

FY2025 / Business Results for the 1st Half of FY2025

November 14, 2025

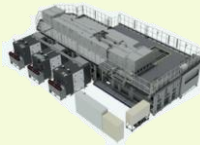
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Note

The performance forecasts and other forward-looking statements included in this material are based on the information that was available to The Japan Steel Works, Ltd. (the “Company”) and certain assumptions deemed to be reasonable at the time this material was prepared, and the actual results may differ significantly from these forecasts due to a variety of reasons.

This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated version and the Japanese original, the original shall prevail.

Composition of Business Segments and its Major Products

Business Segment	Industrial Machinery Products Business				Material and Engineering Business		Other Businesses
Production Base	Hiroshima Yokohama Meiki (Nagoya)				Muroran		
Subsegment	Plastic production and processing machinery	Molding machines	Defense equipment	Others	Steel forgings and plates	Engineering, etc.	
Major Product	● Pelletizer  ● Twin-screw extruder  ● Film and sheet manufacturing equipment 	● Plastic molding machine (injection molding machine, blow molding machine)   ● Magnesium molding machine 	● Artillery ● Wheeled armored vehicle ● Missile canister   (Source: JMSDF website)  (Source: JGSDF website)	● Laser-applied equipment - FPD equipment - Power semiconductor manufacturing equipment  ● Press machine ● Vacuum laminator ● Deposition system 	● Rotor shaft for generator / steam turbine  ● Parts for nuclear power reactor / steam generator  ● Clad steel plate 	● Hydrogen storage steel pressure vessel  ● Non-destructive testing 	● Photonic ● Composite material ● Metal material
Application	● Plastic ● Battery, food packaging, optical device, semiconductor	● Automotive, electrical / electronic equipment, everyday goods, IT device etc.	● Defense equipment	● OLED / LCD panel ● Printed circuit board, semiconductor package substrate	● Steam turbine / generator (thermal / nuclear) ● Reactor pressure vessel components etc. (light water reactor, fast breeder reactor, high-temperature gas-cooled reactor, fusion reactor etc.) ● Various tanks for chemical / oil / gas industries	● Telecommunication ● Optical equipment	
Customer / Market	Petrochemical / gas chemical industry Automotive components	Plastic products	Ministry of Defense Japan Coast Guard	Display panel Semiconductor	Heavy electrical equipment Oil / Gas industry	Renewable energy etc.	Communication / Electronic equipment

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Reference Materials:

Trends in Sales and Profit / Trends in Major Assets and Cash Flows /Corporate philosophy, starting with purpose

[PART I]

Results for the 1st Half of FY2025

✓ Orders received

Plastic production and processing machinery fell short of the initial forecast due to delays in investment decisions triggered by U.S. tariff policies

On the other hand, orders for thermal and nuclear power products as well as defense equipment exceeded the initial forecasts, keeping the overall progress on track

✓ Sales

The ample order backlog was steadily converted into sales, resulting in progress largely in line with the plan and achieving YoY growth

✓ Profits

Progressed as planned

Profits increased YoY mainly due to increase of sales and price improvement

FY2025 1H: Status of Orders Received, Sales and Profits

Orders received decreased, while sales and profit increased YoY

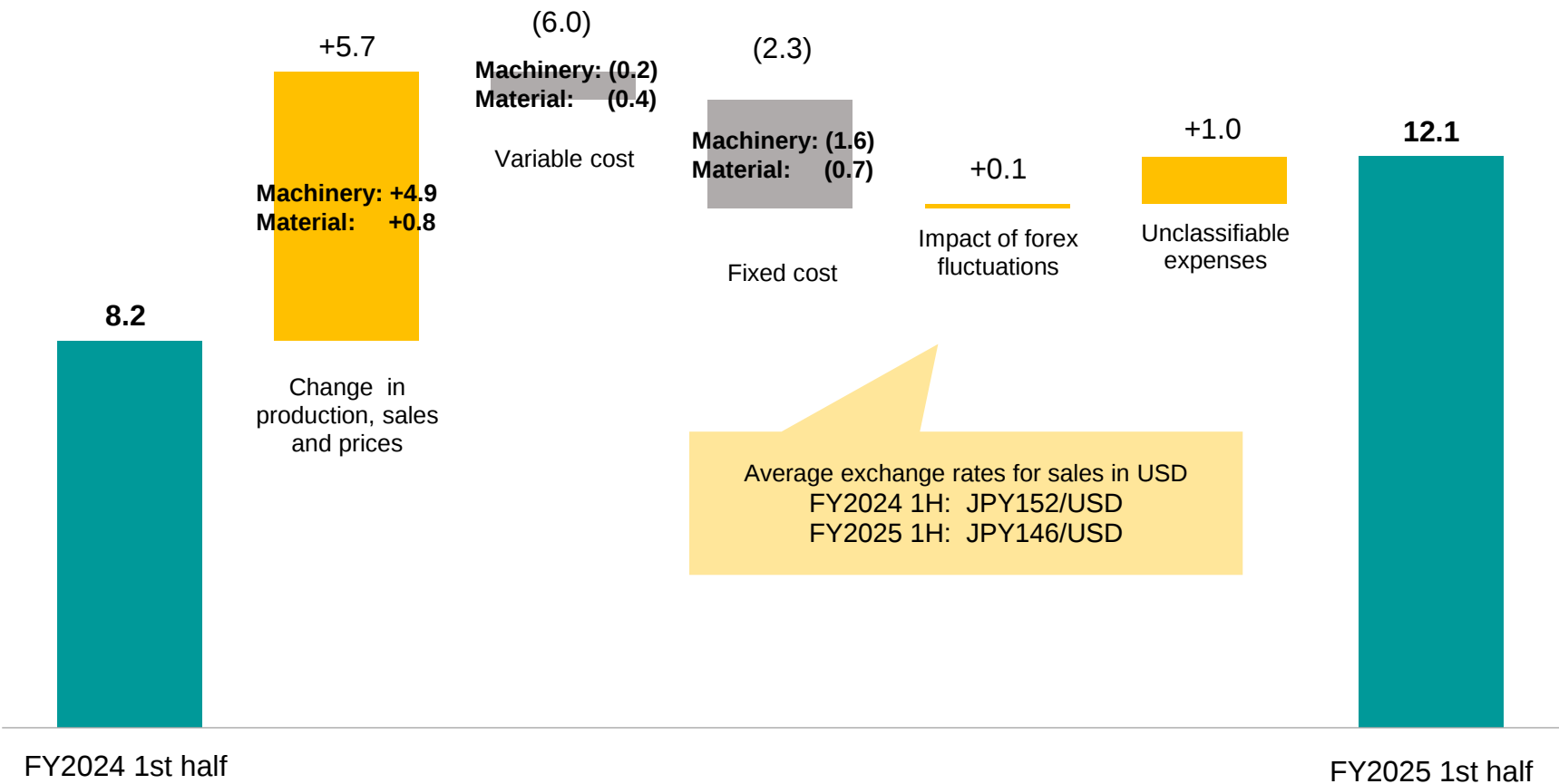
(Unit: Billion Yen)

	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)
Orders received	141.0	124.0	(17.0)
Net sales	108.2	135.6	27.4
Operating profit	8.2	12.1	3.9
(%)	7.7%	9.0%	-
Ordinary profit	8.6	12.6	4.0
Profit attributable to owners of parent	6.0	10.0	4.0
Earnings per share (Yen)	81.65	137.11	55.46
Dividend per share (Yen)	38.0	44.0	6.0
EBITDA	11.8	16.2	4.4
(%)	11.0%	12.0%	-

FY2025 1H: Analysis on Changes in Operating Profit

Operating profit increased by ¥3.9 billion due to the increase of sales and price improvement

(Unit: Billion Yen)



FY2025 1H: Results by Segment

Industrial Machinery Products: Orders received decreased YoY, sales and profit increased YoY
Material and Engineering: Sales and profit were roughly equivalent level as the previous year, orders received increased YoY

Industrial Machinery Products

(Unit: Billion Yen)

	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)
Orders received	117.3	89.8	(27.5)
Net sales	86.1	113.9	27.8
Operating profit	6.9	10.1	3.2
(%)	8.0%	8.9%	-
EBITDA	8.8	12.4	3.6
(%)	10.2%	10.9%	-

Material and Engineering

	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)
Orders received	22.6	32.8	10.2
Net sales	21.0	20.5	(0.5)
Operating profit	4.1	3.7	(0.4)
(%)	19.5%	18.3%	-
EBITDA	5.0	4.9	(0.1)
(%)	24.1%	24.0%	-

FY2025 1H: Industrial Machinery Products Business

Sales and profit progressed as planned, resulting in YoY growth
Orders received decreased YoY due to investment stagnation in plastic production and processing machinery

(Unit: Billion Yen)

	Net sales / Operating profit			Orders received		
	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)
Plastic production and processing machinery	29.5	44.3	14.8	37.4	20.6	(16.8)
Molding machine	30.7	32.5	1.8	34.0	30.1	(3.9)
Defense equipment	11.3	14.5	3.2	31.8	26.7	(5.1)
Others	14.4	22.6	8.2	14.0	12.4	(1.6)
Total	86.1	113.9	27.8	117.3	89.8	(27.5)
Operating income	6.9	10.1	3.2			

Sales and profit were roughly equivalent level as the previous year
 Orders received increased YoY driven by strong demand for thermal and nuclear power products

(Unit: Billion Yen)

	Net sales / Operating profit			Orders received		
	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)	FY2024 1st half (A)	FY2025 1st half (B)	YoY (B)-(A)
Steel forgings and plates	16.9	18.5	1.6	18.8	29.8	11.0
Engineering, etc.	4.1	2.0	(2.1)	3.8	3.0	(0.8)
Total	21.0	20.5	(0.5)	22.6	32.8	10.2
Operating profit	4.1	3.7	(0.4)			

[PART II]

Forecasts for FY2025

FY2025: Forecast for Orders Received, Sales and Profits

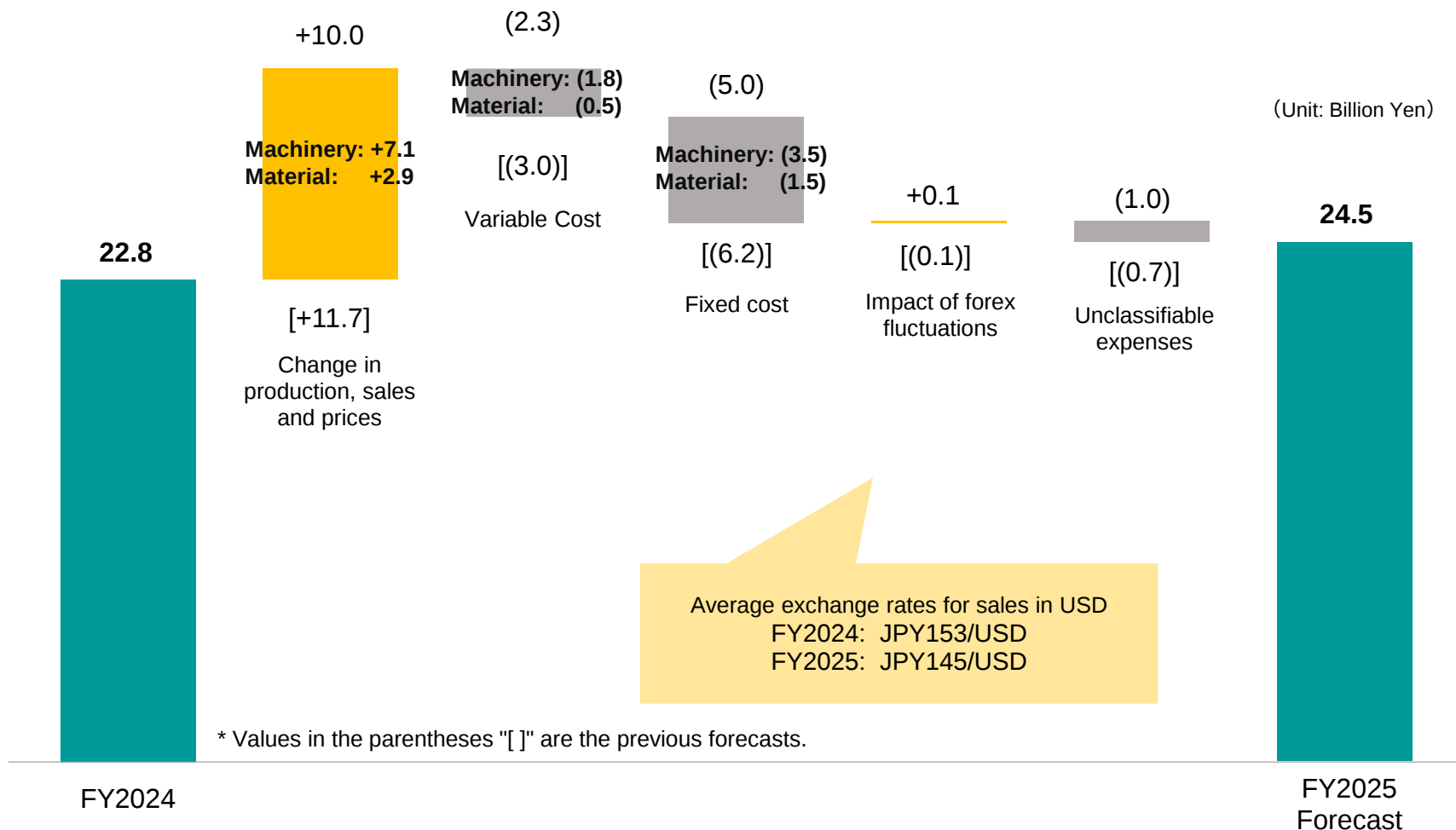
Orders received, sales and profits remain unchanged from the initial forecasts

(Unit: Billion Yen)

	FY2024	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)
	Result (A)	Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)		
Orders received	310.2	300.0	300.0	(10.2)	0.0
Net sales	248.5	290.0	290.0	41.5	0.0
Operating profit	22.8	24.5	24.5	1.7	0.0
(%)	9.2%	8.4%	8.4%	-	-
Ordinary profit	23.4	24.5	24.5	1.1	0.0
Profit attributable to owners of parent	17.9	18.5	18.5	0.6	0.0
Earnings per share (Yen)	244.03	251.34	251.34	7.31	0.00
Dividend per share (Yen)	86.0	88.0	88.0	2.0	0.0
EBITDA	30.7	34.2	33.9	3.2	(0.3)
(%)	12.4%	11.8%	11.7%	-	-

FY2025: Analysis on Changes in Operating Profit

Operating profit is expected to increase by ¥1.7 billion due to the increase of production and sales and price improvement



Industrial Machinery Products: Forecast for orders revised downwards Material and Engineering: Forecasts for orders and profit revised upwards

Industrial Machinery Products

(Unit: Billion Yen)

	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)
		Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)		
Orders received	258.5	240.5	235.0	(23.5)	(5.5)
Net sales	199.0	237.0	237.0	38.0	0.0
Operating profit	17.5	19.5	19.5	2.0	0.0
(%)	8.8%	8.2%	8.2%	-	-
EBITDA	21.8	24.4	24.4	2.6	0.0
(%)	11.0%	10.3%	10.3%	-	-

Material and Engineering

	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)
		Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)		
Orders received	49.3	55.5	62.0	12.7	6.5
Net sales	47.1	50.0	50.0	2.9	0.0
Operating profit	8.6	9.0	9.5	0.9	0.5
(%)	18.5%	18.0%	19.0%	-	-
EBITDA	10.9	12.1	12.4	1.5	0.3
(%)	23.3%	24.4%	24.9%	-	-

FY2025: Industrial Machinery Products Business

Total sales forecast remain as initially planned. The forecast for molding machines was revised downwards, while forecasts for defense equipment and others were revised upwards
Orders for plastic production and processing machinery decreased compared to the initial forecast

(Unit: Billion Yen)

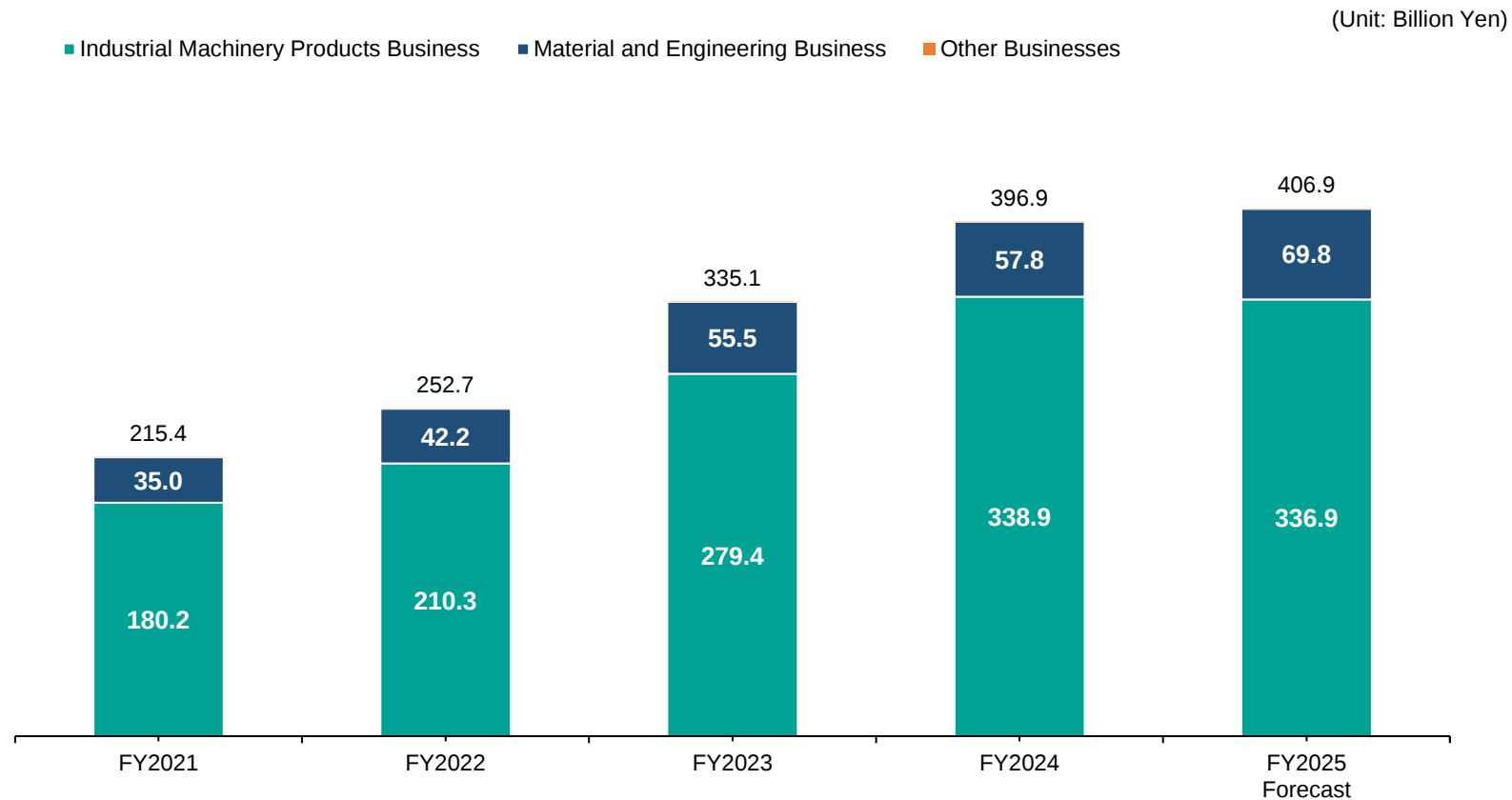
	Net sales / Operating income					Orders received				
	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)
		Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)				Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)		
Plastic production and processing machinery	72.2	77.0	77.0	4.8	0.0	51.4	59.0	47.0	(4.4)	(12.0)
Molding machines	66.9	73.5	70.0	3.1	(3.5)	65.7	70.0	66.0	0.3	(4.0)
Defense equipment	32.2	44.5	45.5	13.3	1.0	115.8	83.0	86.0	(29.8)	3.0
Others	27.7	42.0	44.5	16.8	2.5	25.6	28.5	36.0	10.4	7.5
Total	199.0	237.0	237.0	38.0	0.0	258.5	240.5	235.0	(23.5)	(5.5)
Operating profit	17.5	19.5	19.5	2.0	0.0					

Sales, profit and orders are expected to grow, driven by thermal and nuclear power related products

(Unit: Billion Yen)

	Net sales / Operating income					Orders received				
	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)	FY2024 Result (A)	FY2025		Change from the previous year (C)-(A)	Change from the initial forecast (C)-(B)
		Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)				Initial forecast (as of Mar. 13, 2025) (B)	Revised forecast (C)		
Steel forgings and plates	38.4	43.0	44.5	6.1	1.5	42.7	51.0	57.0	14.3	6.0
Engineering, etc.	8.7	7.0	5.5	(3.2)	(1.5)	6.6	4.5	5.0	(1.6)	0.5
Total	47.1	50.0	50.0	2.9	0.0	49.3	55.5	62.0	12.7	6.5
Operating profit	8.6	9.0	9.5	0.9	0.5					

FY2025: Changes in Order Backlog and Forecasts

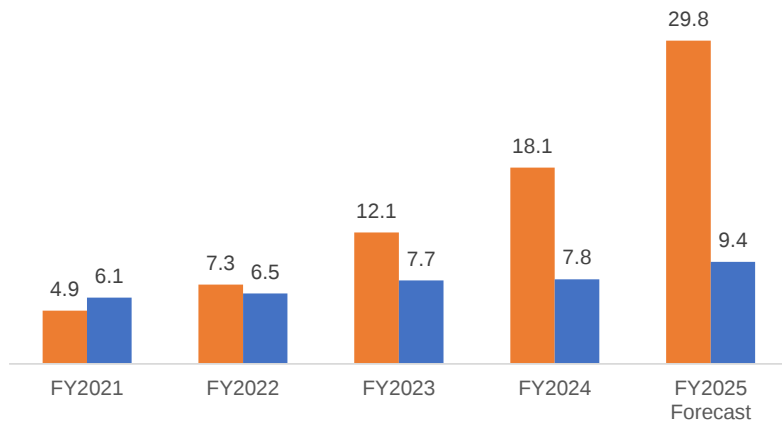


*Figures are as of the end of March of each fiscal year.

FY2025: Status of Capital Investment and Depreciation, Cash Flows, Financial Position, and R&D Expenses

Status of Capital Investment and Depreciation

Capital investment Depreciation

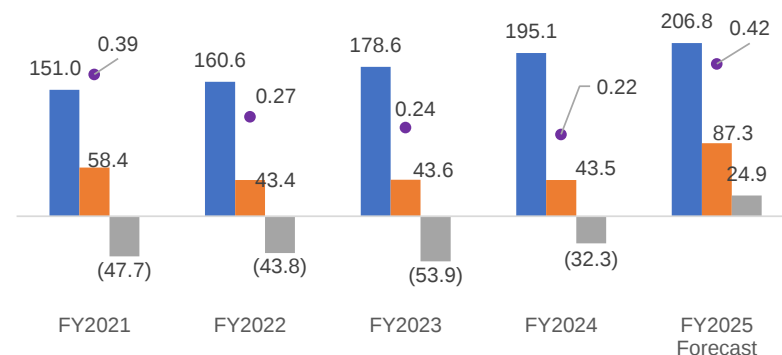


Financial Position

(Unit: Billion Yen)

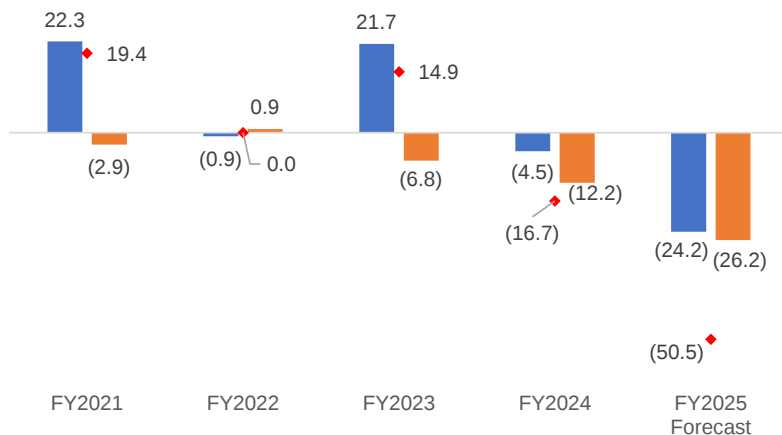
*Figures are as of the end of March of each fiscal year

Net assets Interest-bearing debt Net interest-bearing debt D/E ratio (times)



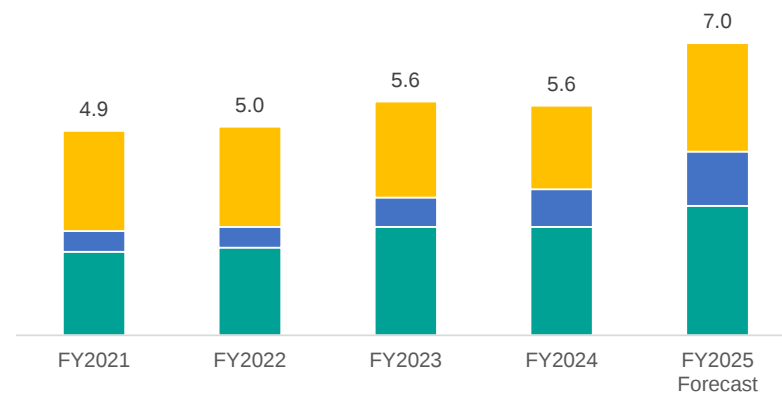
Status of Cash Flows

Operating CF Investing CF Free CF



Status of R&D Expenses

Industrial Machinery Material and Engineering Other Businesses

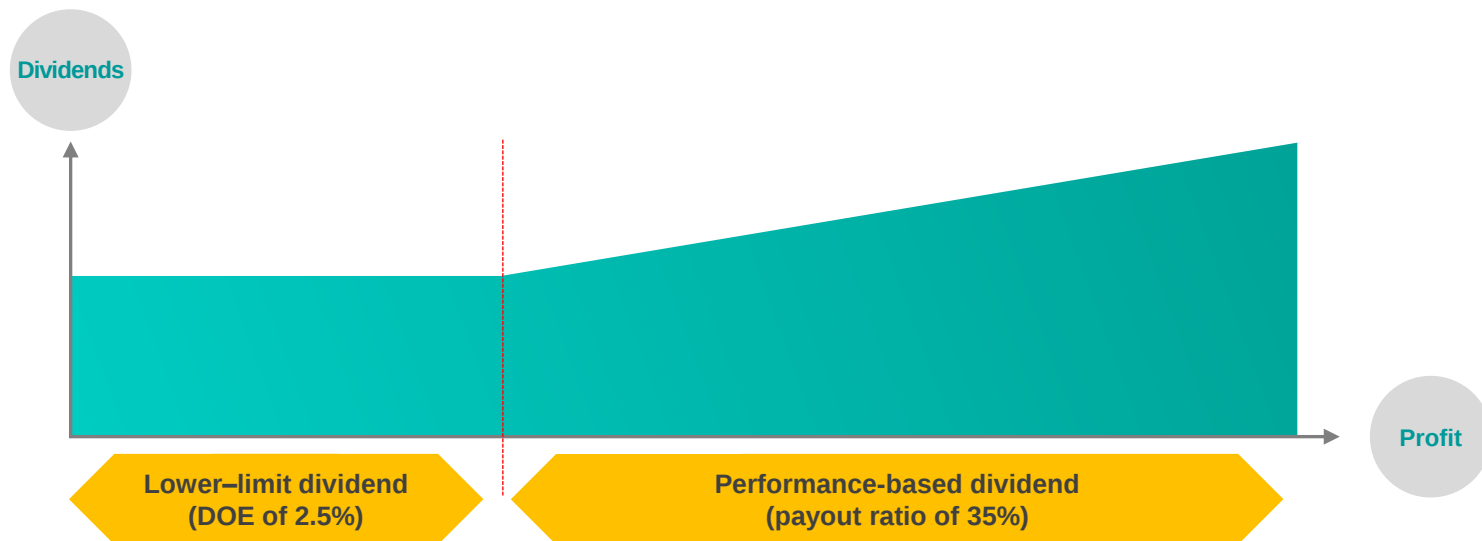


Dividend Policy of JGP2028 and the Results

Dividend policy during the medium-term management plan JGP2028

The consolidated dividend payout ratio target is set as 35% or more, while ensuring a minimum dividend on equity (DOE) of 2.5%

■ Schematic of dividend policy



Results and forecast: Annual dividend forecast for FY2025 is ¥88.

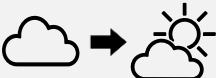
	FY2021	FY2022	FY2023	FY2024	FY2025	
					1 st half	Annual (forecast)
Dividend per share (Yen)	57.0	58.0	59.0	86.0	44.0	88.0
Payout ratio (consolidated)	30.1%	35.6%	30.4%	35.2%	35.0%	

[PART III]

Business Overview

Industrial Machinery Products Business

– Market sentiment for the main products

Industrial Machinery Products Business	Market sentiment (FY2024 comparison)	Economic conditions from the perspectives of order acquisition
Pelletizers		Investment decisions are being delayed primarily in China, mainly due to reciprocal tariffs between the U.S. and China triggered by the U.S. tariff policies. Meanwhile, projects are progressing, particularly in emerging countries such as India.
Twin-screw extruders		- Investment decisions for large-scale projects in Chinese market are delayed. - Inquiries for global standard machines are increasing in growing markets including India and China where technical requirements are becoming advanced. - Future-oriented investments for next-gen plastics development and recycling initiatives are increasing.
Film and sheet manufacturing equipment		New investments are unlikely due to stagnant EV-related demand. Engage in technical specification discussions to prepare for future demand recovery. Aim to capture demand for functional materials and packaging materials.
After-sales services		Demand for after-sales services is rising, driven by expanding delivery track record. Strengthen and expand service network in the growing markets including India, the Middle East, and China, while deepening relationships with existing customers and steadily capturing service demand.
Plastic molding machines		- Markets, particularly in Asian countries, are showing signs of recovery as tariff frameworks with the U.S. near completion. In contrast, the domestic market remains slow to recover. - Demand in the emerging countries including India is growing and measures are strengthened to capture demand.
Magnesium molding machines		The adoption of magnesium components continues due to the increasing need for lightweight car bodies due to the electrification of automobiles.
Laser application equipment		Demand related to gen-8 OLED / LCD products for FPDs remain high and will focus on capturing such demand with F-ELA equipment.

Material and Engineering Business

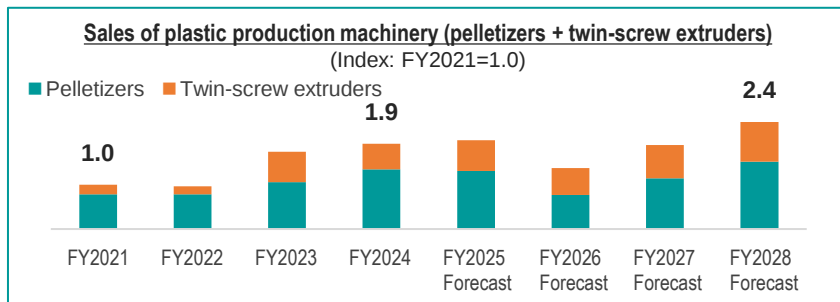
– Market sentiment for the main products

Material and Engineering Business	Market sentiment (FY2024 comparison)	Economic conditions from the perspectives of order acquisition
Steel forgings and plates		● Demand for rotor shafts for steam turbines and generators is increasing for both high-efficiency thermal power plants, such as GTCCs, and nuclear power plants. Inquiries are active both in Japan and overseas. ● Inquiries for nuclear power products remain strong, mainly driven by demand in Europe. In addition to SMRs, demand for casks continues, supported by the accelerated domestic reactor restarts.
Engineering, etc.		● Respond to the growing demand in the Industrial Machinery Products Business while actively receiving orders for external inspection works.

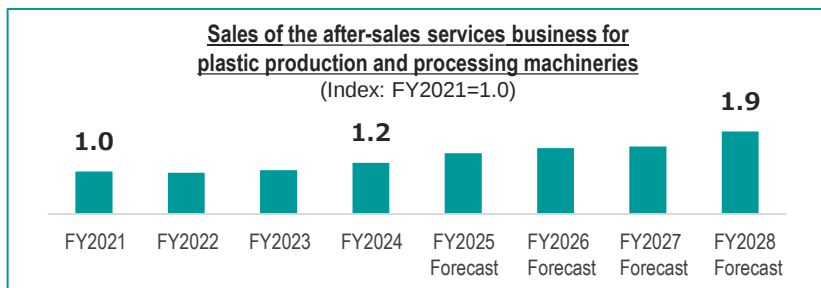
Plastic Production and Processing Machinery

– Progress and outlook of investment in Hiroshima Plant

Plastic production and processing machinery



- Demand for pelletizers and twin-screw extruders is stagnant, primarily due to delayed investment decisions in China. In addition to capturing its limited projects, pursue projects in emerging countries, including India.
- Demand for film and sheet manufacturing equipment for separators remains stagnant. Aim to capture demand for other functional films, including those for capacitors and barrier packaging materials.
- After-sales services business is growing steadily, and the sales progress is exceeding the mid-term plan projection.



Hiroshima plant – Investment for enhancing production capacity and in-house production

	FY2025		FY2026		FY2027		FY2028	
	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
No.3 Machining Shop	Scheduled to begin operation at the end of FY2025							
No.4 Machining Shop	Construction/equipment installation etc.				Scheduled to begin operation from FY2027 1H			



No. 3 Machining Shop (Building completed: Oct. 2025)



No. 4 Machining Shop (Left: Rendering / Right: Current situation)

- The building for No.3 Machining Shop completed in October. As a model factory for the promotion of smart factory, automated and unmanned equipment is to be installed and will start operation at the end of FY2025.
- Aim to increase in-house production and improve profitability by boosting parts machining capacity, as well as expanding the growth of after-sales services.

Indian market – The Experience Centre

- The Experience Centre opened on September 27. It displays actual twin-screw extruders and injection molding machines. Further, information on a variety of our industrial machinery products including press machines for printed circuit boards are available and engineers are stationed. We will raise our presence within India.
- On October 28, we held our first technology seminar for local customers, allowing them to experience our global standard twin-screw extruder, “TEX44αR” in person. We newly assigned dedicated sales personnel to capture the expanding demand for mid-to-high-end machines.



Experience Centre



↑↓TEX seminar



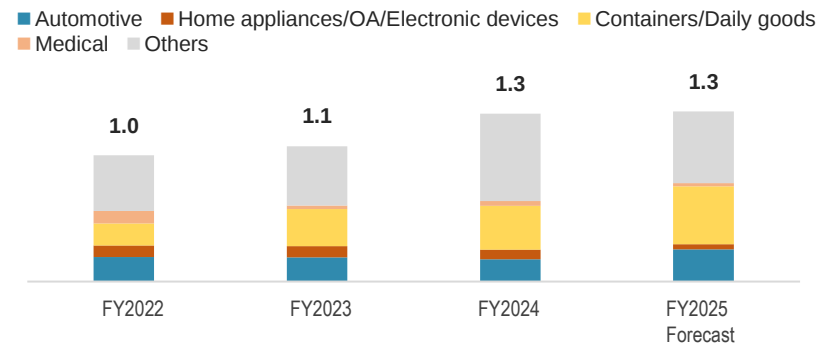
Extruder and injection molding machine



Molding machines – Respond to the expanding Indian / Southeast Asian market

- In India, the manufacturing industry is advancing lead by the Make in India policy, leading to a medium-term increase in imports of high-end electric molding machines from Japan. In addition to the automotive demand, the demand for containers / daily goods, which we have a high share, is growing according to the change of lifestyle and is expected to continue.
- In Southeast Asia, the recovery of demand is seen as frameworks in response to the U.S. tariff policies are being concluded.
- Aim to capture the expanding demand by establishing the Experience Centre in India and strengthening our sales network in India and Southeast Asia.

Indian market – Trend in the number of injection molding machines imported from Japan
(Index: FY2022=1.0)



(prepared by the company based on various information)

Defense Equipment

– Production capacity expansion through optimization of manufacturing locations and mutual complementation on track

Production capacity expansion through optimization of manufacturing locations and mutual complementation

Hiroshima Plant

- As the final assembly plant for defense equipment, we are expanding production capacity to meet increasing demand.



As of May 2025



Current situation
(construction to be completed in
Jan. 2026)

Construction progressing as planned

Yokohama Plant

Muroran Plant

- Responding to the increased demand of defense equipment, such as artilleries, as a material development and manufacturing plant.
- Established production system for wheeled armored vehicles (AMV) and started shipping in September.
- Building new production lines to respond to the increased demand of missile canisters.

Meiki Plant

- Established production system to prepare for the increase of defense equipment demand and started production.

Delivered the first AMV



Delivered the first unit in Sep. 2025
Subsequent deliveries are being made

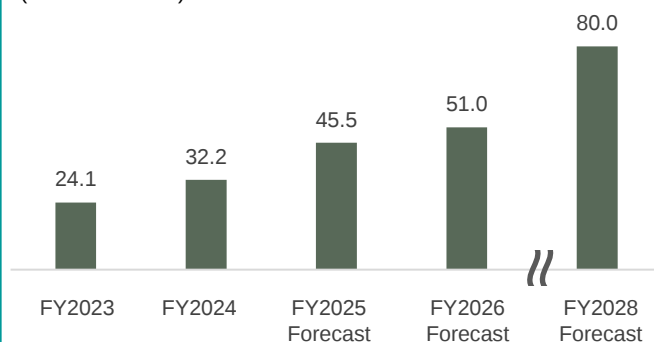
R&D of the railgun



Maritime firing test of the railgun prototype
(Source: X (formerly Twitter) account of ATLA)

Net sales of defense equipment

(Unit: Billion Yen)



Thermal and Nuclear Power Products

– Market Environment

Market trend of nuclear power products

Trend by country	
Japan	Cabinet Decision was made on the 7 th Strategic Energy Plan in Feb. 2025. Based on the premise of ensuring safety, the plan accelerates the restart of nuclear power plants and the installation of next-gen innovative nuclear reactors. Demand driven by the increasing / accelerating restarts is remains firm.
EU	U.K. The plan is to secure a maximum nuclear capacity of 24GW by 2050. Total of 4 EPR units for Hinkley Point C and Sizewell C are under construction. Further projects for similar sized power plants, including the nationalized Wylfa, are planned.
	France We are continuing to receive orders for the subsequent projects related to the plan to build 6 EPR-2 units and are making steady progress.
	Other Poland: Plan to construct 3 units of AP1000 for operation in 2033 and after. Bulgaria: Plan to construct 2 units of AP1000.
North America	Replacement demand for steam turbines and generators for existing plants continue in the U.S. Plans for 10 new AP1000 units, along with SMRs, are also underway. In Canada, SMR construction plan is in progresses.
China	Active investment continues since 2022. Around 5-10 new units of power plant constructions per year are expected to be approved for construction through 2030.

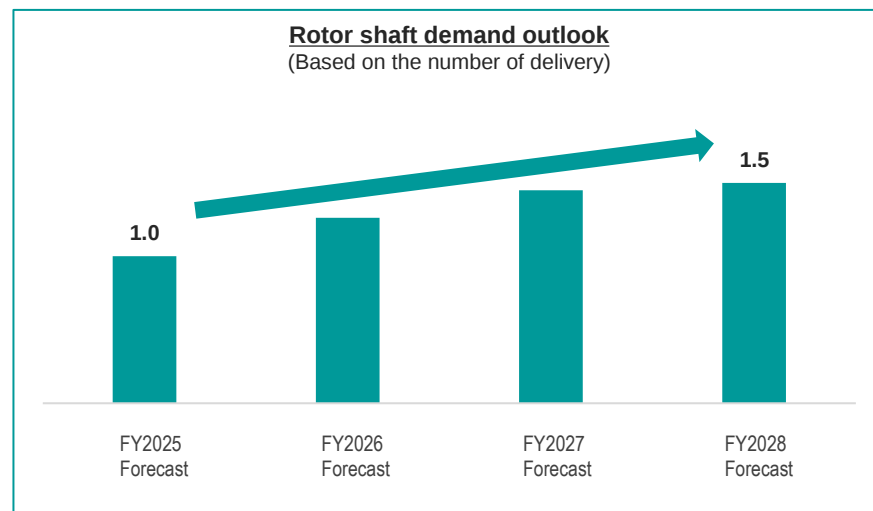
- In Europe, large-scale nuclear reactor projects are progressing steadily. We continue to receive orders for components for French projects in FY2025.
- In the U.S., new construction plans are increasing and expectations as one of our future market is rising.
- Restart plans for existing domestic plants are accelerating and demand for cask components for the transport / storage of spent fuel remains firm.



Component for casks for transport / storage of spent fuel

Demand for thermal power products (turbines and generator components) stays strong

- Demand for rotor shafts for high-efficiency thermal power generation, including those for GTCCs continues to be strong.
- The extension of operation license of existing nuclear power plants is pushing up the continuing demand for replacement of extra-large scale steam turbines and generators.

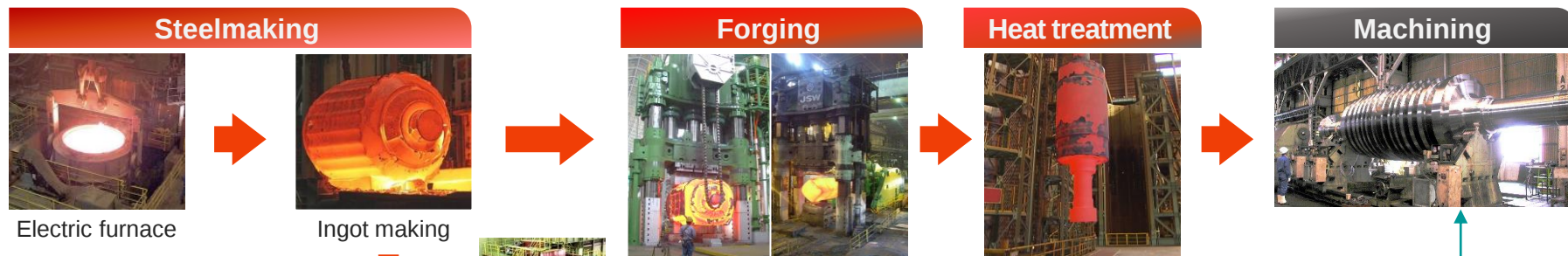


➔ We have initiated the major expansion plan of the production capacity for both thermal and nuclear power products to meet the long-term demand growth, based on the market environment and inquiries received.

Thermal and Nuclear Power Products

– Investment for the expansion of production capacity

Manufacturing process for thermal and nuclear products (rough image)



Steel making

Upgrade the remelting equipment (ESR: Electroslag Remelting) necessary for manufacturing components for nuclear and high-efficiency power plants

Forging

Add material handling equipment (manipulator) to help improve the forging operation efficiency of rotor shafts and also contribute to the production capacity of nuclear products.

Machining

Add large-scale lathe to meet the continuing high demand for large-scale rotor shafts.

	FY2025	FY2026		FY2027	
	2 nd Half	1 st Half	2 nd Half	1 st Half	2 nd Half
Manipulator	Building expansion, equipment assembly etc.	Operation			
Large-scale lathe	Relocation of existing equipment / foundation work etc.				
Remelting equipment (ESR)	Equipment design / manufacture / installation etc.				

Through the investments, production capacity for rotor shafts for steam turbines / generators will increase by 1.5 times the current level. We will also increase personnel to achieve long-term growth in the Material Business, centered on thermal and nuclear power products.

Establishment of a New R&D Center

Decided on the establishment of a New R&D Center (tentative name)

- Operation start: FY2026 2nd half (tentative)
- Location: Kashiwa-shi, Chiba
- Site area: 11,265.5 m²
- No. of employees: planned to be approx. 100
(as of operation start: approx. 30)



New R&D Center (tentative name)
(Kashiwa)

Material Technology Laboratory
(Muroran Plant)

Advanced Technology Laboratory
(Hiroshima Plant)

Device Technology Laboratory
(Yokohama Plant)

Development of elemental technologies in laboratories established at the three plants

Strengthen existing products and resolve materiality by deepening core technologies through elemental technology development in close collaboration with plants.

Formulation and implementation of a business-specific intellectual property strategy

Formulate and implement a strategy that creates value in each business from an intangible asset utilization perspective through a company-wide IPE structure.*1

Sustained development of R&D personnel and strengthening of technological capabilities

Strengthen partnerships with universities and research institutes in Japan and overseas to promote sustainable human resource development and technological advancement by earning a doctorate degree, etc.

*1 Intellectual Property Executive (IPE) Structure: A system in which an intellectual property manager is assigned to each business division to formulate an intellectual property strategy based on the business strategy

Deepening core technologies

Strengthen existing businesses by developing elemental technologies

Creating and nurturing new businesses

Create innovative technologies through basic technology research

Creating innovative technologies

Planning to establish a new R&D center to develop innovative technologies

Establish a new laboratory within the medium-term plan period that is not attached to a plant, and that conducts research and development of innovative technologies that do not adhere to existing products or core technologies

Creating innovation by leveraging diverse human resources

Encourage the creation of innovative technologies and new businesses through the accumulation of diverse human resources (values) from inside and outside the company and the promotion of entrepreneurship.

Efficient new product and market development through IP analysis*2

Examine the company's strengths, market trends, and R&D direction through IP analysis to efficiently develop new products and new markets.

*2 IP analysis: IP landscape: Analysis of management and business information incorporating IP information

Establishment of a New R&D Center

Strengthen the existing businesses

Main products		Market	Development of elemental technologies for the enhancement of products / businesses	
Advanced Technology Laboratory - Hiroshima Plant			Machine element Control Model based development AI / IoT	
	Plastic production and processing machine	Chemical (plastic)		
	Magnesium injection molding machine	Automotive		
	Defense equipment	Electronic device		
		Home appliance		
		National security		
Device Technology Laboratory - Yokohama Plant			Laser application Plasma Deposition system	
	Laser annealing equipment	Information and communication		
	Plasma deposition system	Electronic		
		Semiconductor		
Material Technology Laboratory - Muroran Plant			Crystal growth Material development	
	Large-scale / heat-resistant forged steel components	Power generation / energy		
	Clad steel plate	Electronic device material		
	Crystal			

Developed technologies (year commercialized)

Excimer laser annealing equipment (1995)
Magnesium injection molding machine (1995)
Crystal growth / Railgun



New R&D Center (tentative name) (2027-)

Examples of development for solving social issues

High-speed communication

Energy efficiency

Advanced mono-material performance

Harsh environment resistant system / material

Challenging various social issues

Materiality

Realization of a plastic resource-recycling society

Contribution to a low-carbon society

Contribution to a super-smart society

Anticipated social issues

Economic / national security and others

JSW

Core competence

Melting, Mixing, and Solidifying + Machine Element + Precision Control

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Material Revolution, making the world sustainable and prosperous.

Reference Materials

Trends in Sales and Profit

(Unit: Billion Yen)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	217.5	198.0	213.7	238.7	252.5	248.5
Industrial Machinery Products Business	171.4	156.3	171.1	202.9	208.3	199.0
Plastic production and processing machinery	61.3	58.8	62.1	92.2	102.7	72.2
Molding machines	65.3	54.5	65.3	65.8	58.7	66.9
Defense equipment	-	-	-	23.8	24.1	32.2
Others	44.8	43.0	43.7	21.1	22.8	27.7
Material and Engineering Business	42.8	38.5	40.0	33.9	41.9	47.1
Steel Forgings and plates	19.6	19.9	25.4	24.9	33.0	38.4
Clad steel plates and pipes	12.8	10.5	6.0	-	-	-
Engineering, etc.	10.4	8.1	8.6	9.0	8.9	8.7
Other Businesses	3.2	3.1	2.6	1.8	2.2	2.4
Operating income	18.7	10.2	15.4	13.8	18.0	22.8
Industrial Machinery Products Business	19.2	13.9	17.7	18.9	20.4	17.5
Material and Engineering Business	2.7	1.8	1.3	(8)	3.2	8.6
Other Businesses	(0.4)	0.0	0.0	(4)	0.0	0.1
Profit attributable to owners of parent	9.3	6.8	13.9	11.9	14.2	17.9

Trends in Main Assets and Cash Flows

(Unit: Billion Yen)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total assets	297.1	316.2	339.7	348.3	366.7	398.1
Net assets	132.4	141.9	151.0	160.6	178.6	195.1
Net assets per share (Yen) * * Since FY2016, amounts are after reserve -> reverse split of stocks	1,778.94	1,908.76	2,031.29	2,162.18	2,404.83	2,625.13
Equity ratio (%)	44.0	44.4	44.0	45.7	48.3	48.5
Return on equity (%)	7.2	5.1	9.6	7.8	8.5	9.7
Operating cash flow	18.9	14.7	22.3	(0.9)	21.7	(4.5)
Investing cash flow	(13.1)	(3.2)	(2.9)	0.9	(6.8)	(12.2)
Financing cash flow	(6.1)	2.7	(2.8)	(20.1)	(4.8)	(5.7)
Cash and cash equivalents at end of the period	74.4	88.7	105.7	86.4	96.9	75.1

JSW Group

Purpose

What is the JSW Group's value?

Material Revolution,
Making the world sustainable and prosperous.

Vision

What will JSW Group aim for?

Benefiting all stakeholders by developing and implementing industrial machinery and new materials that solve social issues.

Value Creation Process

How can JSW Group provide value to realize the Vision?

JSW Group Core Competence

Melting, Mixing, and Solidifying + Machine Element and Precision Control

JSW Group will further refine its core competence, develop industrial machinery and new materials that solve social issues, and supply them to the world, thereby simultaneously creating social value and enhancing sustainable corporate value.

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