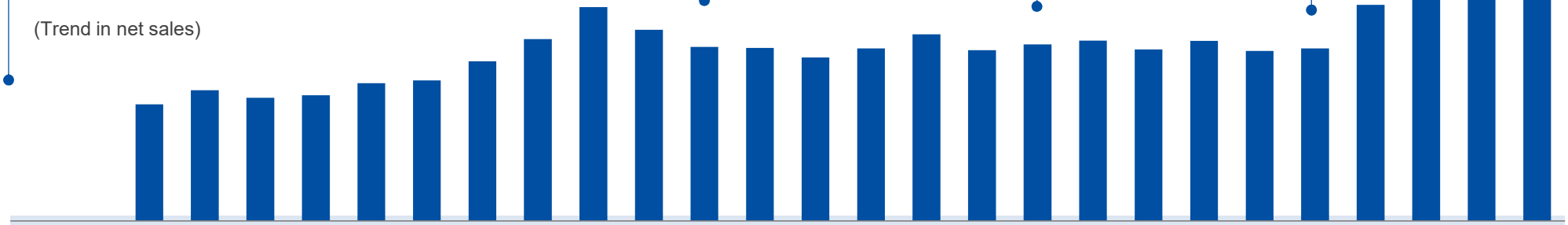
2016
Shipped the first commercial-use unit of the environmentally friendly new diesel engines DE-33.

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.

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

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.

(Trend in net sales)



1969 **Moriyama Factory started operation.**

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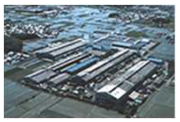


2018 **Himeji Factory started operation.**

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

2025 **Company Name changed to Daihatsu Infinearth Mfg. Co., Ltd.**

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

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.

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

Examples of customers and products

Power generation engines for remote islands

Electric power generator for backup power source

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

Other divisions

Net sales: 4.2 billion yen

Industrial machinery-related

Real estate leasing-related

Electricity sales-related

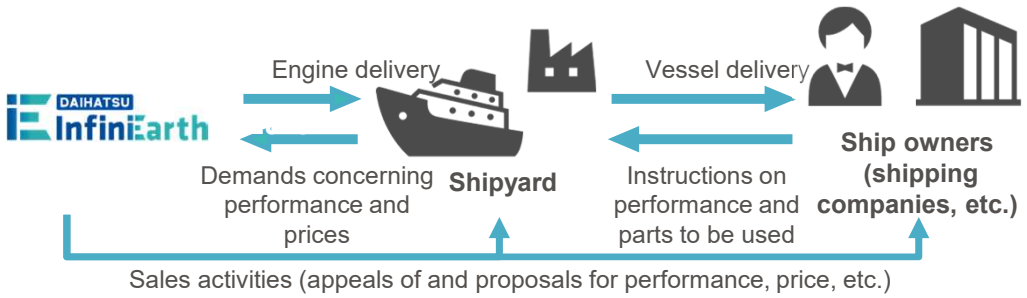
Precision parts-related

Marine-use / Land-use Business Models

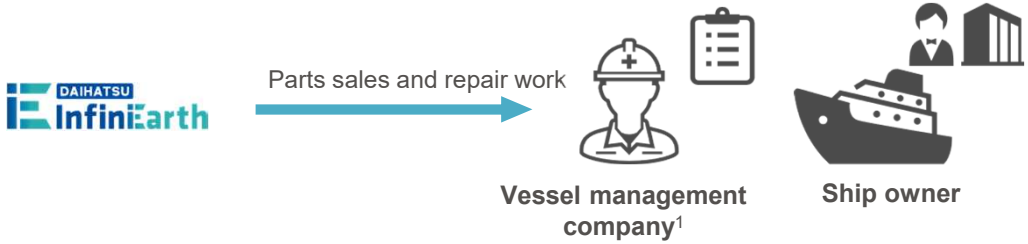
We provide auxiliary power generators and main propulsion engines for marine use, as well as engines for power generation and pumping for land use.
After delivery, we accumulate long-term earnings through parts sales, repair work, and other maintenance-related businesses.

Marine-use Business Model

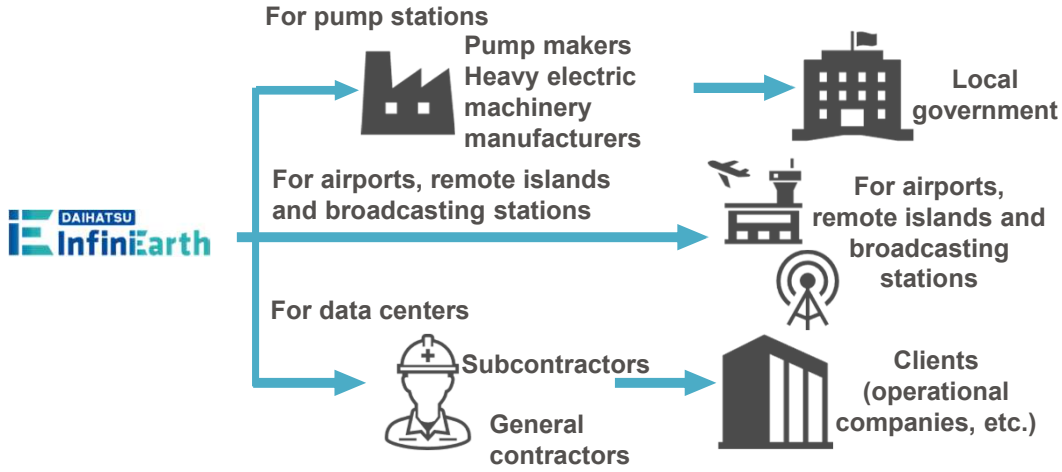
Internal combustion engine sales

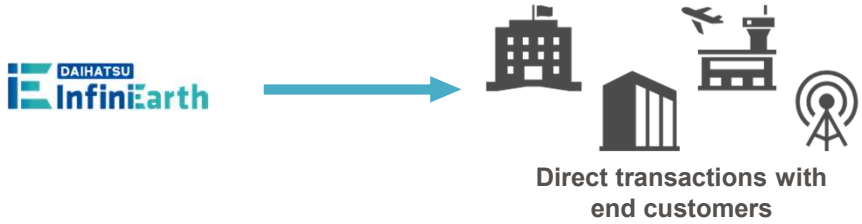


Maintenance-related business



Land-use Business Model





Notes) 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.

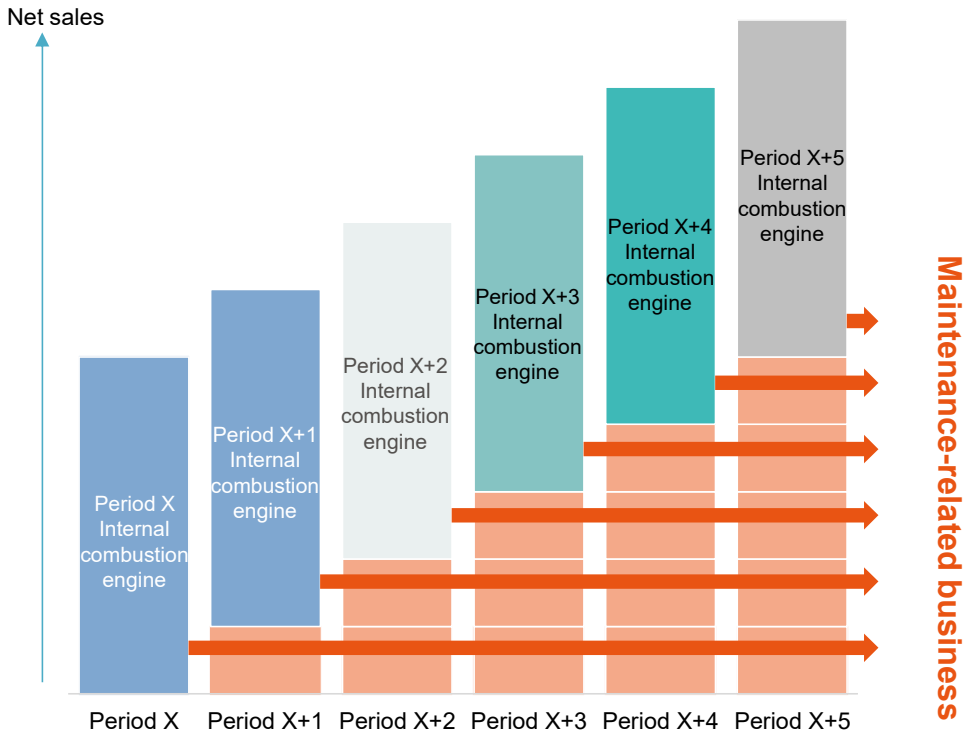
Manufacturing and sales

- 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.

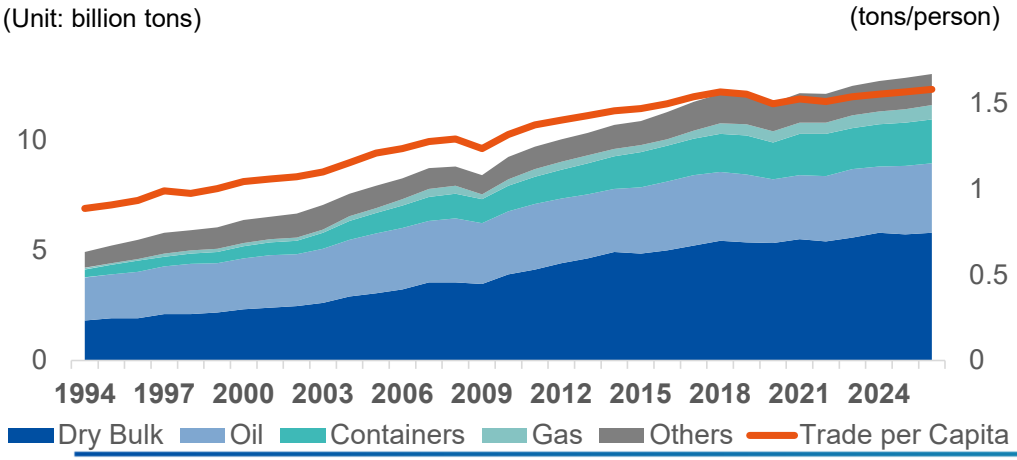
Demand for shipbuilding

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.

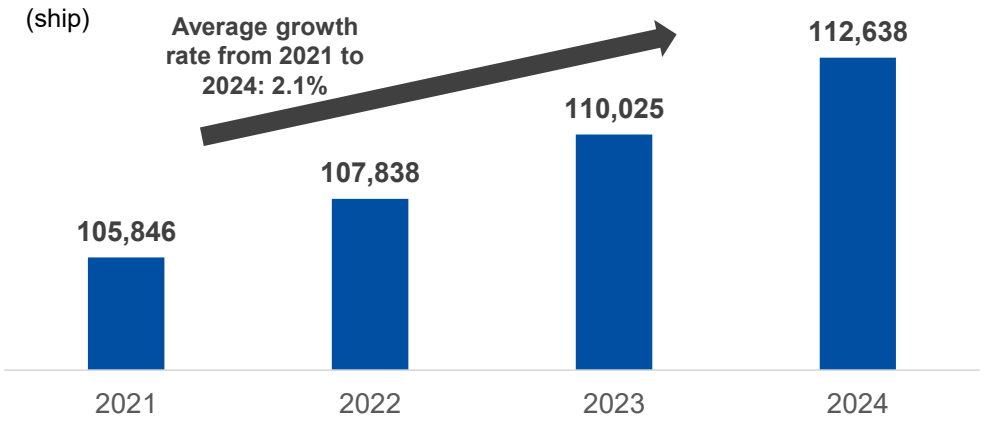
Demand for marine equipment

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



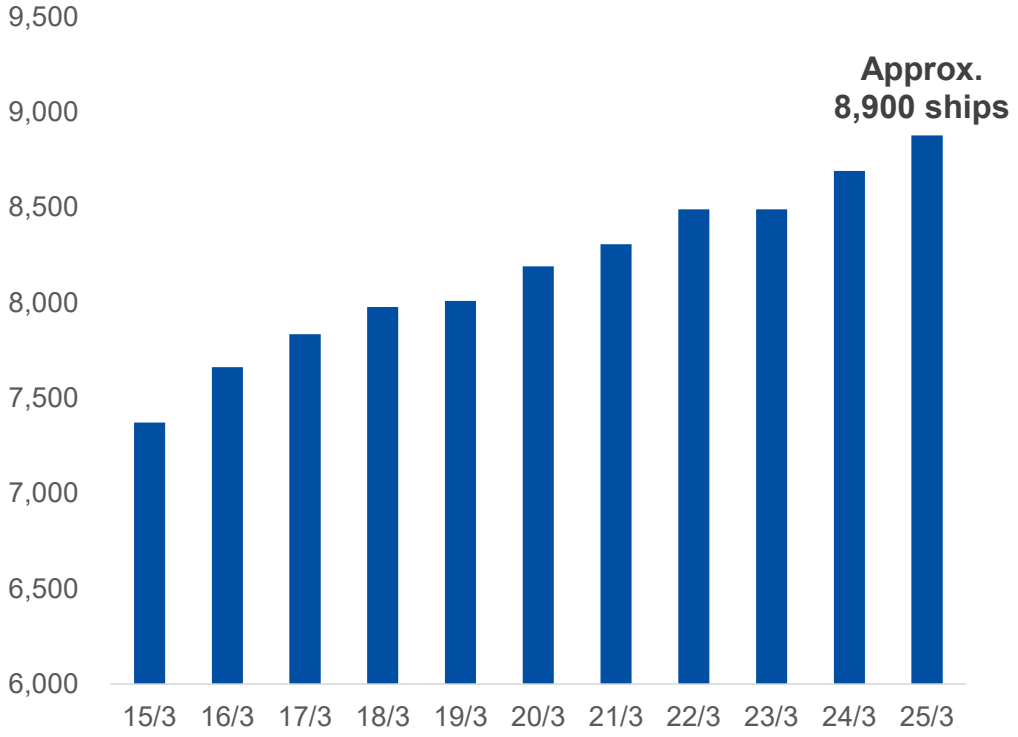
Global shipping capacity



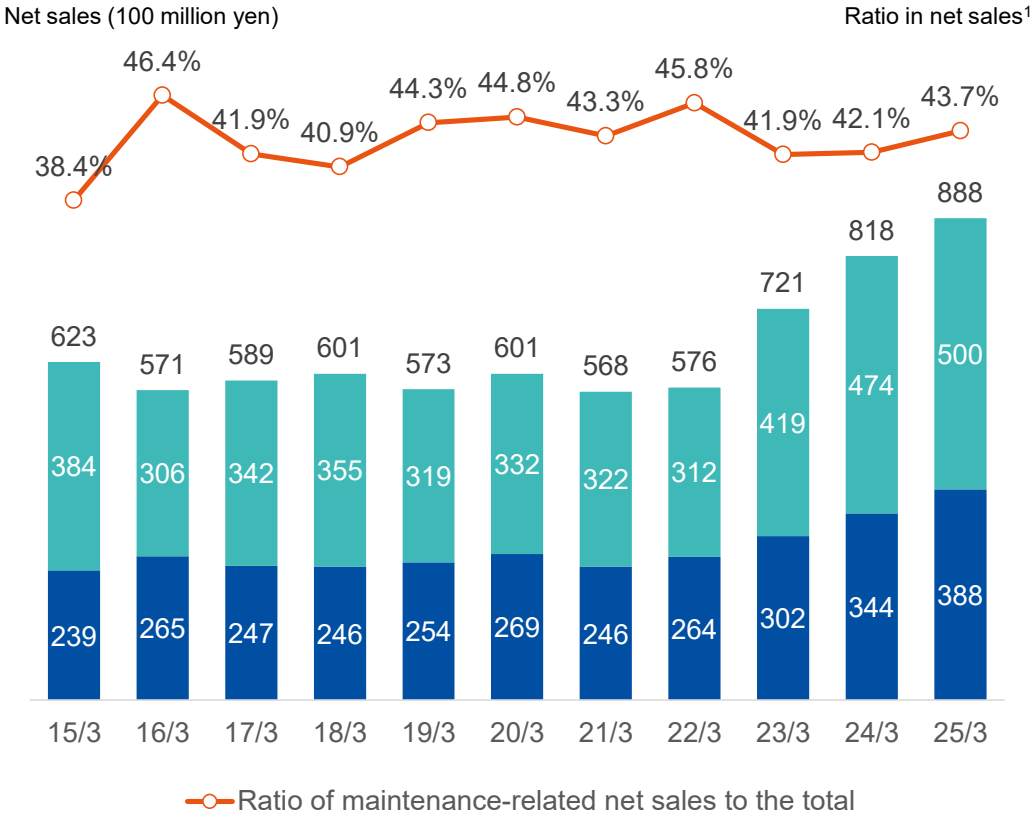
Stable Business Base Supported by Maintenance-related Business

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

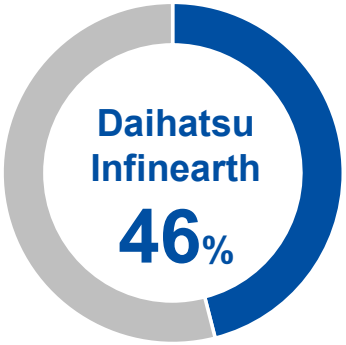
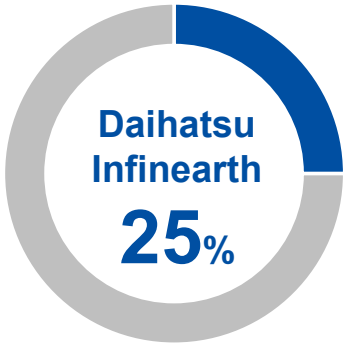


Notes) 1. Percentage to consolidated net sales

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**

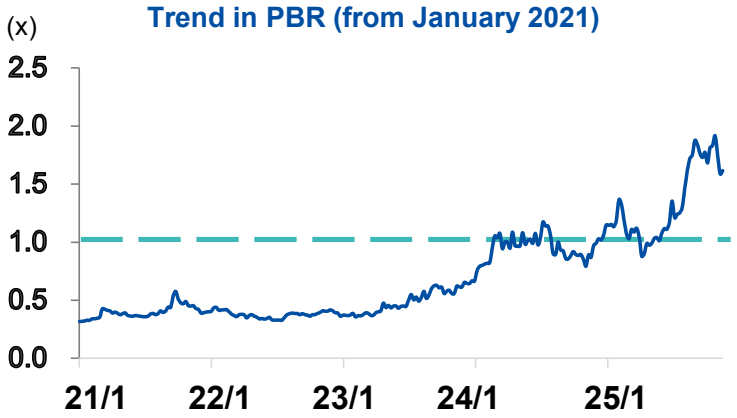
Customer base [2]

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



- The stock price has risen since the announcement of the Medium-Term Management Plan, with the current PBR rising to about 1.6x in 2025, partly due to tailwinds for the shipbuilding industry.

- 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.

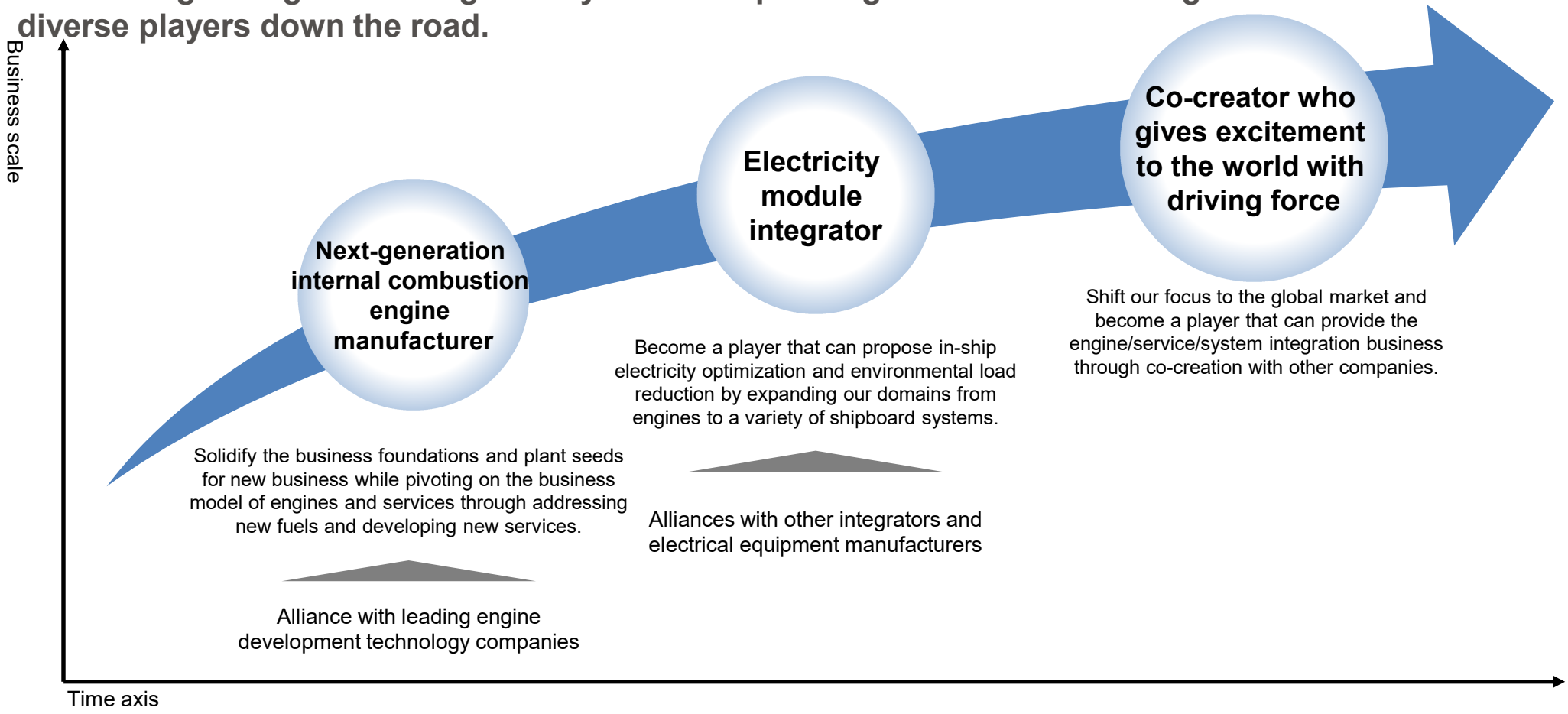
Financial Objectives and Capital Allocation (New)

Million yen	FY2026 forecast	By FY2028	FY2031 Targets
Net sales	85,000	100,000	120,000
Operating income	6,300	9,000	12,000
ROE	10.3%	12.0% or more	12.0% 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 dividend 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

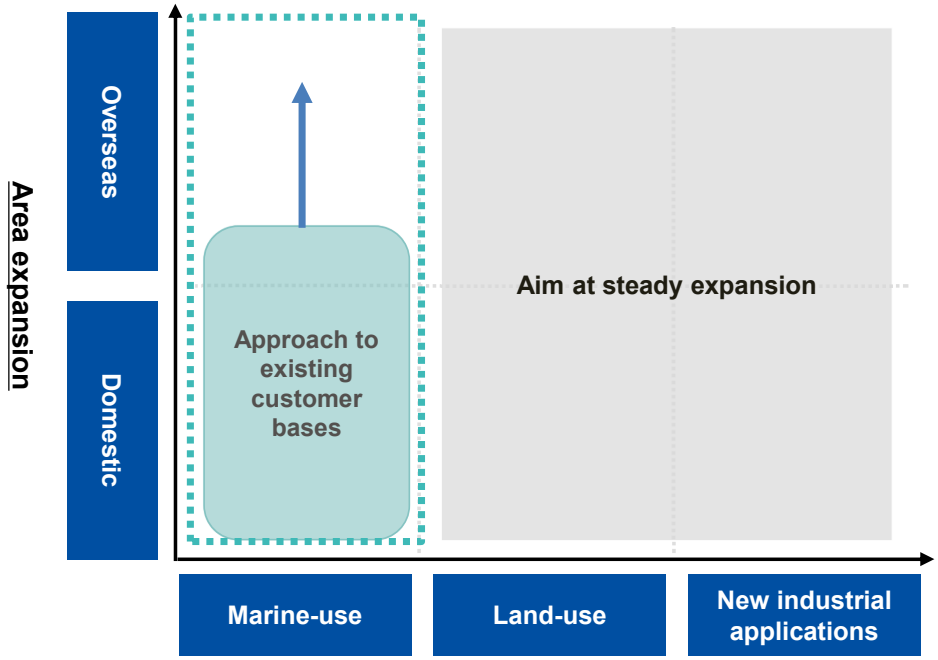
We aim at growing as an integrator by further expanding our business through alliances with diverse players down the road.



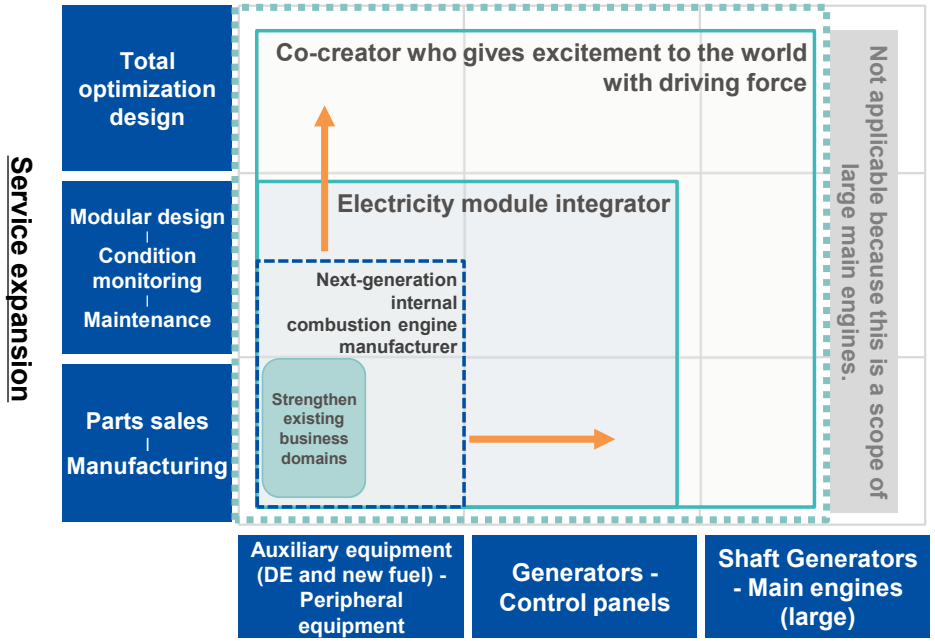
Management Policy from the Viewpoint of Each Customer and Service Area

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

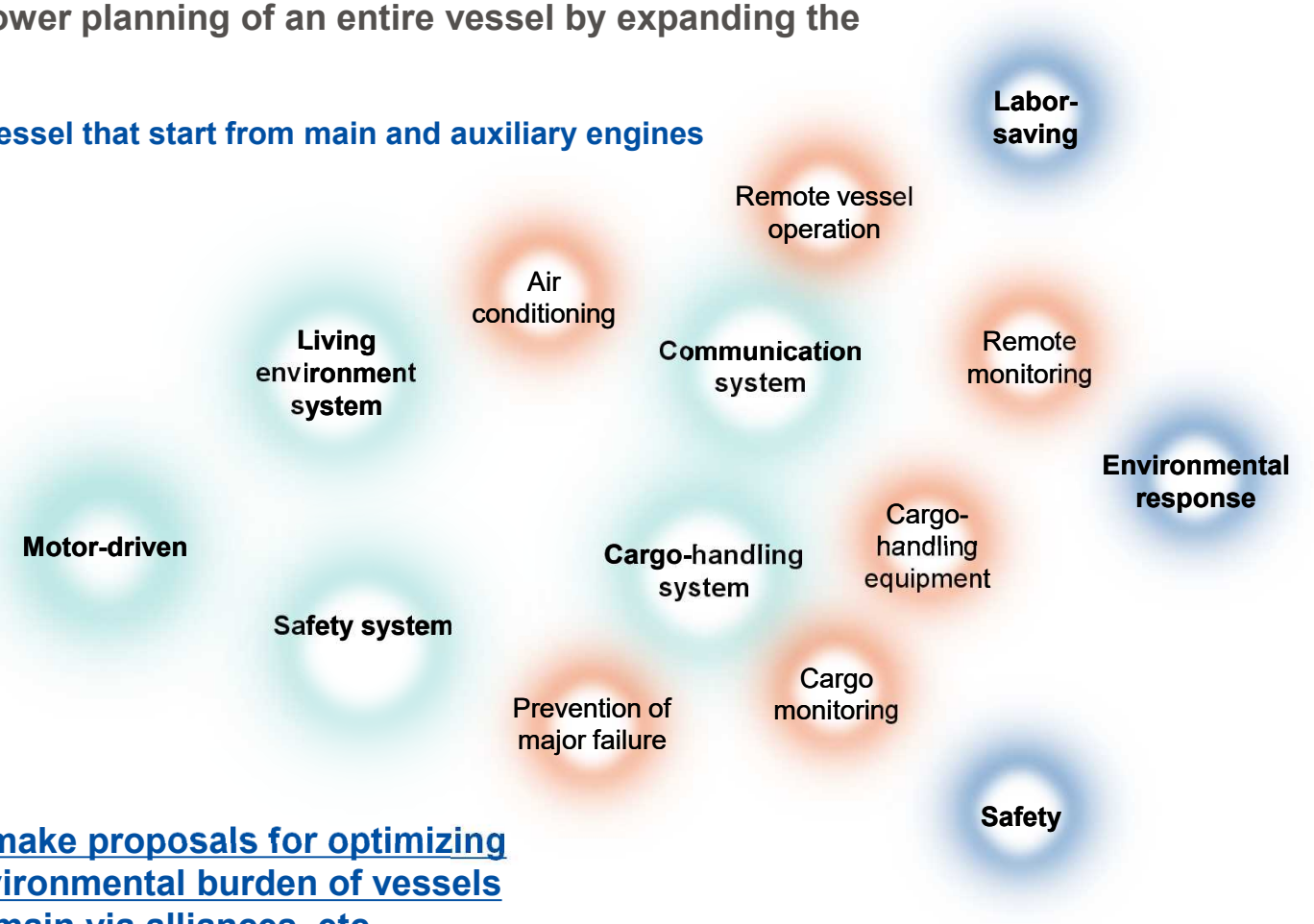


In parallel, business foundations (production, corporate administrative systems, etc.) will be improved in order to make the above a reality.

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

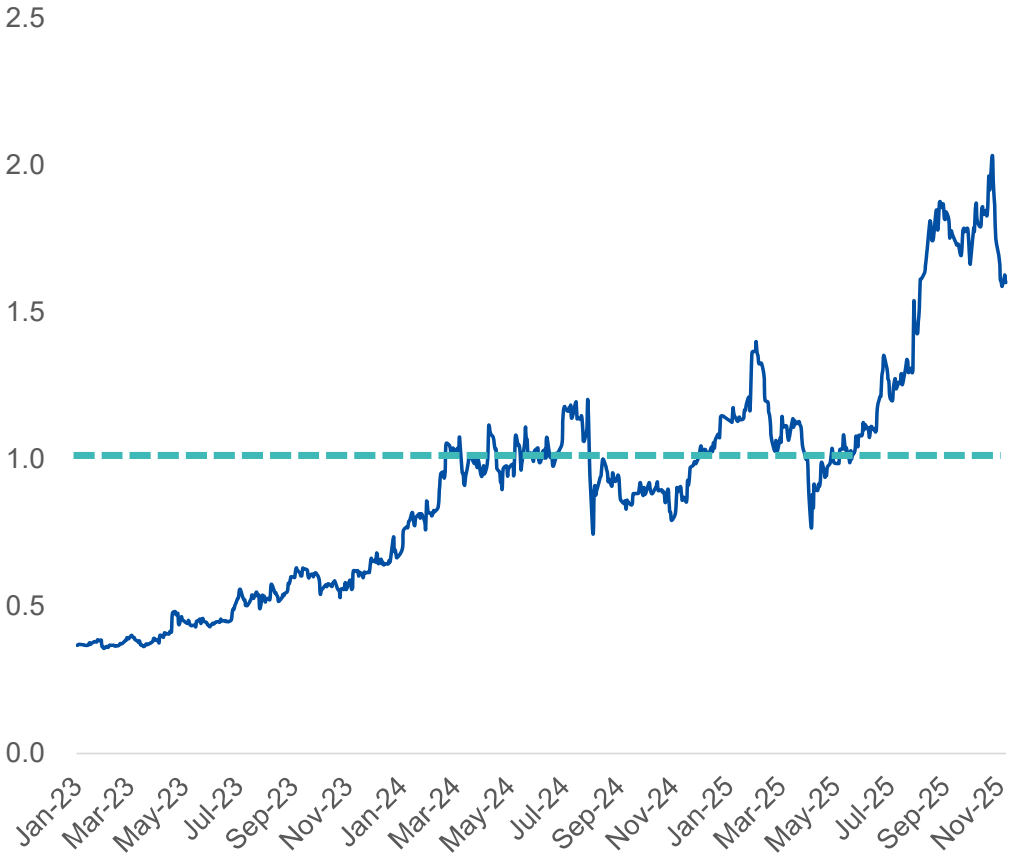


We will become a player that is able to make proposals for optimizing the electric power and reducing the environmental burden of vessels through expanding business domain via alliances, etc.

Stock Price and PBR Trends

Stock price trend

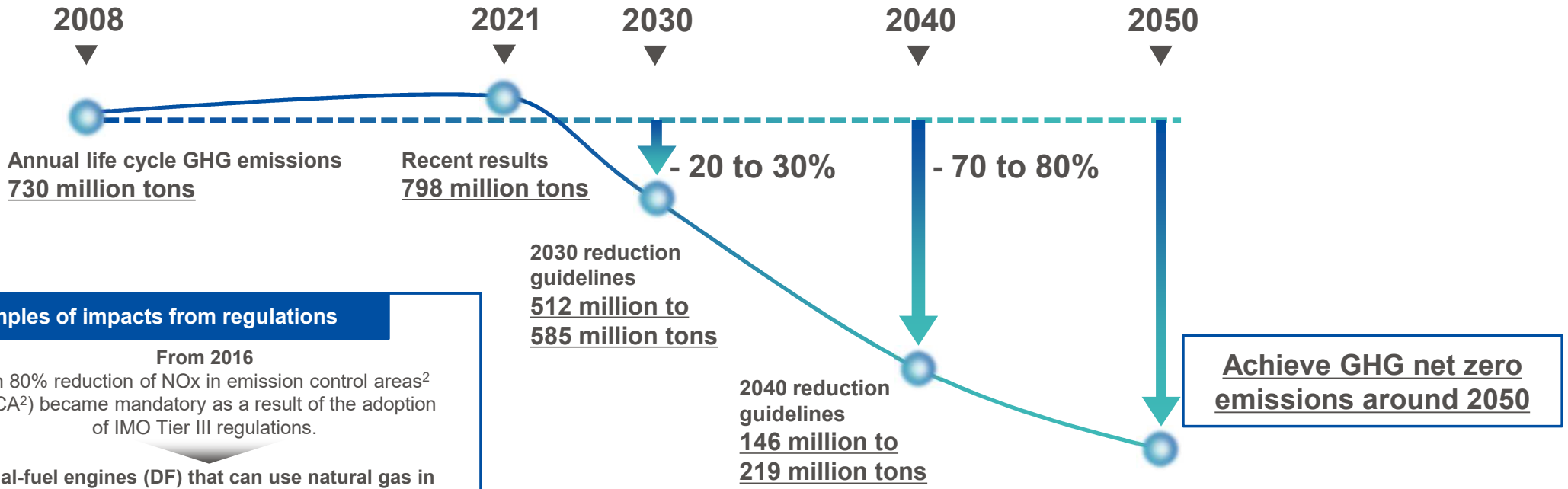
Price book-value ratio



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 (New Plan)

We reviewed investments in light of higher-than-expected trends compared with the initial plan and changes in the environment, and revised forecasts in light of soaring construction costs.

Response to Next-Generation Fuels
16.5 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
16 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
9.5 billion yen

We will make capital investment and enhance added value for the group and affiliated companies for the purpose of controlling production costs.
Assuming results from 2026 onward.

Logistics reform
10 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
4 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 will achieve net zero emissions as soon as possible and strengthen human capital management initiatives.
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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