



Results Briefing Materials for the Third Quarter of the Fiscal Year Ending March 31, 2022

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Agenda

- Topics
- Description of consolidated performance of the fiscal year ended December 31, 2022
- Prospects and strategies for the future



Topics

Jan.12,2022

Notice regarding the transition to the new market category "Prime Market"

Feb. 1, 2022

Notice of Change of Directors

In addition to the above, various releases and IR information can be viewed on our website.

<https://www.takamiya.co/en/>



Company Overview of Takamiya Co., Ltd.

Trade name	Takamiya Co., Ltd.
Incorporation	June 21, 1969
Representative	Representative director, Kazumasa Takamiya
Capital	1,052 million yen
Number of employees	Consolidated : 1,223; Non-consolidated : 718 (As of the end December 2021)
Registered head office	Grand Front Osaka, Tower B, 27F, 3-1 Ofuka-cho, Kita-ku, Osaka, Japan
Business locations	Branches: Tohoku-Sendai, Ibaraki, Tokyo, Niigata, Nagoya, Osaka, Chushikoku, Kyushu-Fukuoka (total: 8) Business offices: Sapporo, Morioka, Fukushima, Kashima, Ichihara, Hokuriku, Fukui, Nagano, Shizuoka, Keiji, Kobe, Hiroshima, Okinawa (total: 13) Equipment centers : Aomori-Higashidori, Iwate-Morioka, Miyagi-Sendai No. 2, Fukushima-Hirono, Ibaraki-Chuo, Ibaraki-Tsukuba, Ibaraki-Dejima, Ibaraki-Kashima, Chiba-Okido, Chiba-Ichihara, Saitama-Kuki, Kanagawa-Aikawa, Niigata-Yokogoshi, Niigata-Nagaoka, Shinsyu-Ngano, Nagano-Iida, Ishikawa-Kanazawa, Fukui-Sabae, Tokai-Kisosaki, Shizuoka-Yoshida, Shiga-Omihachiman, Osaka-Hirakata, Osaka-Settsu, Wakayama-Momoyama, Hyogo-Tojo, Hyogo-Kobe, Hiroshima-Shiwa, Kagawa-Sanuki , Okinawa-Naha (total: 29) Factory: Gunma, Gifu (total: 2)
Consolidated subsidiaries	[Japan total:7] IWATA Co., Ltd. ; AOMORI ATOM Co., Ltd. ; TOTAL TOSHISEIBI Co., Ltd.; NEXTECH Co., Ltd.; Nakaya Kizai Co., Ltd; HIRAMATSU Co., Ltd. ; Cadian Co Ltd. [Overseas total:3] DIMENSION-ALL INC. ; Hory Korea Co. Ltd ; HORY VIETNAM Co., Ltd. (total:10)
Stock listing	Jun. 2005: JASDAQ Securities Exchange Note: The Company was delisted from the JASDAQ market in January 2008. Dec. 2007: Tokyo Stock Exchange Second Section Dec. 2014: Assigned on Tokyo Stock Exchange First Section





1. Summary of consolidated performance

1.1 Business overview

- ✓ In the sales business segment, new orders for the Iq System and repeat orders including peripheral equipment were firm, resulting in higher sales and profits.
- ✓ In the rental business segment, Although the Iq System has the highest utilization rate ever, the utilization rate of civil engineering equipment was lower than expected due to the delay in the start of construction work at the civil engineering site, resulting in lower sales and profits.
- ✓ In the overseas business, the outlook for the Philippines is still uncertain due to continued movement restrictions. In South Korea, the domestic economy is also on a recovery trend, and both sales and rental businesses are performing well. Vietnam's production (sales) for Japan also declined temporarily, but sales and profits increased due to the steady performance.
- ✓ During the third quarter of the consolidated fiscal year, due to a significant decline in the market value of investment securities held by the Company, a loss on valuation of investment securities of 15 million yen due to impairment treatment was recorded as an extraordinary loss. In the current consolidated cumulative period, it was 284 million yen.



1. Summary of consolidated performance

1.2 Cumulative period (from April 1 to December 31,2021)

Consolidated Results (Unit : million yen)	3Q FYE Mar. 31,2022 Forecast		3Q FYE Mar. 31,2022 Results		3Q FYE Mar. 31,2021 Results		% change (y/y)
	(Non-disclosure)	Sales ratio		Sales ratio		Sales ratio	
Net sales			29,824	100.0%	28,757	100.0%	+3.7%
Gross profit	—	—	8,110	27.2%	8,571	29.8%	(5.4)%
SG&A	—	—	7,124	23.9%	6,998	24.3%	+1.8%
Operating income			986	3.3%	1,573	5.5%	(37.3)%
Ordinary income			1,113	3.7%	1,425	5.0%	(21.9)%
Profit attributable to owners of parent			357	1.2%	856	3.0%	(58.3)%
Earnings per share (Diluted earnings per share)		—	7.67yen (7.43yen)	—	18.39yen (17.87yen)	—	—
Annual dividends per share	—	—	—	—	—	—	—
Depreciation	—	—	3,569	12.0%	3,639	12.7%	(1.9)%
EBITDA	—	—	4,556	15.3%	5,213	18.1%	(12.6)%



1. Summary of consolidated performance (April 1 – December 31, 2021)

1.3 Factors of increase/decrease in net sales and operating income

(FY ended/ending March 31)

Net sales

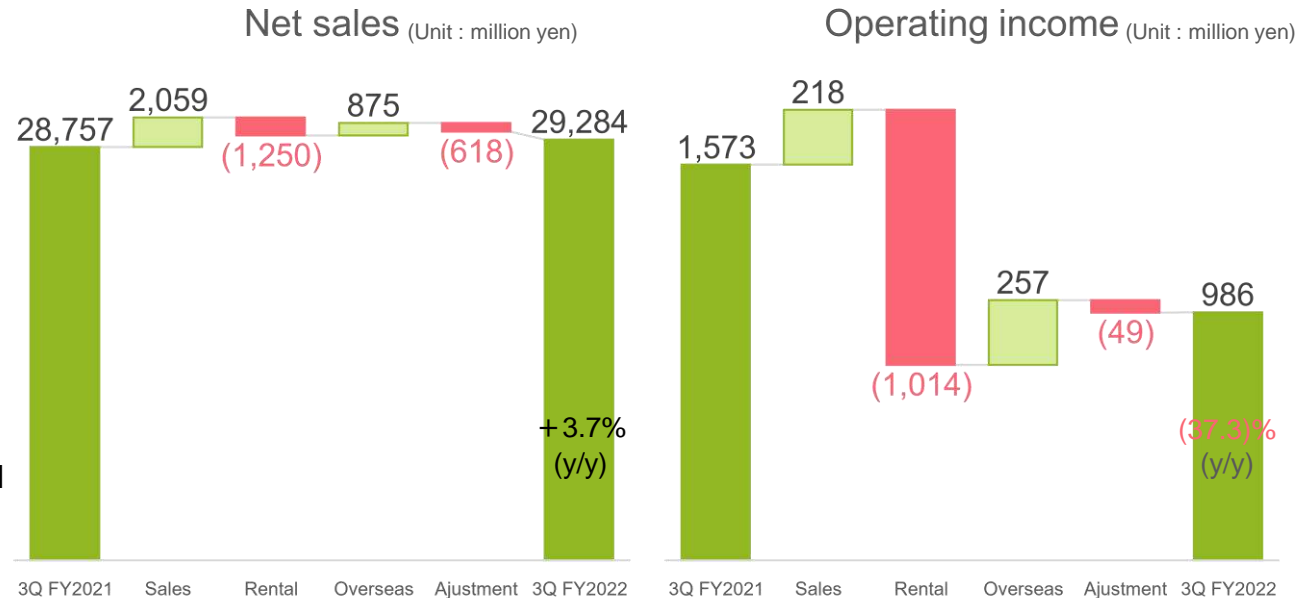
**1,067 million yen increased
(up 3.7% YoY)**

- ✓ Sales increased in sales and overseas businesses.
- ✓ Sales decreased in the rental business.

Operating income

**587 million yen decreased
(down 37.3% YoY)**

- ✓ The main reason is the decrease in profits in the rental business.
- ✓ Earnings increased in sales and overseas businesses.





1. Summary of consolidated performance (April 1 – December 31, 2021)

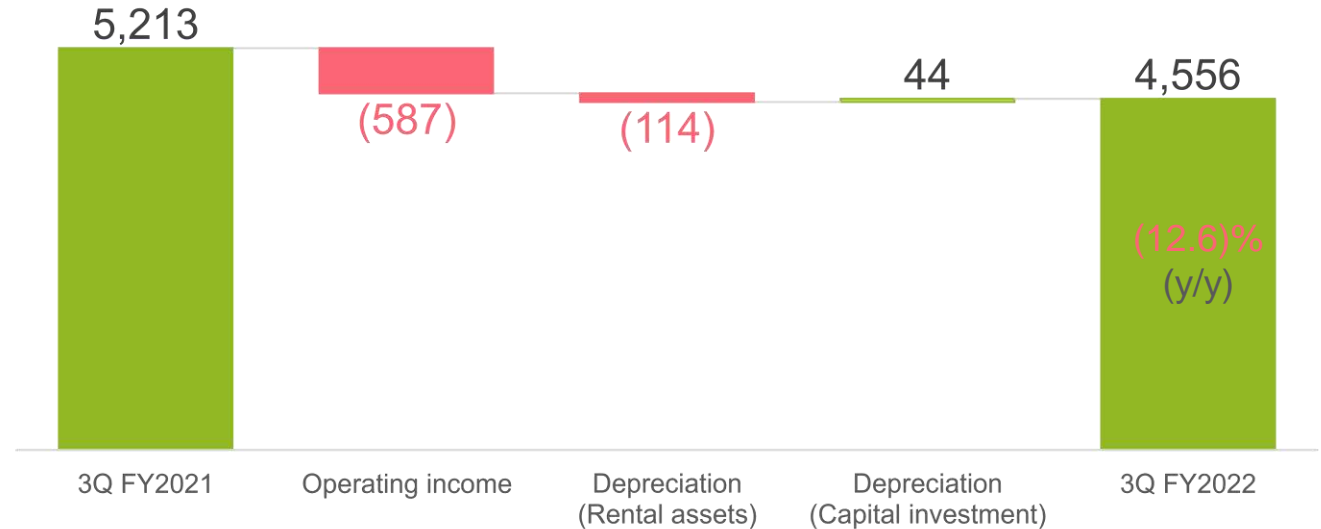
1.4 EBITDA (Operating income + Depreciation)

(FY ended/ending March 31)

EBITDA(Operating income + Depreciation) (Unit : million yen)

EBITDA
657 million yen decreased
(down 12.6% YoY)

- ✓ Mainly due to decreased operating income.
- ✓ Depreciation of rental assets decreased.
- ✓ Depreciation of capital investment increased.





1. Summary of consolidated performance (April 1 – December 31, 2021)

1.5 Performance by segment

(FY ended/ending March 31)

Unit : million yen	Net sales			Segment Operating income (Segment operating profit margin)		
	3Q FY2021	3Q FY2022	% change y/y	3Q FY2021	3Q FY2022	% change y/y
Sales Business	7,995	10,054	+25.7%	839 (10.5%)	1,057 (10.5%)	+26.0%
Rental Business	18,577	17,327	(6.7)%	1,832 (9.9%)	818 (4.7%)	(55.3)%
Overseas Business	3,868	4,743	+22.6%	(43) (-%)	214 (4.5%)	-%



2. Sales business

2.1 Factors of increase/decrease YoY

Net sales:

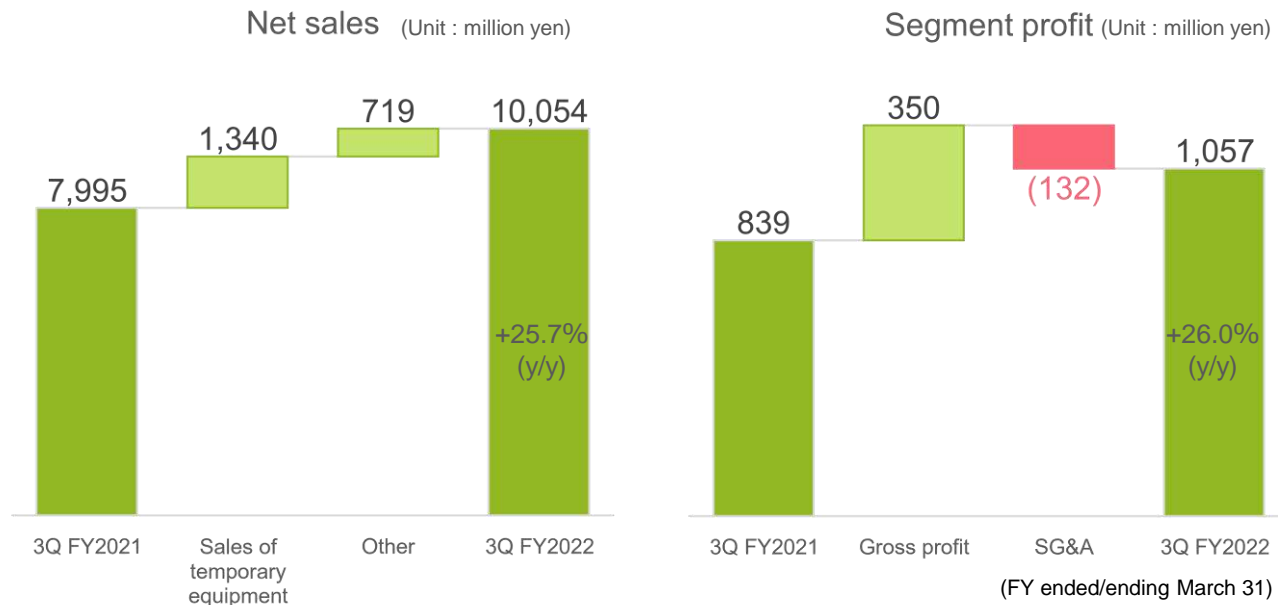
2,058 million yen increased

- ✓ Sales of temporary equipment such as Iq System are strong. In the environment-related business, the agribusiness, including high-performance glass houses for agriculture, is performing well. Second-hand sales also increased due to an increase in domestic and overseas sales.

Operating income:

218 million yen increased

- ✓ The effect of increased sales of temporary equipment exceeded the increase in SG & A expenses, resulting in an increase in profits. The reason for the increase in SG & A expenses is the increase in the number of personnel.

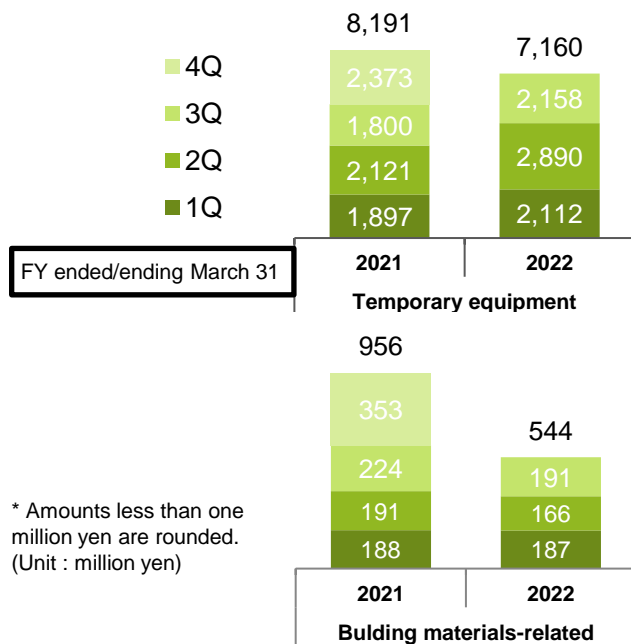




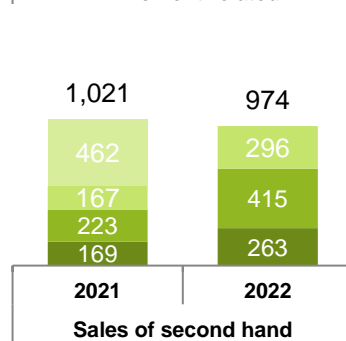
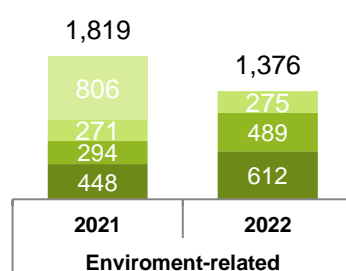
2. Sales business

2.2 Net sales by product field

Sales of Iq Systems were strong for temporary equipment, and second-hand sales also contributed. In the environment-related field, high-performance green houses are weak.



* Amounts less than one million yen are rounded.
(Unit : million yen)



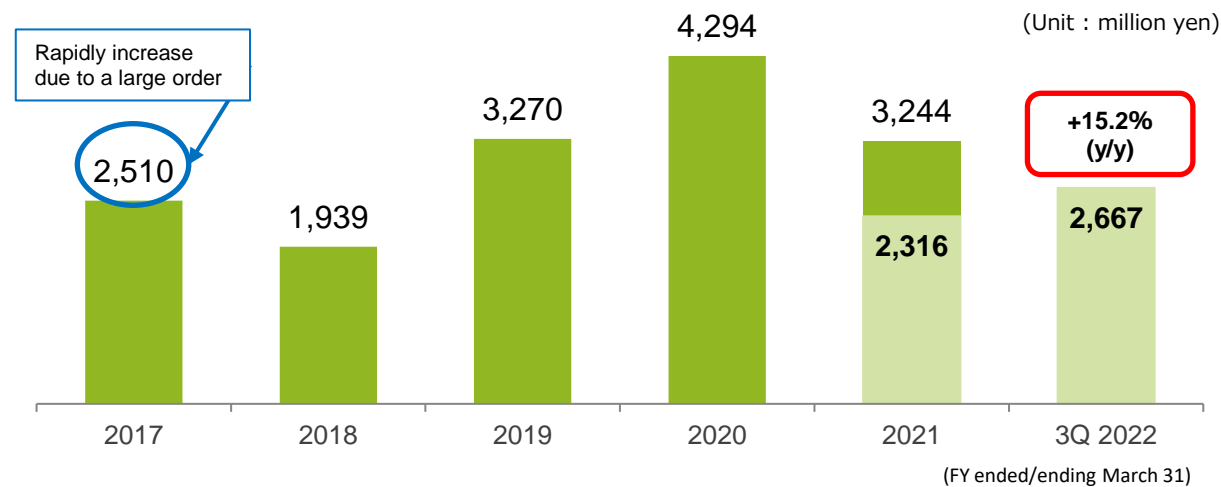


2. Sales business

2.3 Sales of Iq System

Sales of the Iq System Increased by 15.2% (up 351 million yen) YoY.

Sales performance of Iq System



Iq System Cumulative sales
20.1 Billion yen

※Our sales only

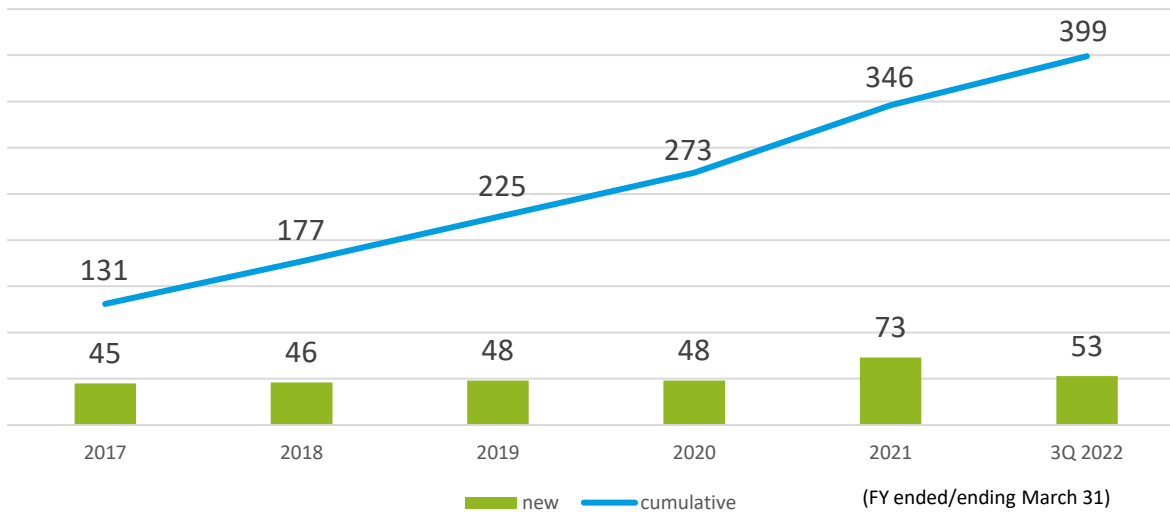


2. Sales business

2.4 Number of companies selling Iq System

The number of Iq System sales destinations has steadily increased. Repeat demand is expected to increase as the number of sales destinations accumulates.

Number of new Iq System sales companies / cumulative number of sales companies (Unit : companies)



**Cumulative number of
Iq System sales destinations**

399 companies

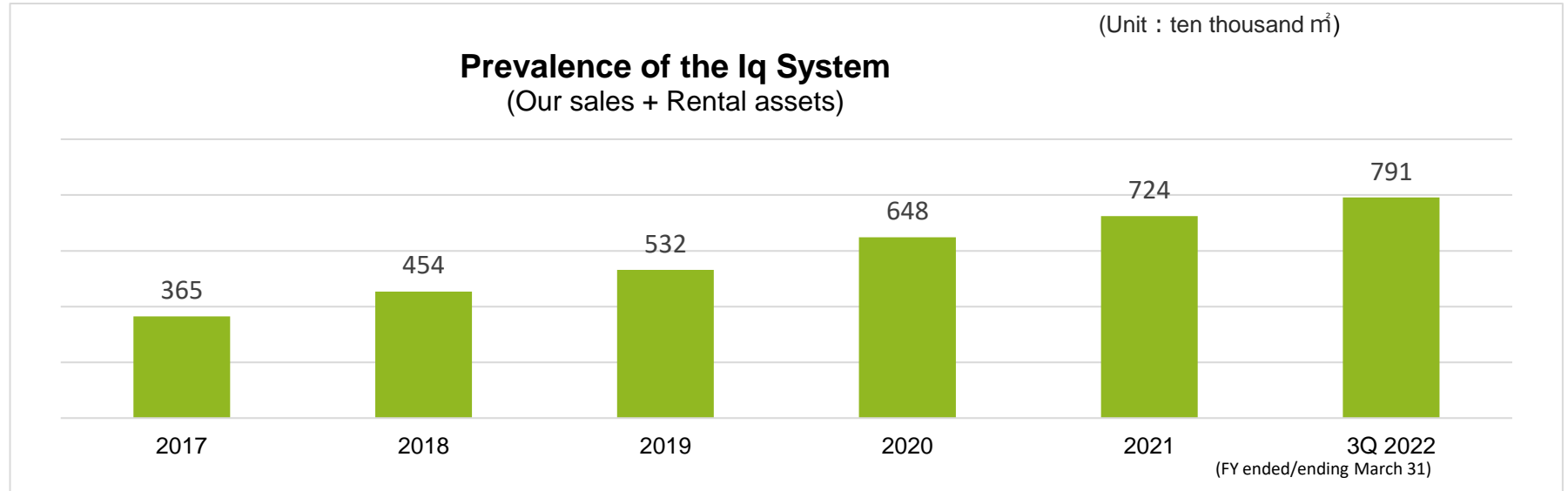
※Our sales only



2. Sales business

2.5 Prevalence of Iq System

The penetration of next-generation scaffolding into the industry is progressing steadily.



NOTE : This graph is made with own calculation methods, that calculated from selling and assets.

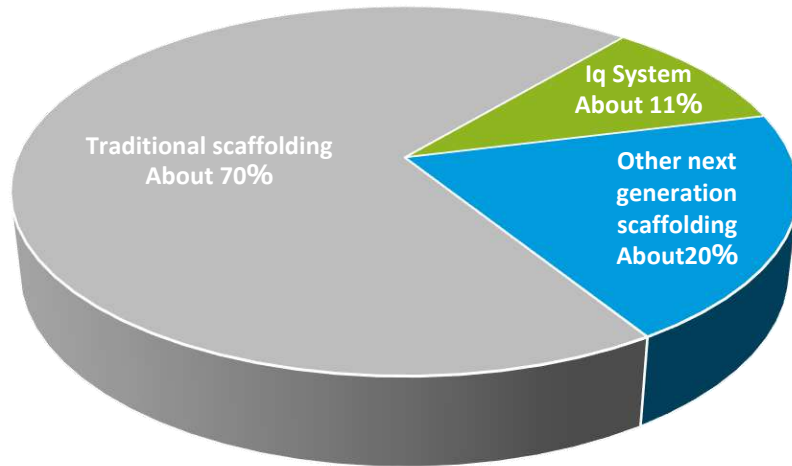


2. Sales business

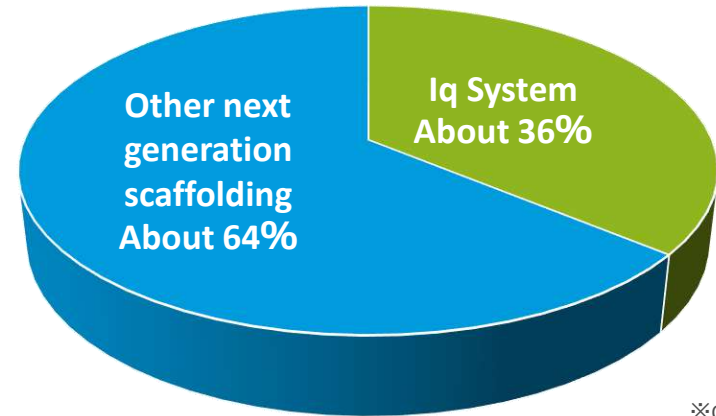
2.6 Iq System market share

Next-generation scaffolding and Iq System penetration in the industry is going well

Scaffolding market share



Market share of next-generation scaffolding



※Our research



3. Rental business

3.1 Factors of increase/decrease YoY

Net sales:

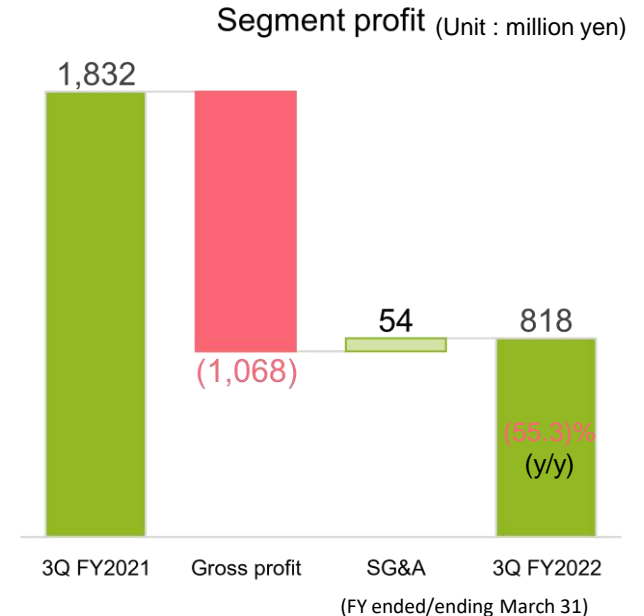
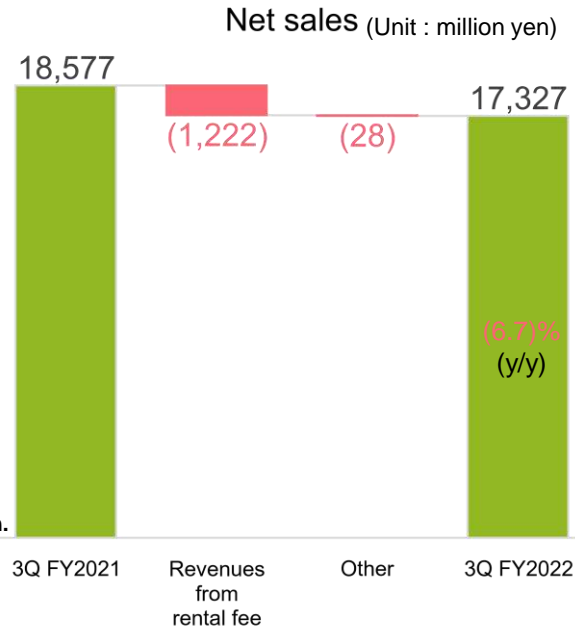
1,250 million yen decreased

Utilization rate remained high, mainly at maintenance and repair work sites in the Tokyo metropolitan area, including the Iq System. However, after the completion of the large-scale civil engineering site in the previous fiscal year, the rental income decreased due to the sluggish utilization rate of civil engineering-related equipment due to the impact of the site delay, resulting in a decrease in sales compared to the same period of the previous year.

Operating income:

1,013 million yen decreased

Although SG & A expenses were reduced, profits decreased due to a decrease in sales and an increase in fixed cost ratios such as depreciation. The reason for the decrease in SG & A expenses was due to the treatment of goodwill impairment of consolidated subsidiary companies in the previous fiscal year.





3. Rental business

3.2 Trend of average utilization rates of rental assets

* Trend of utilization rates of rental assets looks like a mountain with its peak at the 3Q each year * Utilization rate = rented amount / overall holdings

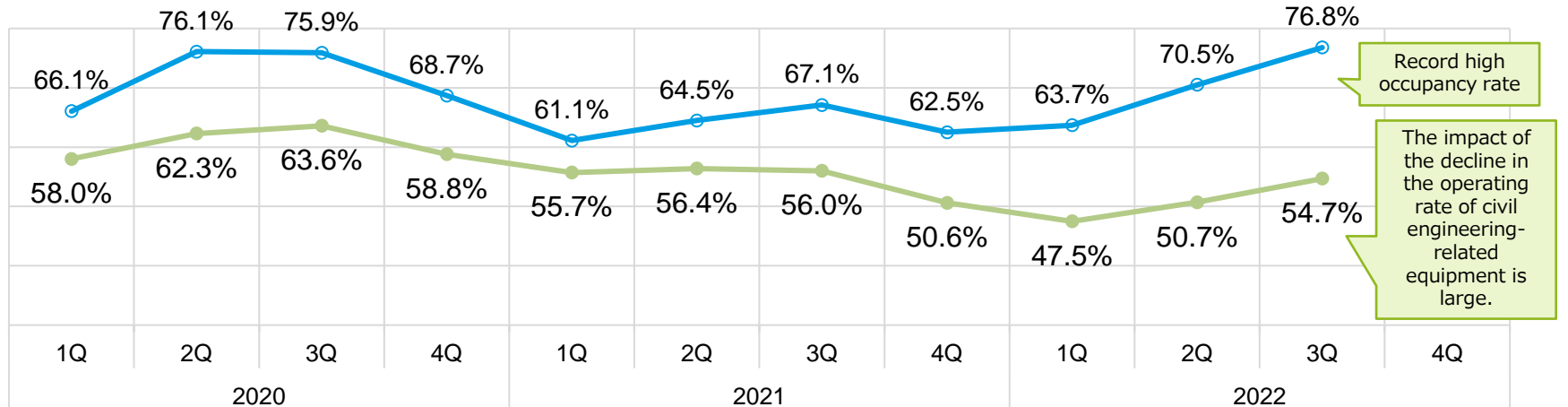
The utilization rate of Iq System remained high. However, the utilization rate of civil engineering-related equipment was sluggish, The overall utilization rate will increase slightly, but the result will be lower than the same period of the previous year.

Utilization rates of rental assets

Iq System

Assets for rent as a whole

(FY ended/ending March 31)



Record high occupancy rate

The impact of the decline in the operating rate of civil engineering-related equipment is large.

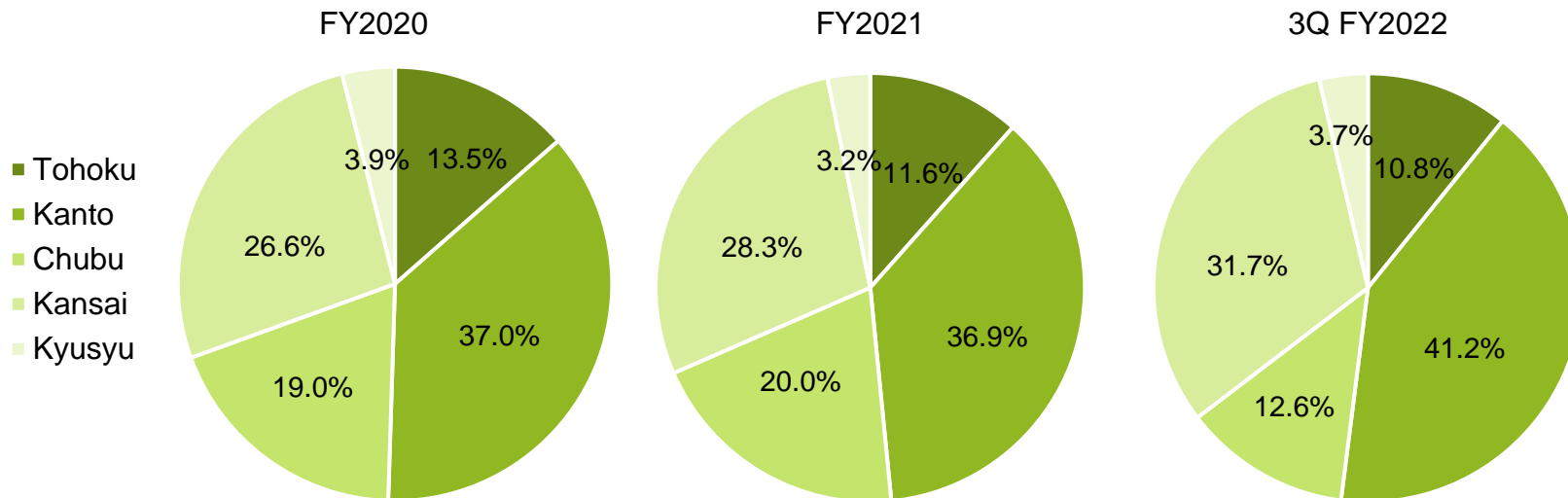


3. Rental business

3.3 Ratio of Sales by Area

In the Chubu Area, civil engineering-related works has been completed.

In the Kanto Area, sales of maintenance and repair work in the Tokyo metropolitan area are steadily increasing .



NOTE: Chugoku/Shikoku block is included in Kansai block.

(FY ended/ending March 31)



4. Overseas business

4.1 Factors of increase/decrease YoY

Net sales:

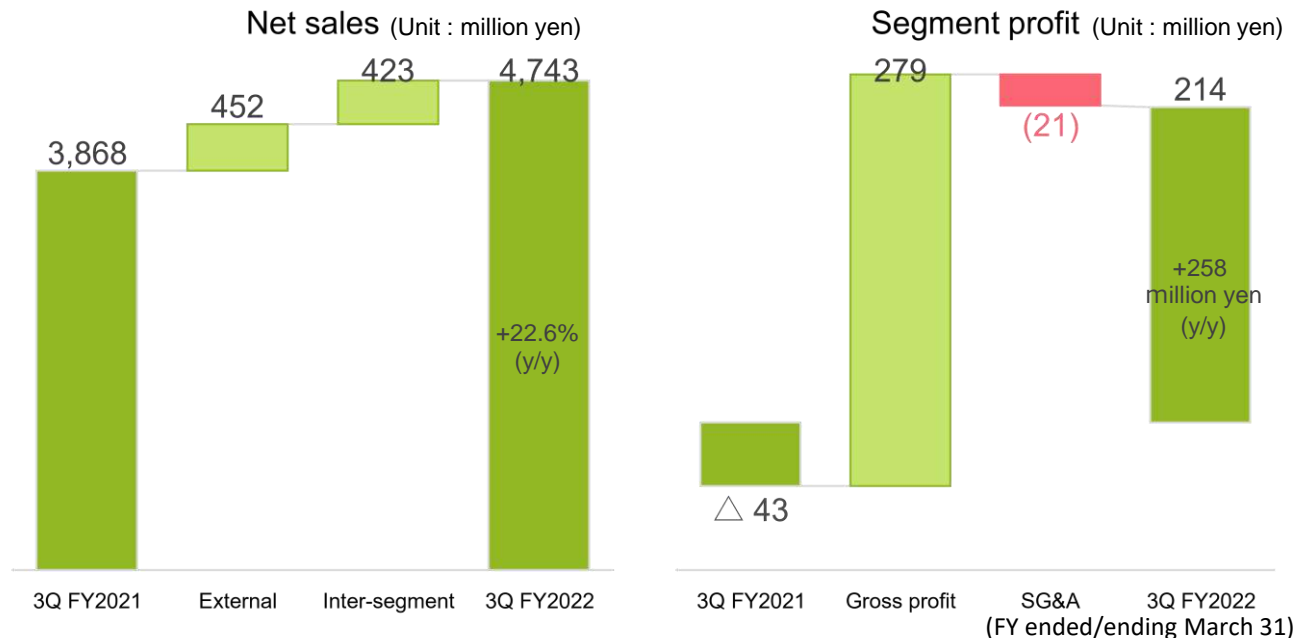
875 million yen increased

In Korea Rental and sales increased.
In Vietnam, sales to Japan are increasing.
In the Philippines, outing and movement restrictions are continuing, and although he was able to increase sales performance during the cancellation period, the severe situation continues.

Operating income:

258 million yen increased

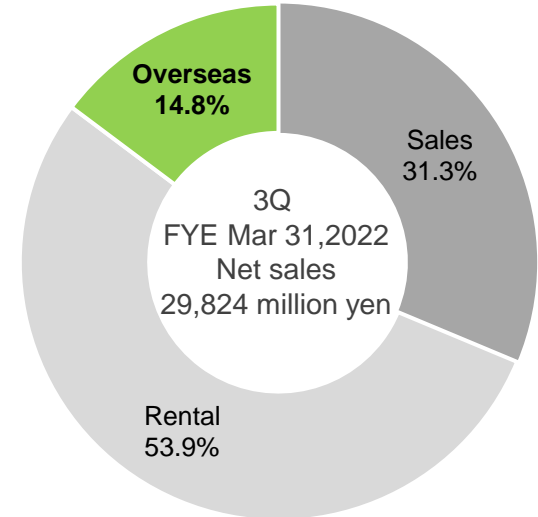
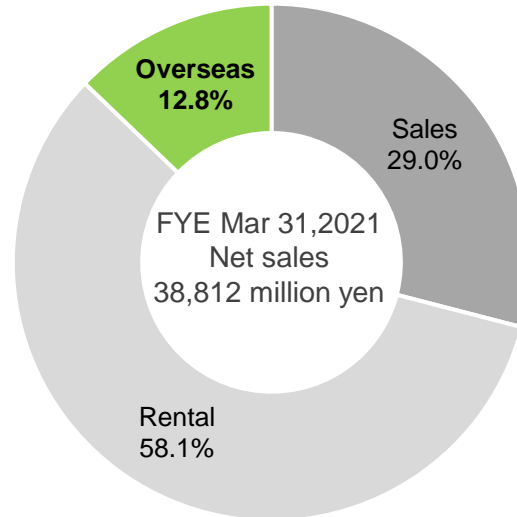
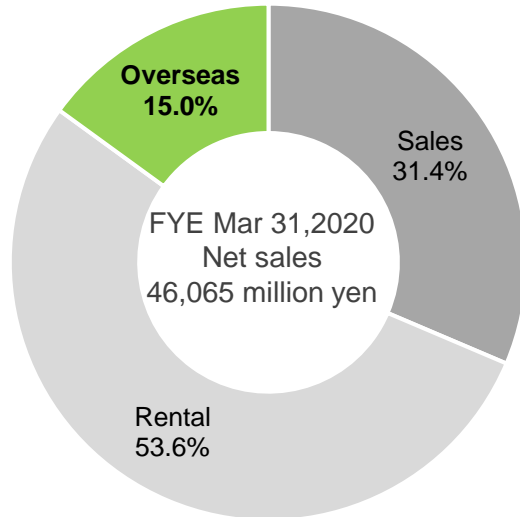
The main factor is the effect of increased sales





4. Overseas business

4.2 Sales Ratio by Segment



* "Sales Ratio by Segment" is based on net sales before inter-segment elimination.

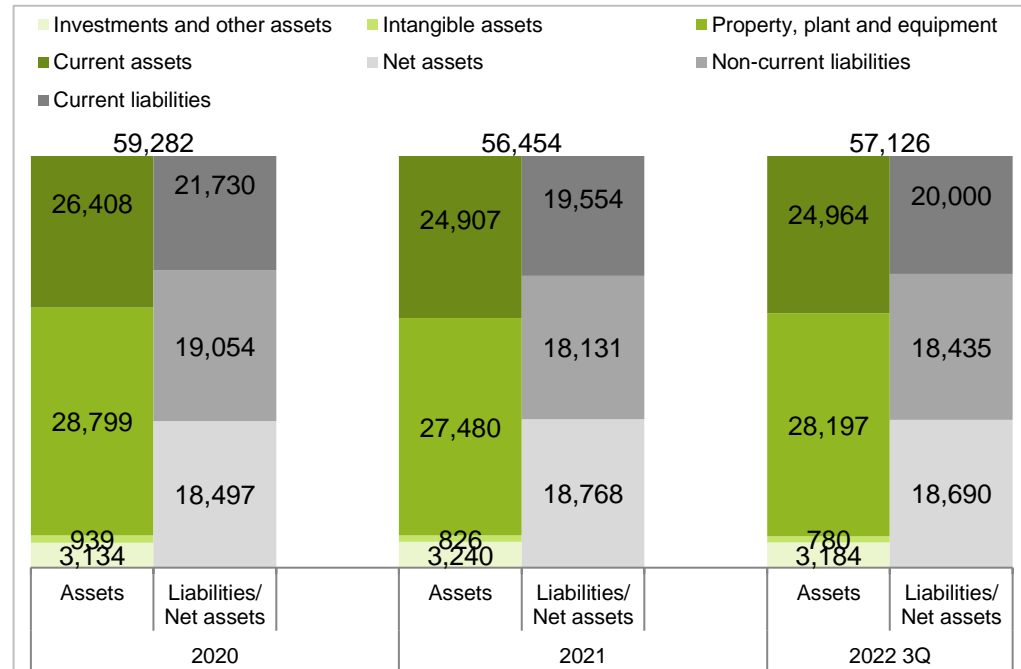


5. Change in Consolidated Balance Sheet

Total assets increased slightly and equity ratio is 31.7%, (end of the previous fiscal year: 32.3%)

(FY ended/ending March 31)

[Asset]		(Unit : million yen)
Current assets		
Cash and deposits	: 7,746	(285)
Notes and accounts receivable – trade	: 10,956	(719)
Non-current assets		
Assets for rent, net	: 12,351	(861)
Buildings and structures, net	: 5,643	+1,495
[Liability]		
Current liability		
Notes and accounts payable - trade	: 6,396	+728
Short-term loans payable	: 3,904	+426
Current portion of bonds	: 421	(450)
Non-current liability		
Bonds payable	: 3,542	+264
[Net asset]		
Shareholders' equity	: 18,056	(291)



(Unit : million yen)

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* The figures in parentheses are comparisons for the same period of the previous year



6. Amendments to full term consolidated performance forecasts

Amendments to full term consolidated performance forecasts * No change in the performance forecasts for the second half ("actual results in the first half + initial plan for the second half")

(Unit : million yen)	Previous Forecast	Revised Forecast	YoY		"Reference" FYE Mar. 31,2021
			Change Amount	Change %	
Net sales	42,000	42,300	300	+0.7%	38,812
Operating income	1,800	2,150	350	+19.4%	1,586
Ordinary income	1,580	2,170	590	+37.3%	1,569
Profit (loss) attributable to owners of parent	1,000	1,400	140	+14.0%	857
Earnings per share	21.47 yen	24.28 yen			18.41 yen



7. Changes in number of shareholders and shareholder composition

	FYE Mar. 31, 2019	FYE Mar. 31, 2020	FYE Mar. 31, 2021	3Q FYE Mar.31 , 2022
Shareholders at the end of the period	2,923	4,092	3,463	3,639
Shareholder composition				
Government and local public entities	0.00 %	0.00 %	0.00 %	0.00 %
Financial institutions	19.89 %	22.77 %	23.43 %	23.59 %
Financial instruments business operators	0.30 %	0.66 %	0.41 %	0.53 %
Other Japanese companies	20.50 %	20.78 %	23.38 %	23.21 %
Foreign institutions and others	4.55 %	6.85 %	7.67 %	7.25 %
Individuals and others	49.03 %	48.92 %	45.09 %	45.41 %
Treasury stock	5.73 %	0.02 %	0.02 %	0.02 %
(proportion of those including investment trust)	10.00 %	11.98 %	11.96 %	12.11 %
(proportion of those including pension trust)	0.45 %	0.93 %	0.81 %	0.83 %



8. Status of shareholder return

	FYE Mar. 31, 2018	FYE Mar. 31, 2019	FYE Mar. 31, 2020	FYE Mar. 31, 2021	FYE Mar. 31, 2022 (Forecast)
Dividend	11 yen	11 yen	14 yen	14 yen	14 yen
1Q	–	–	–	–	–
2Q	4.0 yen	4.0 yen	6.0 yen	6.0 yen	6.0 yen
3Q	–	–	–	–	–
4Q	7.0 yen	7.0 yen	8.0 yen	8.0 yen	8.0 yen
Total amount of dividends	471 million yen	471 million yen	651 million yen	651 million yen	–
Dividend payout ratio	37.6%	28.8%	26.5%	76.0%	–
Treasury shares	0 million yen	0 million yen	0 million yen	0 million yen	–
Total return ratio	37.6%	28.8%	26.5%	76.0%	–
Dividend on equity	3.7%	3.5%	3.9%	3.6%	–
ROE	9.8%	12.0%	14.7%	4.7%	–



Prospects for the future and Medium-Term Management Plan

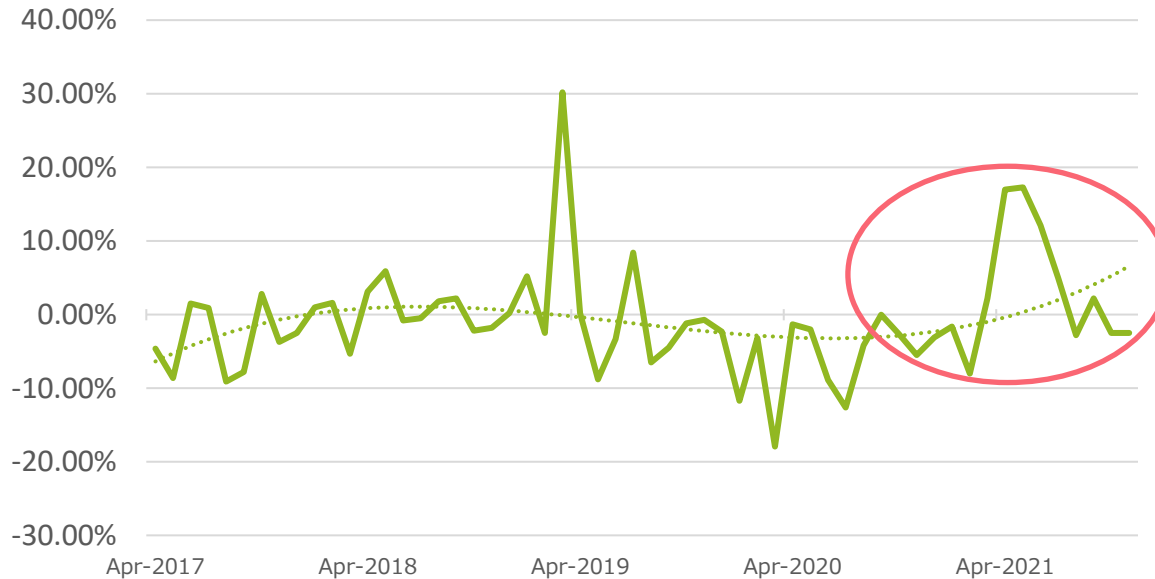
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Prospects for the future | Environment analyses

Trends in orders for construction work

Year-on-Year comparison graph of order-taking for construction works (monthly)



- ✓ Orders from construction companies, which are customers, are on the decline.
- ✓ In the future, there will be large-scale projects such as the construction of the Linear Shinkansen, the expansion of the Hokuriku Shinkansen to Osaka, and the Osaka Expo.
- ✓ Construction investment is expected to increase due to the recovery trend of the economic environment.



Prospects for the future | Environment analyses

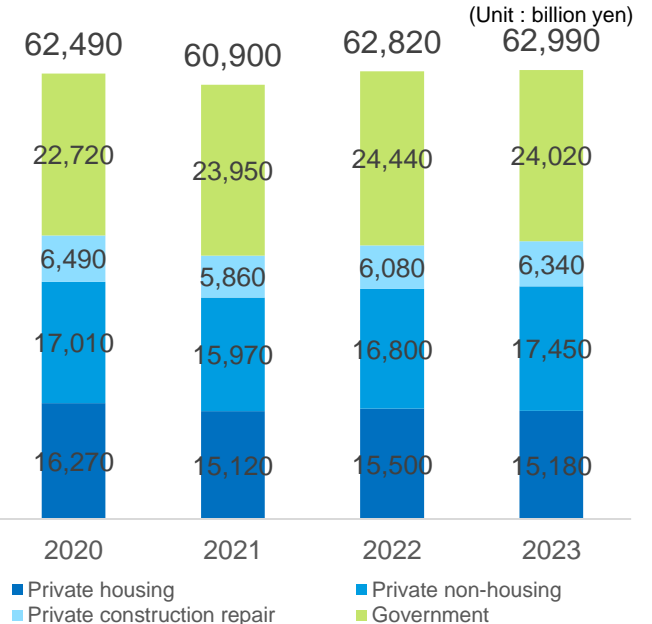
Domestic construction investment is strong

Source: Created from "Construction Investment Outlook" announced in October 2021 by the Ministry of Land, Infrastructure, Transport and Tourism

Domestic construction investment increased by 0.3% from the previous year. Government-related investment is expected to decrease by 1.7%, and private investment is expected to increase. There are reports that the corporate goods price index is rising, and we expect construction investment to remain firm.

(Unit : billion yen)

	FY2021 (prospects)		FY2022 (prospects)	
		YoY growth rate		YoY growth rate
Nominal construction investment	62,820	3.2%	62,990	0.3%
Government	24,440	2.0%	24,020	-1.7%
Private housing	15,500	2.5%	15,180	-2.1%
Private non-housing	16,800	5.2%	17,450	3.9%
Private construction repair (refit/renovation)	6,080	3.8%	6,340	4.3%



(FY ended/ending March 31)



Prospects for the future | Environment analyses

Projects relating to our industry

Domestic large-scale projects tend to be delayed/postponed, but meanwhile maintenance/repair of infrastructure (e.g. traffic infrastructure) are proceeding in many places.



Infrastructure renovation projects

- ◆ Tokaido-Shinkansen: large renovation (~2023)
- ◆ Hokuriku-Shinkansen: fully in operation (~2031)
- ◆ Metropolitan Expressway: large renewal (~2028)
- ◆ Hanshin Expressway: large renewal (~2029)
- ◆ Honshu-Shikoku Expressway large renewal (~2029)

Private investment may be curtailed by the effects of the new coronavirus infection. From 2021, public investment for economic recovery and orders for projects related to the Osaka / Kansai Expo are expected.



Prospects for the future | Assumptions at the beginning of the period and current situations

Sales demand exceeds expectations, almost as expected at the beginning of the term.

	Prospects at the time of announcing the financial results	Current situation
Sales Business	<ul style="list-style-type: none">✓ Next-generation scaffolding is entering a period of full-scale spread. In anticipation of a recovery in sales demand in the second half of the year, sales demand will increase from the second half of the second quarter.✓ In the agri-business, major corporation are engaged in smart agriculture, so the demand for high-performance glass houses for agriculture supplied by our company will increase.	<ul style="list-style-type: none">✓ Sales demand is on a recovery trend, and sales demand is increasing.✓ Last-minute demand at the end of the term is also expected.
Rental Business	<ul style="list-style-type: none">✓ In the first half of the year, the same situation as the previous year will continue due to the temporary suspension and the postponement of construction work.✓ From the second half of the year, orders for planned construction projects in urban areas will be resumed, such as the resumption of new construction of large distribution warehouses and maintenance and repair work on buildings and apartment.✓ During the third quarter, demand for rentals will increase, as is the trend of the past year.	<ul style="list-style-type: none">✓ Although the utilization rate of the Iq System is high, including in the Tokyo metropolitan area, the amount of civil engineering-related equipment rented is sluggish due to the delay at the site. In the third quarter, the utilization rate could not be drawn as usual, and it increased slightly. The fourth quarter will be the time to return rental asset, and the utilization rate will decline.
Overseas business	<ul style="list-style-type: none">✓ In the Philippines, restrictions on going out and business activities in urban areas will not be lifted, so the severe situation will continue as in the previous term.✓ Construction investment in South Korea and economic recovery in countries around the export destination are expected, but a significant recovery is not expected and the situation will remain flat.✓ In Vietnam, manufacturing of products for Japan will gradually improve with the recovery of sales business in Japan.	<ul style="list-style-type: none">✓ In the Philippines, restrictions on going out in urban areas continue, so the tough situation continues.✓ The Korean economy is on a recovery trend, and both the rental business and the sales business are recovering.✓ As the prices of raw materials and parts rise, there is an impact on the manufacturing department.



2021 Medium-Term Management Plan

Management Vision and Profit Targets

Management Vision

Create new value through transformation and aim for sustainable growth by becoming a partner to our customers.

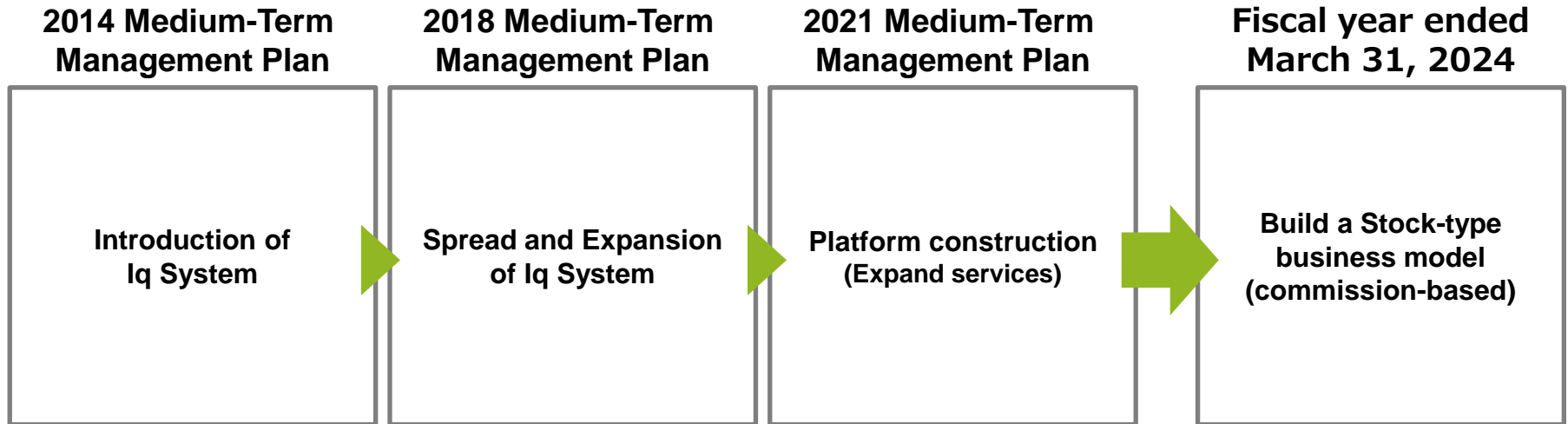
“Build a Stock-type business model (commission-based) .”

Profit Targets

Consolidated operating income of ¥5.0 billion for the year ending March 31, 2024
(35% increase compared to the fiscal year ended March 2020)



Steps to the point of achieving the de facto standard

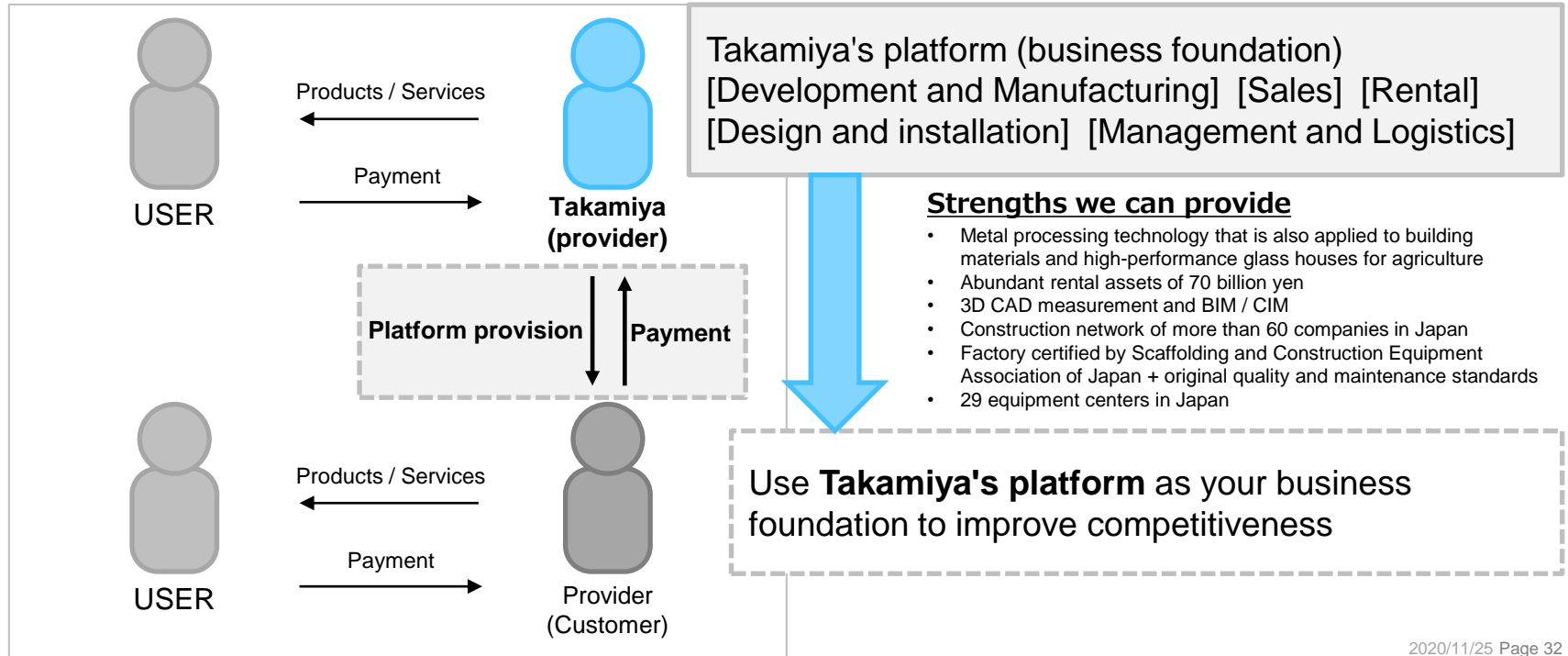


What is the platform to be built in the 2021 Medium-Term Management Plan?
A platform that provides services that integrate hardware and software centered on Iq System, that is, the "Takamiya Group's business foundation"



Stock-type business model provided by platform (business foundation)

Sharing the Takamiya Group business foundation with users and other providers





Services provided by platform – Iq Sharing –

A new service that expands business opportunities by reducing the labor and cost of customer equipment operation and management.

Services provided by Iq Sharing

- Shipment and return at sharing centers nationwide
- Missing parts can be rented or additionally purchased

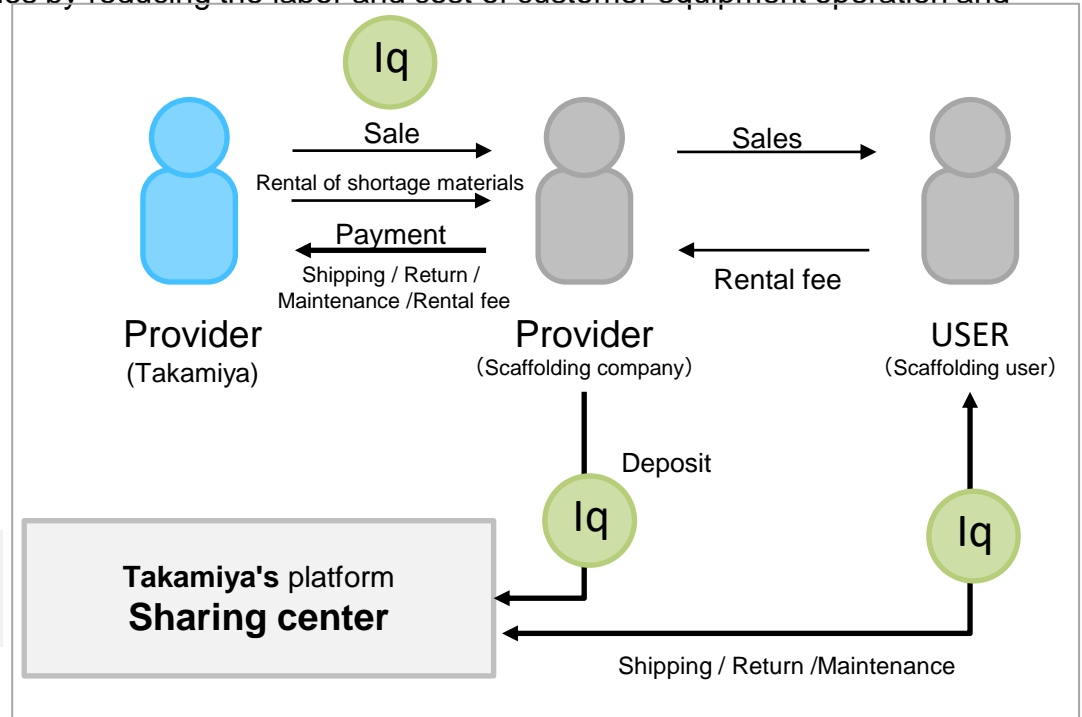
Benefits of Iq Sharing users

- No need for own equipment center
- Free from equipment maintenance and shipping return work
- Expansion of business area, creation of business opportunities

The amount of Iq System in circulation

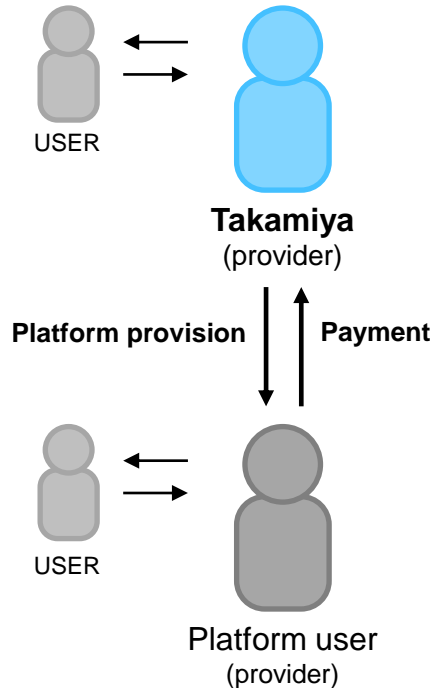
As the number of users increases, the amount of Iq System in circulation will increase proportionally.

Iq Sharing user





Brush up the platform and expand customer benefits (customer competitiveness)



Takamiya's platform (business foundation)

<Five functions to provide (Five arrows)>

[Development and Manufacturing] [Sales] [Rental]

[Design and installation] [Management and Logistics]

We will brush up each function provided in the platform, raise it to an overwhelming level, and evolve it into a service that is attractive to users.



Expanding customer benefits

The number of providers (customers) who use the platform will increase



Platform brush-up case

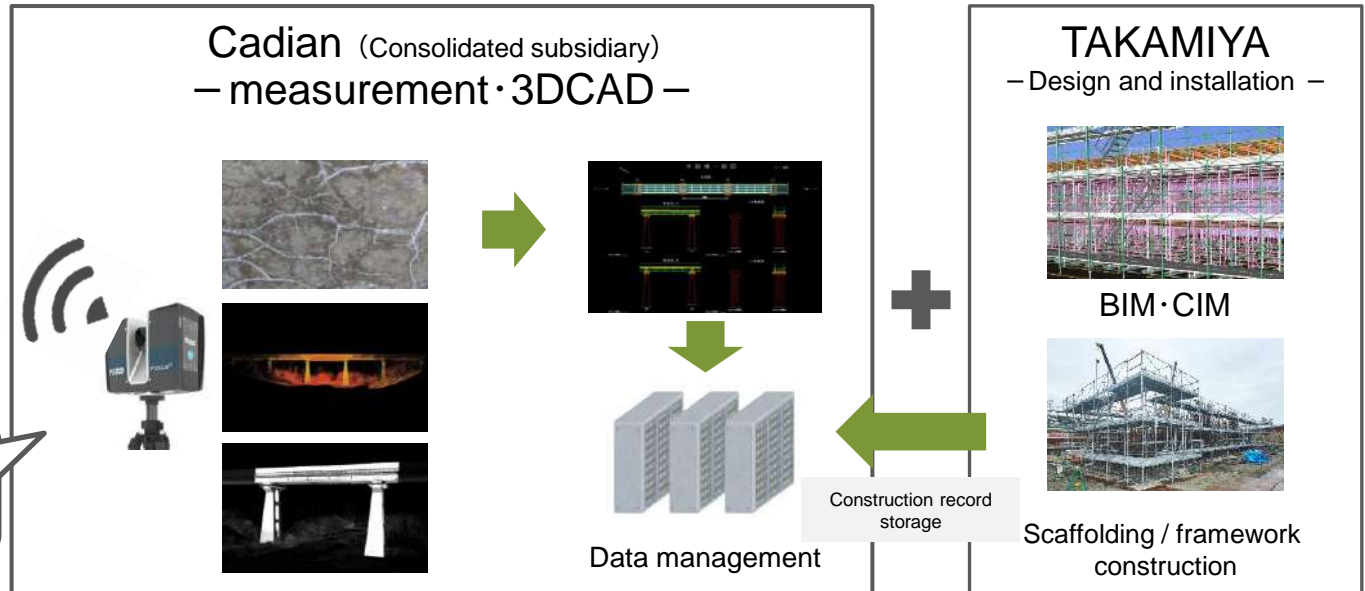
3D measurement + BIM / CIM + construction

Solving problems with "TAKAMIYA x Cadian" technology BIM / CIM support



Maintenance of aging social capital stocks nationwide

Platform enhancements





"Takamiya Lab. West" that makes the platform attractive

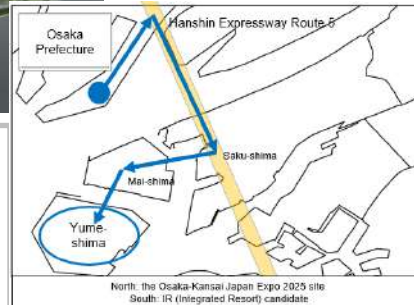
Development base to evolve Takamiya's platform (business foundation)

Purpose and role of Takamiya Lab.

A research and development base that develops, provides, and demonstrates new technologies and services to enhance the convenience and competitiveness of platform users.



Land area : About 57,851m²
Good access to the urban areas of Osaka and Hyogo prefectures, and the development areas of the Osaka Bay area



[Specific initiatives and services provided]

Iq Sharing

- Improve the quality and efficiency of equipment inspection and maintenance by monitoring
- Reduction of truck waiting time (reduction of shipping return time and automatic reception)

Improvement of construction efficiency and safety

- 3D laser scanner / BIM / CIM
- Safety education in both VR and reality, various acceptance training, technical acquisition, full harness type fall prevention special education

Product development / improvement

- Exhibition of actual products, installation and construction demonstration

Efficient and labor-saving equipment management and maintenance work

- Automated warehouse, automatic cleaning / washing machine, AGV

Reduction of environmental impact (ESG SDGs)

- Roof-mounted solar power generation & storage battery (self-consumption and product display) and Water reuse, electric forklift

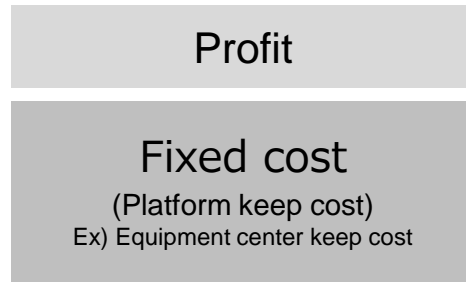


Improve profits on the platform

The platform user pays the usage fee.
(Share fixed costs among platform users)

⇒ Increased profit margin

Takamiya's
business profit

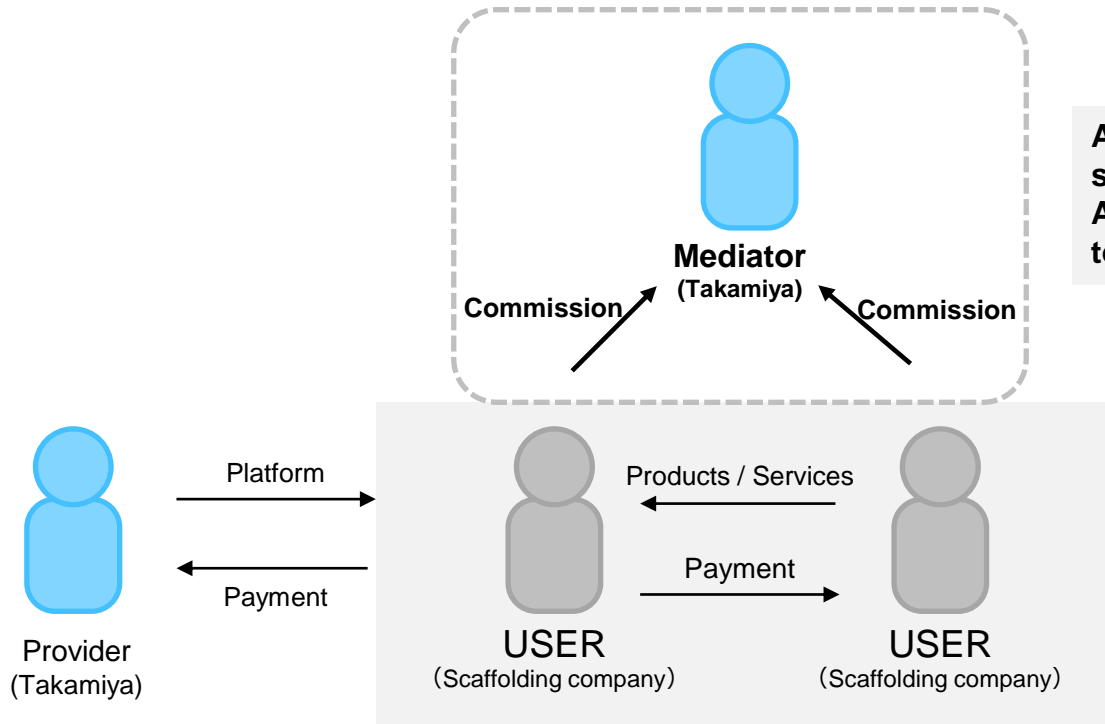


← Usage fee from company C
← Usage fee from company B
← Usage fee from company A
← Takamiya's business profit

By sharing the platform that was used only for the Takamiya Group's sales and rental business with platform users, the fixed cost burden will be reduced. By increasing the number of platform users, it is expected that profits and profit margins will increase due to usage fees.



Development of a new revenue base

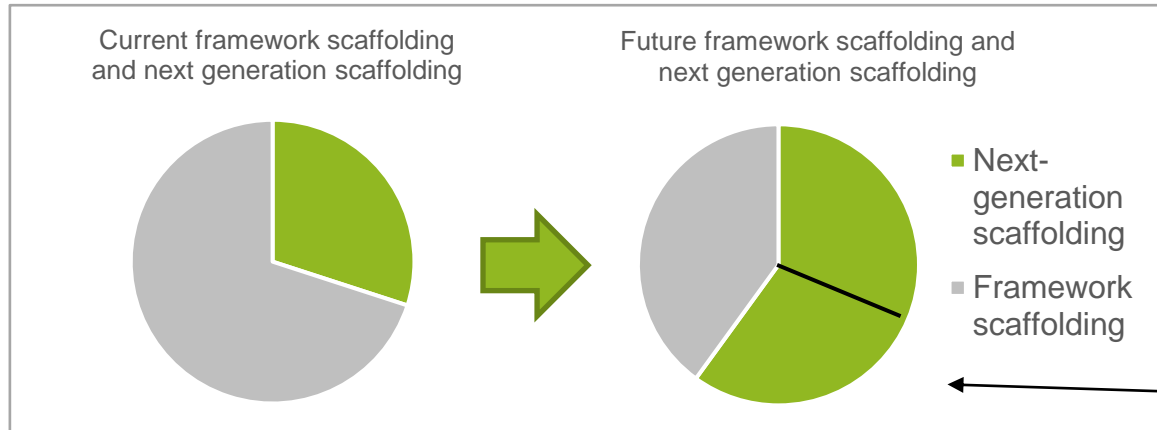


As a platformer, we are developing a service that matches platform users. Aim for commission income according to the transaction amount



Build a platform and establish the de facto standard for Iq Systems

- As the number of platform users increases, the amount of Iq System in circulation will increase.
- Iq System and Takamiya's platform become de facto standard in the temporary industry



The number of square meters of framework scaffolding is about 70 million square meters.

Assuming that half of them will be replaced with next-generation scaffolding, the market size of next-generation scaffolding is expected to be

150 billion yen

+ LEDGER and baseboard and so on

Expected to replace next-generation scaffolding in the future



Products that can meet the demand for infrastructure redevelopment

Products for maintenance/repairs and infrastructure redevelopment

- Panel-type hanging scaffolding system “SPIDER PANEL”
- Mast climbing work platform for large-scale repair works mainly on high-rise condominiums “Lift Climber”
- Can be erected along slopes and also used as a gantry ” YT Lock System”

Close-Up



SPIDER PANEL

Initiatives to Support Demand for Hanging Scaffolding Systems

With the trend in construction investment shifting from new construction projects to maintenance and repair work, and an increase in demand for repair work for transport infrastructure, we have been receiving an increasing number of inquiries regarding VMAX and SPIDER PANEL hanging scaffolding systems. Transportation infrastructure projects are usually very long term, so demand is high and expected to remain so for several decades. Hanging scaffolding systems are often used in high places. In order to work safely, it is important to check points for attention beforehand, and carry out installation work carefully. As an initiative to spread safe work practices, the Company launched the Hanging Scaffolding System Association in March 2020. We are also providing support through information and other services to make scaffolding construction safer and more efficient.



Lift Climber

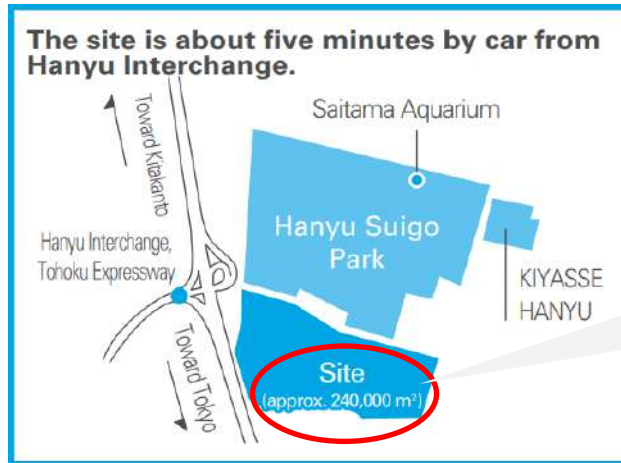


YT Lock System



Business development other than temporary department

Agri business Hanyu Aisai Project



Inside "Hanyu Challenge Farm",
Hanyu City, Saitama Prefecture
Approximately 3 hectares (leased land)

G-Castle Neo48

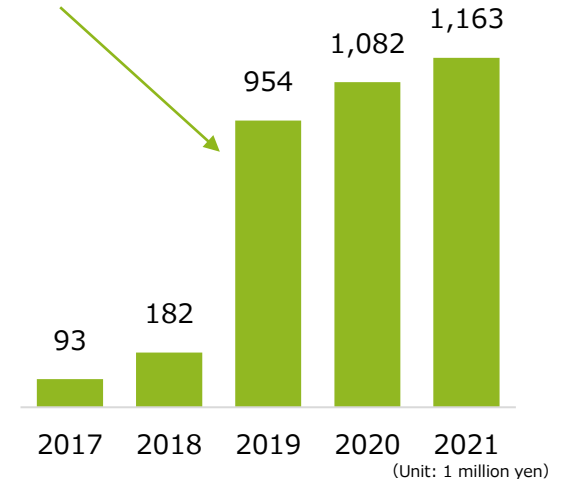


G-Castle Pro I



Agri Business Sales Trend

Sale of high-performance green house
Transfer of green house sales business



(FY ended March 31)



Redevelop overseas business bases

Philippines : DIMENSION-ALL

(Sale and rental of temporary equipment for construction) ※FYE : Dec.

- ✓ Due to the effects of the new coronavirus infectious disease, measures to restrict going out and moving in urban areas will continue, and it will be difficult to recover business results in this term. We will strive to curb SG & A expenses.
- ✓ South Korea : Hory Korea
(Manufacture and sale of temporary equipment for construction) ※FYE : Mar.
- ✓ The economy in South Korea is on a recovery trend, and we continue to receive orders from South Korea and neighboring countries.

Vietnam : Hory Vietnam

(Manufacture and sale of temporary construction equipment for Japan) ※FYE : Dec.

- ✓ Due to the blockade of the city, the production volume temporarily decreased, but now the production of general-purpose products for Japan is also stable.

Inspect overseas businesses, expand the scope of sales, develop alliances with local companies and develop human resources, and turn headwinds into opportunities.



Reference Information

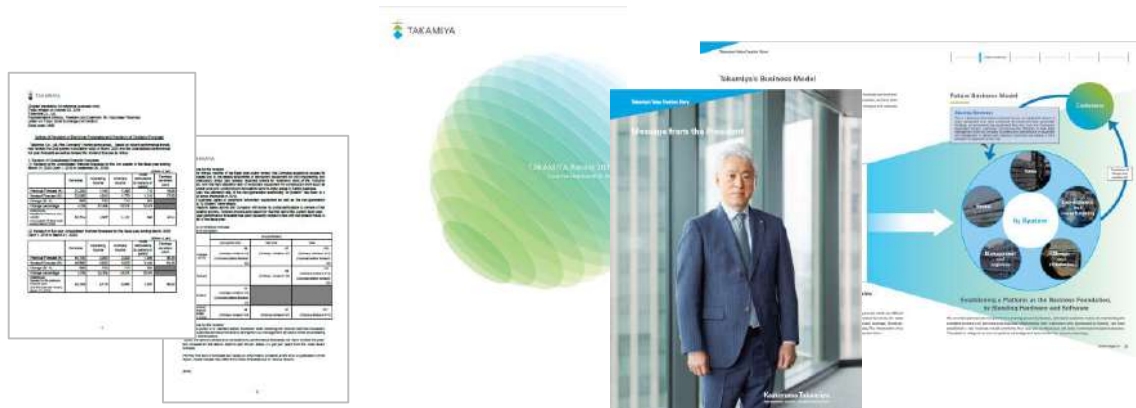
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Grand Front Osaka Tower-B Bldg. 27F,
3-1, Ofuka-cho, Kita-ku, Osaka 530-0011, Japan
TEL : +81-6-6375-3900 FAX : +81-6-6375-8825



ESG information

IR

- Video streaming of Financial Results Briefing
- Disclosure of English versions of Summary of Financial Results, Results Briefing Materials, and Timely Disclosure Release (partly)
- Issuance and Web release of Integrated Report (Japanese/English) * 2021 version is available in Japanese and English
- Disclosure of non-financial information (publicized on Integrated Report, and then on the Web)
- Proactive information disclosure based on dialogues with investors (e.g., prevalence (total area) of next generation scaffolding, rental asset utilization rate)
- Briefing for private investors
- 1 on 1 meeting





ESG information

Human resource development

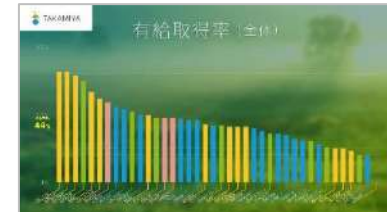
Promoting "Human centered capitalism" style management and measures centered on human resources

- Promoting in-house projects centered on mid-level/young employees
- Incentive reward according to the degree of KPI attainment set by each division
- Promoting active Work Style Reform by information disclosure to employees (e.g., screenshots on the right)
- Training according to individual stages such as new employee, mid-career employee, and pre-manager candidate
- Mentor scheme (new employee / mid-career employee)
- Mental health check (Web service)
- Wedding anniversary holiday, refresh holiday and others to encourage taking paid leaves
- Telework (Work from home) * We have attempted earlier than the present National Declaration of State of Emergency

To improve corporate value and shareholder value permanently, development of Key human resources is one critical issue (Human centered capitalism).

Human centered capitalism: The Company's management philosophy advocating that "Human resource is the essence of corporate power".

Such information is publicized to visitors on a large signage

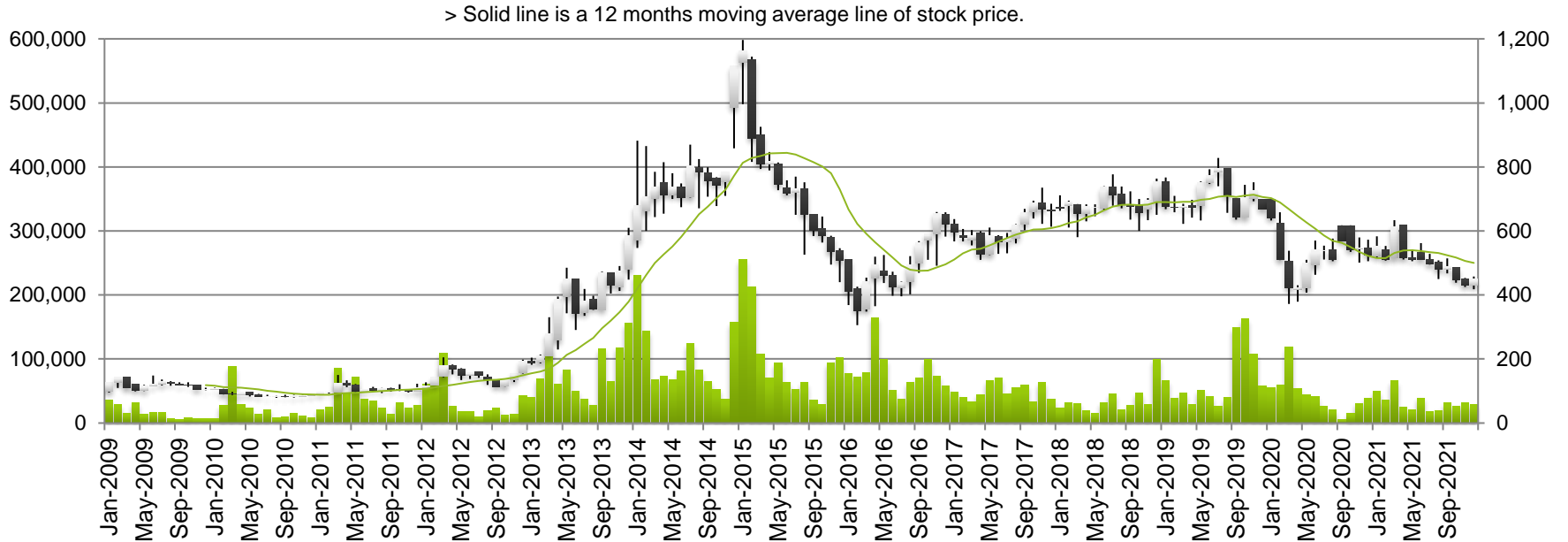




Stock Price of TAKAMIYA (2445:Tokyo)

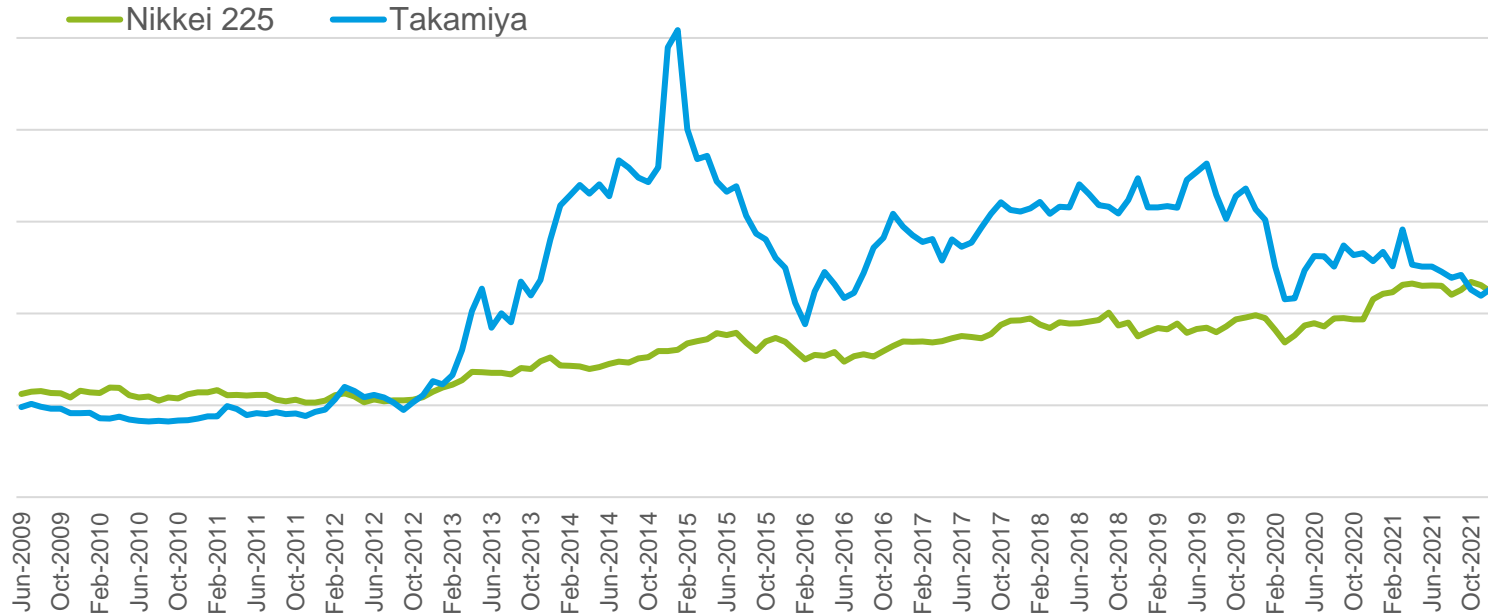
Average daily trading volume

Stock price (yen)





Comparison of Share Price and Nikkei 225 (based on January 2009)





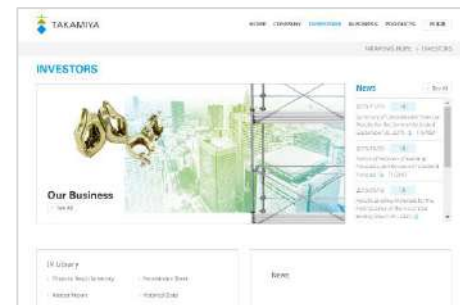
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HP



For Investor



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