



President Yoshiaki Nagao

YAMABIKO CORPORATION(6250)



Company Information

Market	TSE 1st Section
Industry	Machinery (Manufacturing)
President	Yoshiaki Nagao
HQ Address	1-7-2, Suehiro-cho, Ome-shi, Tokyo, Japan
Year-end	End of December
Homepage	http://www.yamabiko-corp.co.jp/english/

Stock Information

Share Price	Shares Outstanding		Total market cap	ROE Act.	Trading Unit
1,225yen	44,108,428 shares		54,032 million yen	7.6%	100 shares
DPS Est.	Dividend yield Est.	EPS Est.	PER Est.	BPS Act.	PBR Act.
35.00yen	2.9%	106.03 yen	11.6 times	1,403.82 yen	0.9 times

* The share price is the closing price on September 11. The number of shares issued, DPS, EPS and BPS were taken from the brief financial report of the 2Q of FY 12/20. ROE was taken from the previous term results.

Earnings Trend

Fiscal Year	Sales	Operating Income	Ordinary Income	Net Income	EPS	DPS
March 2017 Act.	111,945	7,620	7,288	2,374	57.46	25.00
December 2017 Act.	102,948	6,283	6,823	4,930	119.33	35.00
December 2018 Act.	118,049	6,290	5,957	4,188	101.39	40.00
December 2019 Act.	120,922	6,203	5,917	4,164	100.46	35.00
December 2020 Est.	124,000	6,300	6,100	4,400	106.03	35.00

*Unit: Million yen or yen. Net income is profit attributable to owners of the parent. Hereinafter the same shall apply. FY December 2017 was a 9-month one. The DPS of 40 yen for FY December 2018 includes the 5yen dividend for commemorating the company's 10th anniversary.

This report introduces YAMABIKO CORPORATION's earnings results for the First Half of Fiscal Year ending December 2020 and other financial details.

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Key Points

- The sales for the second quarter of the term ending December 2020 were 67.9 billion yen, up 4.4% year on year. In Japan, outdoor power equipment sold well, and the performance of agricultural machinery, too, was strong. In overseas, the sales of outdoor power equipment grew considerably in the Americas. In other overseas areas, sales declined. Operating income was 6 billion yen, up 16.0% year on year. The temporary increase in depreciation of molds and the effects of exchange rates were offset. Both sales and profit hit a record high for the second quarter.
- Due to the impact of COVID-19, the full-year earnings forecast for the term ending December 2020 had been undetermined, but the company announced the earnings forecast, as the restrictions on economic activities were eased and the outlook for its production and sales activities became clear to some degree. The initial performance goal has not been revised.
- The sales for the term ending December 2020 are estimated to be 124 billion yen, up 2.5% year on year. In Japan, outdoor power equipment is performing well thanks to the effects of new products, etc., but its sales are projected to decline due to the recoil from the rush demand before the consumption tax hike in the previous term. In the Americas, the sales of industrial machinery are forecasted to drop, but the sales of outdoor power equipment in North America, which is the company's mainstay, are expected to increase considerably thanks to the increase of sales for the leading home centers. In Europe and other overseas regions, sales are estimated to decrease. Operating income is projected to grow 1.6% year on year to 6.3 billion yen. SG&A will augment, due to the adverse effects of exchange rates (the yen appreciation against US dollar), increase of domestic direct selling costs, investment in R&D, enhancement of marketing activities, etc., but these will be offset by sales growth. The year-end dividend is to be 35 yen/share, the same as in the previous term. The estimated payout ratio is 33.0%.
- The impact of COVID-19 on the performance in the first half was limited, so the company announced the full-year forecast without revising the initial performance goal. As for the "2022 Medium-term Management Plan," the company will "execute the plan steadily for attaining the goals set at the beginning of the term."
- The impact of COVID-19 remains unpredictable, but it seems that the company comprehensively judged that it is possible to achieve their goals, if they implement key initiatives steadily while considering the situations of respective businesses and major markets. In this light, the quarterly progress of key initiatives set in the mid-term plan attracts our attention. Especially, the developments in Europe and Japan, where sales are estimated to decline this term, are important.

1. Company Overview

YAMABIKO CORPORATION develops, manufactures and sells outdoor power equipment (e.g. trimmers, chain saws etc.), agricultural machinery (e.g. pest control equipment, sloop mower), industrial machinery (e.g. generators, welders etc.) in Japan and overseas. The overseas sales occupy about 60% of their total sales. In terms of manufacturing and selling outdoor power equipment, the company not only has the top share in Japan but also a large share in the US. Its strength is owning unique production technology, a variety of product line-ups, and an excellent technical support system.

1-1 Corporate history

YAMABIKO CORPORATION started as a joint holding company established in December 2008 through a merger between KIORITZ CORPORATION (listed in the first section of the Tokyo, Osaka and Nagoya Stock Exchanges), which dealt with agricultural machinery in Japan and outdoor power equipment overseas, and Shindaiwa Corporation (listed in the second section of the Tokyo Stock Exchange), which dealt with outdoor power equipment and industrial machinery globally. In October 2009, YAMABIKO CORPORATION established its current business entity by merging both KIORITZ and Shindaiwa.

KIORITZ CORPORATION was established in 1947 in Tokyo and originally called KIORITZ AGRICULTURAL EQUIPMENT CORPORATION. It has been a leading company in both agricultural equipment business through which they developed “Japan’s first speed sprayers” and outdoor power equipment business through which they developed “Japan’s first motorized backpack trimmers” and “the world’s first handheld power blowers”. Furthermore, since its establishment, it has been focusing on self-development of engines for outdoor power equipment. The accumulative number of engines produced in 2008, before the merger, was about 40 million.

Shindaiwa Corporation was established in 1952 in Hiroshima and was originally called Asamoto Precision Manufacturer. It not only developed “Japan’s first electric chain saws” for the outdoor power equipment business, but also manufactured and sold engine generators and engine welders for the industrial machinery business. Its strength was high technological development capabilities, as can be seen in the development of the world’s first mixed fuel 4-cycle engine.

In the late 1990s, with growing concern about global warming caused by greenhouse effect gas, and as engine’s emission gas control became stricter in the Western countries, especially in the US, research and development expenses increased to comply with the new regulations. In the 2000s, the medium and small-sized companies that could not afford these expenses went through rapid industry restructuring on a global scale in the outdoor power equipment industry.

Moreover, the business environment became further uncertain due to a flood of cheaper products from newly emerging countries and diversification of customers’ needs.

Under these circumstances, the two companies concluded a business and capital alliance agreement in May 2007 on the premise of future business integration in order to strengthen the vitality to survive and win the intensifying competition.

In December 2008, YAMABIKO CORPORATION was established as a joint holding company to achieve better efficiency and expansion for all its businesses including development, manufacturing, logistics, sales and management. In October 2009, YAMABIKO CORPORATION conducted an absorption-type merger of KIORITZ and Shindaiwa and became the current business entity.

The company name “YAMABIKO” derives from the mountain god, “Yamabiko”. Its corporate philosophy is to “create the bridge that bonds people and nature with the future”. This expresses the company’s willingness to contribute to the conservation and improvement of the nature and environment.

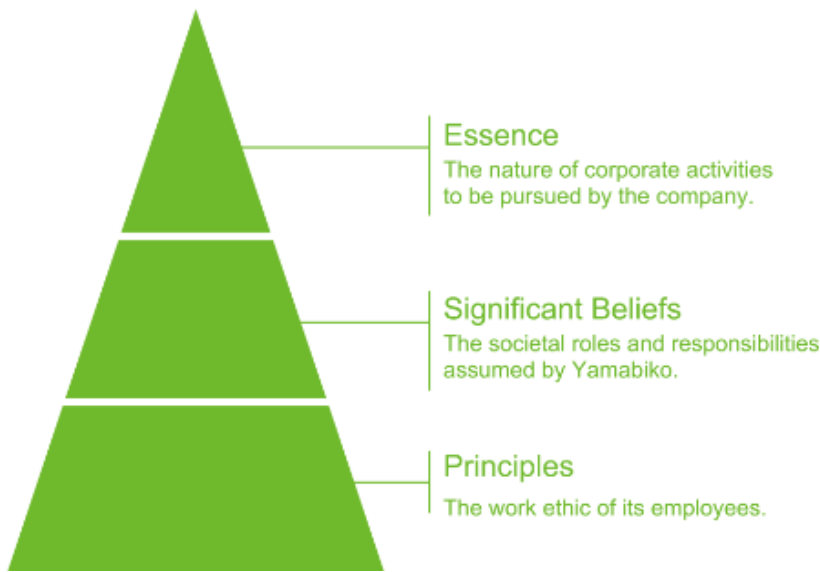
1-2 Corporate philosophy, etc.

YAMABIKO Group’s corporate philosophy is formed from three elements: “Essence”, “Purpose of Existence” and “Code of Conduct”.

“Essence”, which incorporates both “Purpose of Existence” and “Code of Conduct”, expresses in a single word what YAMABIKO Group aims to be as a company, and the essence of its corporate activities.

“Purpose of Existence” sets out the role and responsibilities of YAMABIKO Group in society and makes a commitment to this.

“Code of Conduct” defines the attitude of each YAMABIKO Group employee in relation to their work.



(From the Company's website)

<Essence>

*Create the bridge that bonds people and nature with the future.

<Significant Beliefs>

- *Offer the best products and service in the world.
- *Support people and companies committed to sustaining nature and the environment.
- *Lead the industry through the creation of new markets and customers, ultimately resulting in growth for tomorrow.
- *Provide a sense of fulfillment for all persons affiliated with YAMABIKO CORPORATION.

<Principles>

- *Observe change and anticipate the future.
- *Combine fact with theory.
- *Break the status quo through innovation and creativity.
- *Think and act with the spirit and vitality of a globally competitive company.
- *Conduct oneself with sincerity and grace.

In addition, the company established 14 detailed measures that augment the Code of Conduct to facilitate the implementation of business activities in accordance with the corporate philosophy.

President Nagao disseminates messages that are based on “Essence”, “Purpose of Existence” and “Code of Conduct” at various occasions. They are also making daily efforts so that the corporate philosophy would lead to each employee’s actual activities in each workplace.

*** Profile of President Yoshiaki Nagao**

President Yoshiaki Nagao was born in February 1953 (Age 67). Since his childhood, he enjoyed “creation” such as building plastic models. When he was in the middle school, his interest grew in automobiles, especially those made in the US. He majored in “combustion engineering” in graduate school, where he studied engines. He began working at KIORITZ CORPORATION in April 1978.

At KIORITZ, he worked at the research department. He was involved with research and development of various engines, especially chain saws engines, under the corporate culture that supported the employees’ spirit to find and work on the issues of their interest. Instead of focusing on his research only in the lab, he went out to the mountains and interviewed woodsmen who were the users of their products to hear opinions and identify the demands in detail.

After working in the technology area for most of his time at KIORITZ, he was appointed as President and CEO of ECHO Incorporated, an affiliate of KIORITZ in the US in February 2006. His focus at ECHO Incorporated was to observe the actual situation of the emission gas control regulations in the US, to find measures to meet the regulations, and to enhance the users' satisfaction. During the merger process of KIORITZ and Shindaiwa, he facilitated fast and drastic organization of the local sales routes. He recalled, "It was an important step to diversify my work".

After the establishment of YAMABIKO CORPORATION, he managed to implement smooth integration as a board director / managing officer / industrial machinery division officer in Hiroshima where the head plant of Shindaiwa Corporation was located. In June 2011, he was appointed CEO and President of YAMABIKO CORPORATION.

1-3 Market environment

Although no detailed statistics about the outdoor power equipment market is available, it is known that the largest market is in North America including the US, followed by Europe. In Japan, about 1 million outdoor power equipment/tools are sold per year. The indicators that may impact the company's trend in the earnings include "number of housing start", "commodity (grain) price", and "crude oil price" for the overseas market and "rice price" for the Japanese market.

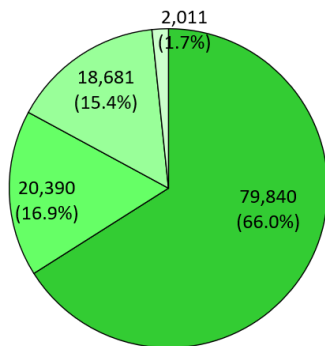
The company recognizes that there are two global manufacturers of outdoor power equipment in Europe (Germany and Sweden).

1-4 Business contents

1. Segment

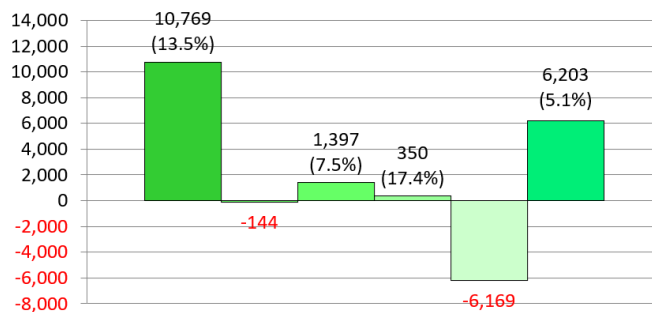
YAMABIKO Group operates businesses in three sectors: Outdoor power equipment, Agricultural machinery and Industrial machinery. These three segments are reported.

Composition of sales
(FY Dec. 2019, Unit: Million yen)



- Outdoor power equipment
- Industrial machinery
- Agricultural machinery
- Others

Composition of operating income
(FY Dec. 2019, Unit: Million yen)



- Outdoor power equipment
- Agricultural machinery
- Industrial machinery
- Adjustment
- Operating income
- Others

* The number in parenthesis represents the segment profit rate against segment sales

(Developed by us based on YAMABIKO CORPORATION's financial report.)

"Outdoor power equipment business"

YAMABIKO CORPORATION manufactures and sells handheld or backpack-style forestry and landscape maintenance machinery powered by small internal combustion engines. The main products include chain saws, trimmers, power blowers, hedge trimmers, etc. In Nov. 2014, the company acquired "Belrobotics SA," a Belgian venture company, which develops, manufactures, and sells robotic mowers for professional use. (In Jan. 2017, Belrobotics SA was renamed "Yamabiko Europe SA" for the purpose of enhancing sales in Europe.)

Based on the accumulated experiences and know-how and excellent development capabilities that meet the customers' needs, YAMABIKO CORPORATION continues to produce high performance, highly durable and high-quality engines.

<Chain saws>



<Trimmers>



<Power blowers>



(Gasoline engine system)

The engines for outdoor power equipment such as chain saws and trimmers are mainly 2-stroke gasoline engines. As described later, the company’s excellent capability to develop engines is one of their most important features/strengths.

Brief information concerning the company’s engines is provided below because knowing the gasoline engine system and characteristics of each engine type helps to understand the business of the company,

Basically, a gasoline engine generates power by moving the piston down with the combustion of gasoline through the following 4 steps.

Step	Overview
1. Intake	The air-fuel mixture is sucked in a cylinder.
2. Compression	The air-fuel mixture in the cylinder is compressed as the piston moves up.
3. Expansion	When the air-fuel mixture is compressed the most, a spark will be generated to ignite. Expansion from burning pushes the piston down.
4. Exhaust	The burned gas is discharged to outside.

Reciprocating motion of the piston is converted into revolution by a crankshaft. The rotating motion turns the rotating shaft of axel of a car or revolving shaft of chain saws.

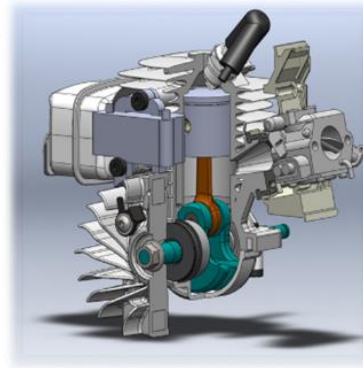
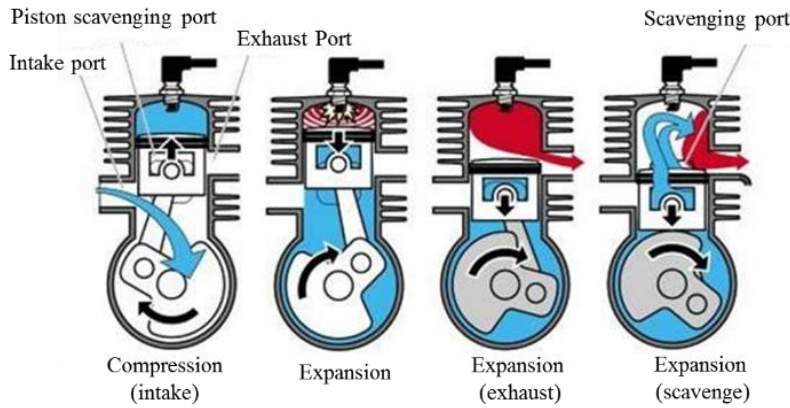
The gasoline engine is largely categorized in two types (2-stroke engine and 4-stroke engine), depending on the number of reciprocating motions by piston to complete “1 cycle” of the 4 steps.

“2-stroke engine”

One power cycle is completed by 2-stroke. In other words, a power is generated by “1 piston reciprocating motion, 1 crankshaft revolution”.

First stroke (piston moving up): “Intake” and “compression” of air-fuel mixture occurs.

Second stroke (piston moving down): Piston moves down due to the “expansion” of air-fuel mixture and “exhaust” occurs later.



“4-stroke engine”

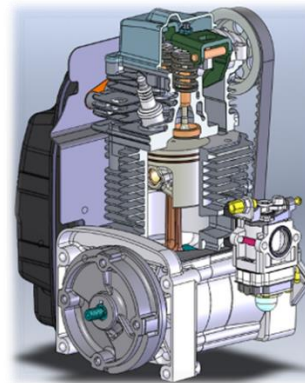
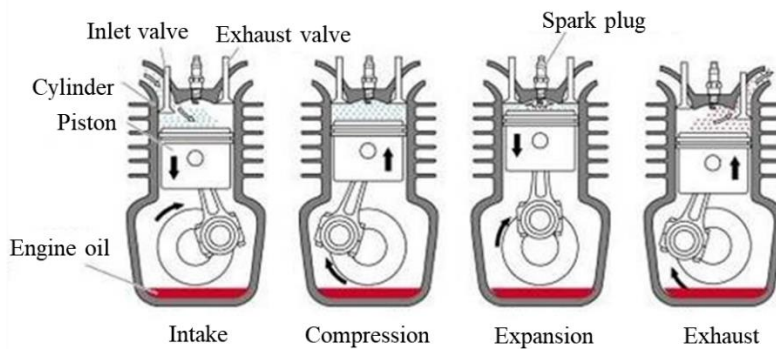
One power cycle is completed by 4-stroke. A power is generated by “2 piston reciprocating motions, 2 crankshaft revolutions”.

First stroke (piston moving down): “Intake” of air-fuel mixture occurs.

Second stroke (piston moving up): “Compression” of air-fuel mixture occurs.

Third stroke (piston moving down): Piston rapidly moves down as a result of “expansion”.

Fourth stroke (piston moving up): Combusted gas is “exhausted”.



The advantage of the 4-stroke engine is the easy control of intake and exhaust. However, its structure is complicated compared to a 2-stroke engine, because the intake/exhaust valves of a 4-stroke engine are installed at the cylinder head, while intake and exhaust of a 2-stroke engine occur at the port that is located on the body of the cylinder. Because of this structure, the weight of a 4-stroke engine is heavier than a 2-stroke engine.

On the other hand, a 2-stroke engine has a larger ratio of burning engine oil and fuel in order to make smooth piston motion and blow-by of air-fuel mixture. This means it releases more harmful substances in the exhaust gas as compared with a 4-stroke engine. However, because of its simple structure and smaller number of parts, the 2-stroke engine can be smaller and lighter. The overhaul is also easier for the same reasons. Therefore, a 2-stroke engine is the most appropriate engine for outdoor power equipment.

“Agricultural machinery business”

YAMABIKO CORPORATION manufactures and sells pest control equipment for Japan and agricultural harvesting equipment for North America.

Its major products include pest control equipment (speed sprayers, mounted equipment for cropland pest control, power sprayers), sloop mower, soy and potato harvesters, etc.

YAMABIKO CORPORATION’s technological strengths in this business segment are KIORITZ’s blowing, spraying, and pumping technology as well as technology to create small and light equipment. These technological capabilities have been built up over many years at KIORITZ.

<Mounted equipment for cropland pest control>



<Speed sprayers>



<Sloop mowers>



“Industrial machinery business”

YAMABIKO CORPORATION manufactures and sells equipment for construction, civil engineering and iron works.

Its major products include generators, welders, lighting equipment, cutting machines and high-pressure washers.

Technological strengths in this business segment are established by the R&D knowledge accumulated since YAMABIKO CORPORATION started business as Shindaiwa, and such strengths can be found in alternator designing capability enhanced by their efforts for alternative current motor development, as well as technologies for electronic control and noise prevention.

<Generators>



<Welders>



“Others”

The company manufactures and sells accessories and the parts for after purchasing service for various machines and equipment. The profitability in this segment is the highest among all segments.

<Maintenance kit>



<Nylon trimmer line>



<Fuel/Oil>



2. Brand

YAMABIKO CORPORATION was established based on the integration of two companies. The products of both companies are well recognized both in Japan and overseas for many years. Therefore, YAMABIKO CORPORATION maintains the brand names as KIORITZ, Shindaiwa, and ECHO.

YAMABIKO CORPORATION is proactively investing in marketing activities as well as exploring new sales routes to enhance its brand values.



Domestic brand that sells outdoor power equipment and agricultural machinery.



Global brand that sells outdoor power equipment and industrial machinery.



Global brand that sells outdoor power equipment and agricultural machinery.

3. Development structure

Each business segment is working on development with a focus on the following priority issues.

Business	Priority issues for development
Outdoor power equipment	*To comply with exhaust gas regulations at the global level *To comply with fuel permeability regulations in North America *To comply with noise and vibration regulations in Europe *To create smaller and lighter equipment with low noise, low fuel consumption and high durability *To enhance safety
Agricultural machinery	*To achieve reduction of drift, proper quantity of spraying, high performance, and easy operation
Industrial machinery	*To create smaller and lighter machinery with low noise, high performance, high function, and low fuel consumption

The exhaust gas regulations are expected to be further tightened in the future. Therefore, addressing them is of paramount importance. In addition, the company is conducting research on control technology in the field of electronic control.

4. Production structure

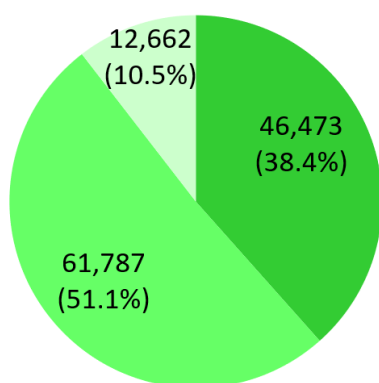
The company has 3 plants (Yokosuka, Morioka, and Hiroshima) and 4 production related subsidiaries in Japan and a total of 10 production related subsidiaries in the USA, Belgium, China and Vietnam.

5. Sales route and sales methods

The company supplies its products in over 90 countries for about 28,000 stores.

More than 60% of the sales are from overseas sales.

Sales by region
(FY Dec. 2019, Unit: Million yen)



■ Japan ■ Americas ■ Other overseas

<Domestic market>

Seven sales subsidiaries, which were separated mainly by region, were merged into YAMABIKO JAPAN CO., LTD. in April 2017, with the aim of allocating management resources in a more efficient manner, strengthening sales capabilities, and improving customer services through a unified management system and integral operation of business assets.

YAMABIKO JAPAN CO., LTD sells the products to distributors, ZEN-NOH (National Federation of Agricultural Cooperative Associations), home centers, and construction machinery rental companies, etc. Through them, the products are supplied to the end users including farmers/foresters, companies in the construction, civil engineering and iron industries and landscapers.

The company presents their products in exhibitions in collaboration with dealers and distributors and facilitates sales through demonstration and test drive.

Furthermore, the company accompanies dealers to visit end users to understand their needs and utilize the information for product development.

<North American market>

ECHO Incorporated Group, one of the company's subsidiaries, sells the products to The Home Depot (*) and other distributors, through which the products are supplied to the end users such as landscapers, homeowners, farmers/foresters, and companies in the construction/civil engineering industry.

*The Home Depot: The Home Depot, Inc. is the world's largest home center and construction products and services. It was established in 1978. Sales in 2019 were US\$110.2 billion and net income was US\$11.2 billion. It has over 2,291 stores in the US, Canada and Mexico. It is listed on the New York Stock Exchange. (Excerpted from the company's website)

The Home Depot classifies their products into GOOD, BETTER and BEST in accordance with the quality. It is only YAMABIKO CORPORATION that supplies the high-quality BEST products to The Home Depot. This is one of the proofs that the company's products are highly reputed in the North American market.

In the Central and South American market, ECHO Incorporated, one of the company's subsidiaries, sells the products to the distributors of each country, and made their products supplied to the end users through dealers.

Yamabiko Europe SA in Europe and ECHO MACHINERY (SHENZHEN) Co., Ltd. in China, both of which are subsidiaries of Yamabiko, sell products to distributors in their respective countries

Asia and other areas, YAMABIKO CORPORATION sells the products to the distributors in each country.

The overseas dealers display the products by brand, and salesperson conducts person-to-person sales while understanding the needs of the end users.

The home center also displays the products by type and price. The end users purchase the products based on the needs, budget and image they have from advertisement, etc.

1-5 Characteristics and strengths

①Unique production and technological capabilities and vertically integrated production

The most important characteristics and strengths of the company are the "unique production and technological capabilities and vertically integrated production capabilities".

Their mainstay 2-stroke engines that are mounted to the outdoor power equipment are manufactured by an integrated production system solely by the company from development, procurement of aluminum, molding, parts production, processing to assembly, which is said to be unique anywhere in the world. The power sources for the products of agricultural machinery and industrial machinery are also engines, but they are mostly procured externally.

The company have solved various issues with their unique technologies including iron plating and electric discharge processing. This results in the quality improvement and production capacity improvement of the company.

Specifically, the company has established the following technologies.

<Example 1: Iron plating>

Plating is a surface covering method in which the surface of a metal is covered by a thin layer of another metal. For engine production, inside of the cylinder should be plated to avoid abrasion caused by dispute with a piston.

The conventional method is to use chrome plating from durability and cost perspectives. However, chrome plating gives negative impact on the environment. Its production efficiency is also low. Therefore, there was an increasing demand for different materials for plating.

The company has been working on "iron plating" since 1978 to reduce environmental load.

Initially, they could produce only hundreds per day. However, as a result of enhanced productivity, enhanced plating precision, and reduction of environmental load, the company now has the iron plating technology that does not require finish processing. Their technology has drastically smaller environmental load. Furthermore, their daily production capacity increased significantly, reaching thousands.

The company holds 5 patents related to iron plating.

<Example 2: Electric discharge processing>

As described above, a 2-stroke engine requires a smaller number of parts and has a simpler structure as compared to a 4-stroke engine. Therefore, it is most suitable for the “handheld” and “backpack-style” outdoor power equipment. However, it releases some fuel mixed gas. In order to respond to the increasingly strict exhaust gas regulations globally, the company was faced with a challenge to control the flow of the fuel mixed gas for efficient burning.

In order to achieve it, the company explored the production methods to modify the internal shape of the cylinder (by installing a wall between the fuel mixed gas passage and internal shape of the cylinder).

A “wall” can be created by die-casting (*), but it requires a horizontal hole to lead the fuel mixed gas to a combustion chamber. With die-casting, it was impossible to create a horizontal hole. It was also difficult to carry out machining due to small space in the chamber. The company came up with the idea of using “electric discharge processing (*)” to create a form while taking advantage of die-casting.

Although electric discharge processing enabled to create complicated forms, it was costly due to long processing time and high electrode consumption. The company conducted research on processing conditions for a large volume production and developed designs of special electrode form. As a result, it succeeded in producing a large volume of products, by shortening processing time, saving personnel, lowering the cost of electrode and enhancing efficiency.

Having obtained three patents related to electrode processing, the company has established the unique technology that cannot be imitated by other companies.

(*) Die-casting

Die-casting is one of the metal mold casting methods. By injecting melted metal in a metallic mold, a large amount of casting with high precision can be produced within a short period of time. It enables to create a thin product at low cost.

(*) Electric discharge processing

Electric discharge processing is a machine processing method to remove a part of the surface of a non-processed workpiece through repeated electrode discharge at short cycles between electrode and the non-processed workpiece. It enables to cut out complicated outline on extremely hard steel.

With “advanced capabilities for creation” such as the above-mentioned technologies, the Company not only complies with exhaust gas regulations but also responds to various needs including weight reduction, enhancing durability and cost reduction. It succeeded in developing and mass-producing “a light weight and highly durable 2-stroke engine that meets the exhaust gas regulations”.

While many companies in the world are forced to leave the industry because they cannot address these issues, YAMABIKO CORPORATION continues to make further development as a leading manufacturer.

②Unique research and development capabilities for each business segment

The company’s capability to address environmental issues is high. The company possesses one of the highest number of US Environmental Protection Agency (EPA)-accredited engines in the world.

Furthermore, not only for outdoor power equipment, the company also has unique research and development capabilities for the agricultural machinery and industrial machinery. Based on the technological capacities that have been accumulated by KIORITZ and Shindaiwa for many years, the company is further brushing up the capabilities.

③Extensive product lineup and expansion of sales network and domestic services network

The company has an extensive lineup of products that meet various needs of the customers in each of the three business segments.

It also currently supplies the products to about 28,000 stores in more than 90 countries across the world.

As a result of merging KIORITZ and Shindaiwa, YAMABIKO CORPORATION’s product lineup and sales network were further expanded.

With the aim of improving the satisfaction level of diversifying users, the company established “Yamabiko Service Shop” inside Japan in 2013, and is operating service systems for maintenance, repair a failure, etc., which are not offered by competitors, throughout Japan. The number of affiliated shops is 342 as of Mar.2020.

④Excellent technical support system

The company also provides excellent technical support in order to enhance credibility of the products and strengthen the relationships with distributors and dealers.

In addition to offering about 40 service schools annually both in Japan and abroad, in 2018, the company started to provide a new e-learning course using its originally developed teaching materials targeted at overseas distributors in an attempt to enhance their repair skills and deepen their understanding of the mechanism of the engines.

Furthermore, the European subsidiaries of the company recently organize road show-style education and training sessions for nurturing trainers at distributors, and lecture classes designed for distributors' salespersons, endeavoring to further fortify its service capabilities.

⑤High product share

By demonstrating the above-mentioned characteristics and strengths (1-5-1) to (1-5-4) in an integrated manner, the company is becoming highly competitive at a global level. For the outdoor power equipment business, the company has the top market share (more than 30%) in Japan and is ranked high in North America, the largest market.

1-6 Return on Equity (ROE) Analysis

	FY 3/12	FY 3/13	FY 3/14	FY 3/15	FY 3/16	FY 3/17	FY 12/17	FY 12/18	FY 12/19
ROE (%)	7.9	8.7	14.5	12.4	10.4	5.1	9.9	7.9	7.6
Net income margin [%]	2.27	2.72	4.48	4.67	4.15	2.12	4.79	3.55	3.44
Total asset turnover [times]	1.14	1.13	1.28	1.18	1.21	1.20	1.05	1.18	1.18
Leverage [times]	3.04	2.85	2.52	2.26	2.08	2.00	1.98	1.91	1.84

ROE has been decreasing over the past two years, mainly due to the decline in margin. For this term, net income margin is estimated to be 3.55%, and ROE is projected to be at the same level as that in the previous term or the term before it, but we would like to expect that ROE will increase through further improvement in profitability.

2. First Half of Fiscal Year ending December 2020 Earnings Results

2-1 Consolidated Business Results

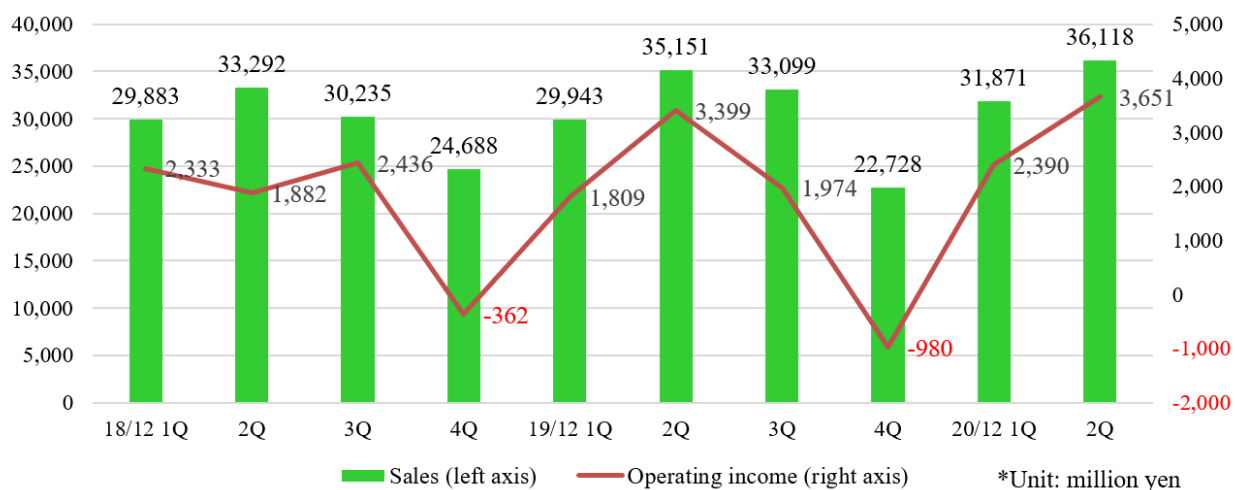
	1H FY 12/ 19	Ratio to sales	1H FY 12/ 20	Ratio to sales	YoY
Sales	65,095	100.0%	67,989	100.0%	+4.4%
Domestic	24,338	37.4%	25,580	37.6%	+5.1%
Oversea	40,757	62.6%	42,409	62.4%	+4.1%
Americas	34,077	52.3%	37,166	54.7%	+9.1%
Others overseas	6,679	10.3%	5,242	7.7%	-21.5%
Gross profit	18,658	28.7%	19,371	28.5%	+3.8%
SG&A	13,448	20.7%	13,329	19.6%	-0.9%
Operating Income	5,209	8.0%	6,041	8.9%	+16.0%
Ordinary Income	4,850	7.5%	5,992	8.8%	+23.5%
Net Income	3,774	5.8%	4,128	6.1%	+9.4%

*Unit: million yen. Net income means profit attributable to owners of parent.

Domestic sales and overseas sales were strong. Sales and profits increased.

The sales for the second quarter of the term ending December 2020 were 67.9 billion yen, up 4.4% year on year. In Japan, outdoor power equipment sold well, and the performance of agricultural machinery, too, was strong. In overseas, the sales of outdoor power equipment grew considerably in the Americas. In other overseas areas, sales declined. Operating income was 6 billion yen, up 16.0% year on year. The temporary increase in depreciation of molds and the adverse effects of exchange rates were offset. Both sales and profit hit a record high for the second quarter.

Quarterly transition of sales and operating income



2-2 Trends by Segment and region

	1H FY 12/ 19	Ratio to sales	1H FY 12/ 20	Ratio to sales	YoY
Outdoor power equipment	44,159	67.8%	47,261	69.5%	+7.0%
Agricultural machinery	11,351	17.4%	11,949	17.6%	+5.3%
Industrial machinery	8,603	13.2%	7,827	11.5%	-9.0%
Others	980	1.5%	950	1.4%	-3.0%
Sales	65,095	100.0%	67,989	100.0%	+4.4%
Outdoor power equipment	7,350	16.6%	8,165	17.3%	+11.1%
Agricultural machinery	-23	-	184	1.5%	-
Industrial machinery	702	8.2%	544	7.0%	-22.4%
Others	199	20.3%	171	18.0%	-14.2%
Adjusted amount	-3,018	-	-3,023	-	-
Operating income	5,209	8.0%	6,041	8.9%	+16.0%

*Unit: million yen. The composition ratio for operating income means the ratio of operating income to sales.

◎Outdoor power equipment

	1H FY 12/ 20	YoY
Sales	47,261	+7.0%
Japan	8,061	+10.5%
Overseas	39,200	+6.3%

*Unit: million yen

(Japan)

As for trimmers, which are the company's mainstay, the sales of mainly new products and products for the home centers increased considerably thanks to favorable weather. Chain saws (for professional use), accessories, and spare parts sold well, too.

(Overseas)

In North America, which is the company's main market, the sales of trimmers and chain saws for the leading home centers increased significantly. Accessories and spare parts sold well, too. In other overseas regions, such as Europe, sales nosedived temporarily due to the restrictions on sales activities, etc. caused by the spread of COVID-19, and started recovering as restrictions were eased, but sales volume declined.

Total overseas sales increased, thanks to the favorable sales in North America.

◎Agricultural machinery

	1H FY 12/ 20	YoY
Sales	11,949	+5.3%
Japan	9,494	+4.7%
Overseas	2,455	+7.4%

*Unit: million yen

(Japan)

There was an increase in sales of not only mowers and equipment for high-place work, whose demand is growing for saving labor and improving efficiency, but also speed sprayers, which became subject to the government project for subsidizing fruit farmers, and mounted equipment for pest control, for which the company implement pricing strategies.

(Overseas)

In North America, the sales of soybean harvesters dropped, but potato-related products performed well, and overseas sales increased.

◎Industrial machinery

	1H FY 12/ 20	YoY
Sales	7,827	-9.0%
Japan	7,074	+1.1%
Overseas	753	-53.1%

*Unit: million yen

(Japan)

Due to the delay in construction work caused by the spread of COVID-19, etc., the sales of welders and cutting machines declined, but the sales of generators, which are the company's core products, increased from the previous year, as the sales to construction machinery rental companies were strong, despite the recoil from the demand for installation of private power generators for emergencies in Hokkaido in the previous year.

(Overseas)

Sales plummeted due to the restrictions on economic activities caused by the spread of COVID-19.

◎Others

	1H FY 12/ 20	YoY
Sales	950	-3.0%
Japan	950	-2.6%
Overseas	0	-97.4%

*Unit: million yen

Sales dropped, mainly because the sales of prototype parts for autos decreased.

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2-3 Financial standing and cash flows

◎Main Balance Sheet

	End of December 2019	End of June 2020		End of December 2019	End of June 2020
Current Assets	71,270	79,515	Current liabilities	33,852	37,026
Cash	6,262	7,946	Payables	20,922	23,694
Receivables	25,693	34,168	ST loans payable	5,550	4,411
Inventories	37,334	36,068	Noncurrent liabilities	12,706	14,814
Noncurrent Assets	31,575	30,584	LT loans payable	9,837	11,860
Tangible Assets	24,208	23,500	Total Liabilities	46,559	51,840
Intangible Assets	668	552	Net Assets	56,285	58,259
Investment, Others	6,697	6,531	Shareholders' Equity	54,771	57,445
Total assets	102,845	110,100	Total liabilities and net assets	102,845	110,100

*Unit: million yen. Trade payables include electronically recorded accounts payable.

Due to the increases in cash, receivables, etc., current assets increased 8.2 billion from the end of the previous term. Noncurrent assets decreased 900 million yen from the end of the previous term. Total assets grew 7.2 billion yen to 110.1 billion yen.

Due to the increases in payables, long-term loans payable, etc., total liabilities augmented 5.2 billion yen to 51.8 billion yen.

Net assets grew 1.9 billion yen to 58.2 billion yen, due to the increase in retained earnings, etc.

As a result, capital-to-asset ratio decreased 1.8% from the end of the previous term to 52.9%.

The balance of short and long-term loans payable increased 800 million yen to 16.2 billion yen.

◎Cash Flow

	1H FY 12/ 19	1H FY 12/ 20	Increase/decrease
Operating Cash Flow	4,133	3,611	-522
Investing Cash Flow	-1,850	-1,334	+516
Free Cash Flow	2,283	2,277	-6
Financing Cash Flow	-740	-571	+169
Term End Cash and Equivalents	6,088	7,946	+1,858

*Unit: million yen

The cash position enhanced.

3. Fiscal Year ending December 2020 Earnings Forecasts

3-1 Earnings forecasts

	FY 12/ 19	Ratio to sales	FY 12/ 20 Est.	Ratio to sales	YoY
Sales	120,922	100.0%	124,000	100.0%	+2.5%
Gross profit	33,994	28.1%	34,800	28.1%	+2.4%
SG&A	27,791	23.0%	28,500	23.0%	+2.6%
Operating Income	6,203	5.1%	6,300	5.1%	+1.6%
Ordinary Income	5,917	4.9%	6,100	4.9%	+3.1%
Net Income	4,164	3.4%	4,400	3.5%	+5.7%

*Unit: Million yen. The forecast was those released by the company.

*Exchange assumptions

	FY 12/ 19	FY 12/ 20 Est.	YoY
1 dollar	109 yen	107 yen	-2.2%
1 euro	123 yen	118 yen	-3.8%

*The dollar is based on a rate assumed by YAMABIKO CORPORATION

Sales and profits are estimated to rise

Due to the impact of COVID-19, the full-year earnings forecast for the term ending December 2020 had been undetermined, but the company announced the earnings forecast, as the restrictions on economic activities were eased and the outlook for its production and sales activities became clear to some degree. The initial estimates have not been revised.

The sales for the term ending December 2020 are estimated to be 124 billion yen, up 2.5% year on year. In Japan, outdoor power equipment is performing well thanks to the effects of new products, etc., but its sales are projected to decline due to the recoil from the rush demand before the consumption tax hike in the previous term. In the Americas, the sales of industrial machinery are forecasted to drop, but the sales of outdoor power equipment in North America, which is the company's mainstay, are expected to increase considerably thanks to the increase of sales for the leading home centers. In Europe and other overseas regions, sales are estimated to decrease. Operating income is projected to grow 1.6% year on year to 6.3 billion yen. SG&A will augment, due to the adverse effects of exchange rates (the yen appreciation against US dollar), increase of domestic direct selling costs, investment in R&D, enhancement of marketing activities, etc., but these will be offset by sales growth. The year-end dividend is to be 35 yen/share, the same as in the previous term. The estimated payout ratio is 33.0%.

3-2 Impact and situation of COVID-19

◎ Outdoor power equipment business

* In North America, which is the main market of the company, sales declined due to the temporary closure of distributors, but started recovering in May. Thanks to the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2.2 trillion dollars), the sales of products mainly for the leading home centers grew considerably.

* In Japan, sales activities were restricted due to the declaration of a state of emergency, but the payment of government "special cash payments" (12.8 trillion yen), etc. made the environment favorable.

* In the European market, sales plummeted due to the restrictions on sales activities, such as lockdowns, but local sales are recovering.

◎ Agricultural machinery business

In Japan and North America, events, such as exhibition and spot sale fairs, have been cancelled, but its impact on demand is limited.

◎ Industrial machinery business

Inside and outside Japan, events, such as exhibition and spot sale fairs, have been cancelled. In addition, projects related to construction, resources, such as petroleum and natural gas, and entertainment have been delayed or suspended. There is concern that this situation will linger.

4. Outline, Key Initiatives, and Progress of the 2022 Medium-term Management Plan

As for the “2022 Medium-term Management Plan” announced in May, the company mentioned that they would research the business environment, etc. when COVID-19 is expected to subside, and if it is considered necessary to revise medium-term goals, etc., they would announce them swiftly, but COVID-19 is still spreading and the outlook remains unclear. Accordingly, the company plans to continue steady efforts to achieve their initial goals.

They will keep monitoring the situation, and if there is a significant change, they will have a reconsideration.

(1) Policies and Key initiatives set in the Mid-term Management Plan 2022

① Basic policy

The basic policy set in the previous Mid-term Management Plan will be continued.

We will contribute to the development of society with our strong management foundation and sustainable growth, giving happiness to everyone connected to Yamabiko.

We will enhance our corporate value by creating innovative products and expanding manufacturing, sales, and services globally, while also adapting to the diverse set of values of everyone connected to Yamabiko.

② Goals and strategies in each segment

As to the major market environment, the demand for engine products is expected to remain strong in the professional market for outdoor power equipment where long-lasting products that can tolerate heavy loads are demanded, the company will shift to the professional market further.

As for agricultural machinery and industrial machinery, the Japanese agricultural and construction industries are seeing the shortage of manpower and the aging of workers, so labor-saving and energy-saving products are in demand.

◎Outdoor power equipment business

The priority measures are (1) to develop engine products ahead of the strict environmental regulations, (2) to monetize the robot business, and (3) to augment the lineup of DC products.

* Efforts to each region

Market	Target sales	Policy
North America	61.7 billion yen (+16.7%)	Expansion of product sales for professionals and expansion of digital marketing activities To maximize sales through various measures
Europe	9.8 billion yen (+19.2%)	
Japan	14.5 billion yen (+6.5%)	To engage in expansion of product sales based on the large market share and utilizing the robust sales network

*The parenthesis represents the growth rate from the term ended Dec. 2019.

(North America)

The company will enhance marketing strategies targeted at professionals, strive to grow sustainably, expand its presence in the market of engine products, and aim to expand its market share, which has been increasing steadily.

As priority measures, the company will augment the lineup of “X Series,” which is a highly functional product lineup for professionals and continue to enhance digital marketing activities. The company will strive to enhance its brand recognition, by diffusing professionals’ comments on the latest products via social media, optimizing marketing activities for each generation, and posting ads in baseball (MiLB) and football (MSL), which attract users.

At The Home Depot, which is the primary sales route, the company will concentrate on the sale of flagship products, expand sales area, and continue effective expansion of product sales for a limited period of time.

In addition, the company will put energy into the cultivation of the U.S. market for robot products.

(Europe)

The company will promote the sales of products –conforming to the needs of the market and enhance its brand recognition level.

As priority measures, the company will promote the sales of “X Series,” which is the lineup for professionals, and augment the lineups of battery products and engine products that comply with regulations on emissions, promote the sales of robot products, cultivate the relative market, and enhance the market recognition through digital marketing activities, etc.

In order to enhance the performance of robot products further, the company will reorganize Quimesis S.R.L. into an equity-method affiliate (capital contribution ratio: 24.9%) and proceed with software development.

(Japan)

As priority measures, the company will launch top handle chain saws as a new DC product, continue effective campaigns, promote the launch of labor-saving, efficient products (robotic mowers), and enhance the sales via home centers.

◎Agricultural machinery business

Market	Target sales	Policy
Japan	16.2 billion yen (+4.0%)	To actualize monetization and adapt to smart agriculture

*The parenthesis represents the growth rate from the term ended December 2019.

In detail, the company will reduce production costs and enhance profitability through close collaboration between the development, manufacturing, and sales department, and expand sales routes, continue effective sales campaigns, and adapt to smart agriculture, etc.

◎Industrial machinery business

Market	Target sales	Measures
Japan	13.7 billion yen (-9.9%)	To expand shares in Japanese and North American markets and enhance profitability, in a compatible way. To launch new products and enhance production efficiency
Overseas	5.4 billion yen (+59.7%)	

*The parenthesis represents the growth rate from the term ended December 2019.

(Japan)

As there is the initiative of investment in infrastructure for preventing and mitigating natural disasters and promoting national resilience, the company will continue effective sales campaigns and enhance the sale to rental companies, so as to meet the increased demand adequately.

(Overseas)

The company will build a market on a full scale targeting at wide-area rental companies in North America, promote sales of welders targeted at resource markets in Russia, and build new sales networks in Asia and Africa.

③ Key initiatives

◎ Total cost reduction and product quality improvement

The company will keep improving production efficiency for further cost reduction.

The company will aim to establish a new production system for shortening manufacturing lead time and reducing inventory of products and also improve quality control continuously for actualizing “absolute quality.”

◎ Strengthening of service capabilities

The company will strive to enhance its service capabilities, which would lead to the improvement in profitability.

The company will concentrate on the augmentation and expansion of sales of highly profitable service parts and accessories, the augmentation promotion of service materials for each product, the strengthening of training systems, the reduction of total logistics costs, the decrease of inventory, etc.

(2) Recent progress

The activities and progress of each business in the second quarter of the term ending December 2020 are as follows.

① Outdoor power equipment

◎ North America

* Landscapers, who are their primary end users, have been designated as essential business for daily life amid COVID-19 crisis. Such designation is unique to the U.S., where landscaping is rooted in culture, and favorable for the company, which focuses on strategies targeted at professionals. The company is promoting customers to replace competitors’ products with Yamabiko’s products by allowing them to try Yamabiko’s products.

* In digital marketing activities, the company disseminates professionals’ reviews of the latest products via social media, and optimized marketing activities for each generation. For enhancing brand recognition, the company posts ads in the fields of baseball (MiLB) and football (MLS), which attract the attention of users.

* For X Series, the company will launch CS-7310P, a large machine of 73 cc, to augment the product lineup. It is expected to contribute to the business results in this term or the next term.

* The sales to The Home Depot, which is one of the company’s major sales channels, decreased 30% year on year in April, but the demand from homeowners grew during the stay-home period. In May, monthly sales hit a record high, and remained strong in June. The selling spaces for chain saws, trimmers, etc. had been categorized for respective models in the U.S., but they have been newly categorized for respective brands, to increase sales. As for engine products, the ECHO brand is newly categorized. Remodeling of the selling spaces was completed in 40% of stores, exceeding the initial estimate 30%, by April.

As for the e-commerce, “Home Depot.com,” the sales of trimmers and chain saws are growing, and it started handling the products of the Shindaiwa brand, too.

* The performance of robotic mowers is sluggish, because marketing activities are stagnant. The company is striving to increase new customers by holding web seminars, etc.

* The sales of engine products are strong, and the market share is increasing steadily.

◎ Europe

* The company has added the first battery product “DCS-2500T” to “X Series” for professional use, to augment the product lineup.

* In digital marketing, the company built a unified brand site in Europe, continuously disseminated information via SNS, and supported the digital marketing activities of distributors.

* As for robotic mowers, the company met new demand in airports in Belgium, etc., and sales grew year by year, although the sales are still small.

◎ Japan

* The company launched new products (engines and batteries) that are lightweight and high-power. As competitors withdrew from this business of engine products, the number of business inquiries is strong. The sales channel of the home centers is performing well, too.

* Activities for selling robotic mowers began. The company carries out PR activities while giving top priority to the enhancement of its market recognition. As sales on a trial basis has been scheduled, the existence of demand has been confirmed.

② Agricultural machinery business

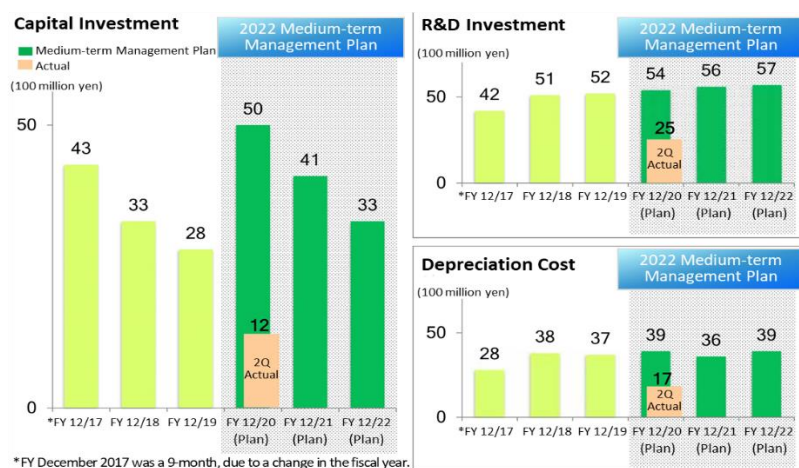
* The company expanded the business of maintenance service for large-sized machinery.

* The company launched large-sized pest control equipment for smart agriculture. It is equipped with the world's first function to automatically extend and contract the slide boom in addition to the automatic control system of spray volume.

③ Industrial machinery business

* The company is expected to see an expansion of sales of generators for local service stations added in this fiscal year in accordance with the government Plan for National Resilience.

(3) Capital investment, R&D costs, and depreciation



(Source: the company)

Capital investment is estimated to be 12.4 billion yen, exceeding the total amount in the previous Mid-term Management Plan: 10.4 billion yen. While in cost control, the company will invest in R&D as planned.

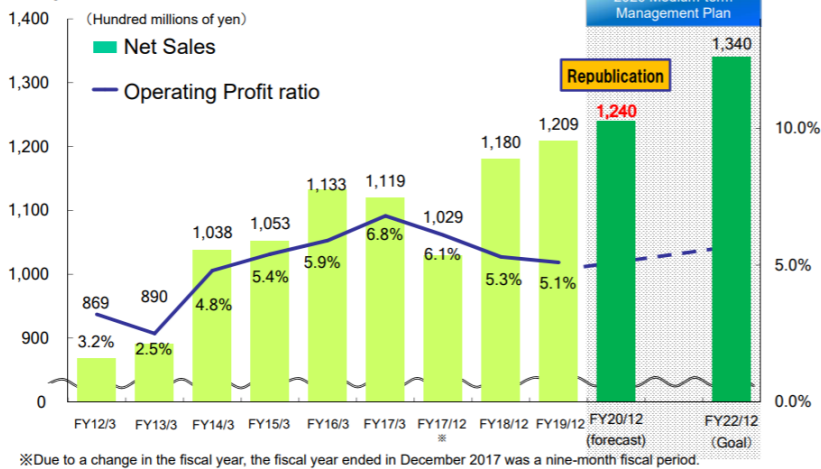
(4) Numerical goals

The company aims to achieve “sales of 134 billion yen and an operating income of 8 billion yen” in the term ending December 2022. While monitoring the situation of COVID-19, the company will make continuous efforts.

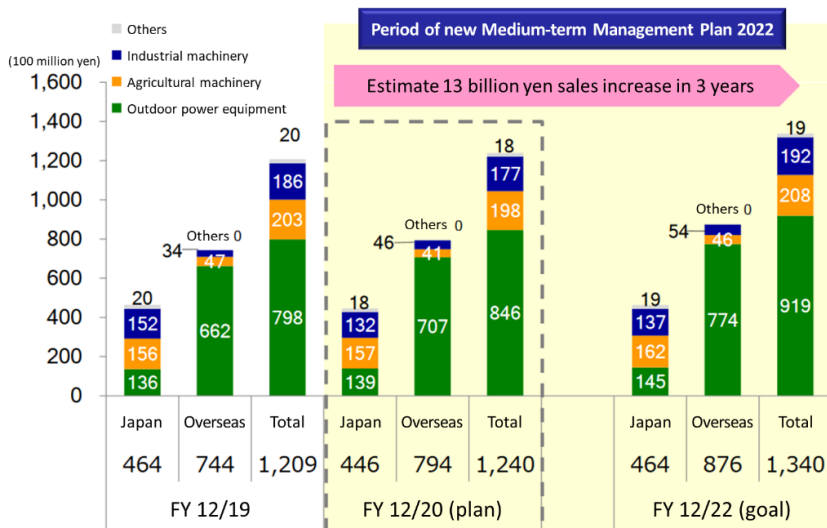
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On May 13, we withdrew our forecasts for the fiscal year ending in December 2020 and left them undecided in the 2022 Medium-term Management Plan. These have now been revised and were released again on August 12. Although we are monitoring the status of COVID-19 outbreaks, at this point we will continue to implement the 2022 Medium-term Management Plan.



(Source: the company)



(Source: the company)

5. Conclusions

The impact of COVID-19 on the performance of the company in the first half was limited, so the company announced the full-year forecast without revising the initial performance goal. As for the “2022 Medium-term Management Plan,” the company will “execute the plan steadily for attaining the goals set at the beginning of the term.”

The impact of COVID-19 remains unpredictable, but it seems that the company comprehensively judged that it is possible to achieve their goals, if they implement key initiatives steadily while considering the situations of respective businesses and major markets. In this light, the quarterly progress of key initiatives set in the mid-term plan attracts our attention. Especially, the developments in Europe and Japan, where sales are estimated to decline this term, are important.

<Reference: Concerning corporate governance>

*Composition of the organizational structure, directors and auditors

Organizational structure	Company with an auditor
Directors	7 (including 2 outside director)
Auditors	4 (including 2 outside auditors)

◎Corporate Governance Report

Last update date: March 30,2020

<Basic policy>

YAMABIKO CORPORATION (“the company”) actively promotes various measures to enhance the corporate value of the entire Group, including an optimization strategy and supervision function at the Group level, as well as the allocation of resources in order to achieve the Group’s global management strategy and growth.

To realize these objectives, the company implements sound and highly transparent Group management in order to deliver value to all of its stakeholders, including regional companies, shareholders, customers and employees. We do this by building a robust corporate culture based on our Corporate Philosophy and Code of Conduct, while enhancing and strengthening a system of corporate governance focused on Group compliance and risk management.

Our board of directors is composed of 7 directors, including 2 outside ones, and makes important decisions regarding our group’s management policy and strategy, and the guidance and supervision for business administration of group companies. In the board of directors, directors monitor and oversee the work of other directors and report their own performance regularly at their meetings. In order to put resolutions of the board of directors into action accurately and swiftly, the management strategy council deliberates them to a sufficient degree.

Our company adopted the auditor system, organizing the board of auditors with a total of 4 auditors, composed of 2 corporate auditors and 2 outside ones.

Auditors participate in the meetings of the board of directors, the management strategy council, and operating officers, and other important in-house meetings, to audit the business execution of directors, and secure the effectiveness of audit in cooperation with accounting auditor and the internal audit section, in accordance with the regulations for the board of auditors and the standards for auditors’ audit.

<Reasons for Non-Compliance with the Principles of the Corporate Governance Code (Excerpts)>

Principle	Reasons for not following the principle
【Supplementary Principle 1-2. (4) Electronic exercise of voting rights, English translation of convocation notices, etc.】	As of the end of December 2019, the ratio of overseas investors for our company is as low as about 16%. Accordingly, we have not yet adopted the electronic exercise of voting rights. As we recognize that it is necessary to offer an environment in which institutional investors and overseas investors can exercise their voting rights easily, we will think of adopting the platform for the electronic exercise of voting rights when the ratio of overseas investors exceeds a certain value (e.g. 30%). As for the English translation of convocation notices, we started producing the English version, excluding business reports and notes, and uploading it to our website.
【Supplementary principle 4-11-1. Balance, diversity, and size of the board of directors as a whole】	Our company’s Article of Incorporation stipulates that the Board of Directors shall be composed of 10 members of fewer, and our Board of Directors currently consists of 7 directors, which we believe is a proper size that enables swift decision-making. The members of the Board of Directors are 5 internal directors, including 3 people who are familiar with each of the businesses that our company conducts and have extensive experience in working abroad, and 2 outside

	<p>directors, including 1 person with experience in working as a top management and 1 person who have abundant knowledge and practical experiences as a lawyer. We believe that managerial issues and challenges are proactively discussed from multilateral perspectives and proper judgments are made at meetings of the Board of Directors.</p> <p>We consider designation and securing of diverse human resources as directors, including women, to be our company's future challenges.</p> <p>Please refer to the description for Principle 3-1. (4) regarding the policies and procedures for nominating directors.</p>
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<Disclosure Based on the Principles of the Corporate Governance Code (Excerpts)>

Principles	Disclosure contents
[Principle 1-4 the strategically held shares]	<p>(1) Policy Regarding Strategic Shareholding</p> <p>Our company conducts business in landscaping, agriculture, construction and civil engineering, and a variety of other fields inside and outside Japan. Therefore, it is required for our company to cooperate with a number of firms involved in each of our businesses. We will strategically hold shares when we have judged that doing so will contribute to improving our corporate value in the medium- and long-term. Meanwhile, when we have determined that the significance of strategically holding shares is not sufficient, we will have dialogue with a relevant company, and then sell or reduce all or part of the strategically held shares by comprehensively taking into account various factors, such as the impact on the market.</p> <p>Each year, regarding the strategically held shares of each listed company, our Board of Directors carefully verifies a multitude of matters, including the purposes of strategically holding the shares, such as maintenance and strengthening of partnerships, and economic rationality, and then determines whether or not our company will continue holding the shares and reviews the number of shares to hold strategically.</p> <p>After the adoption of the Corporate Governance Code in 2015, our company reduced the number of corporations whose shares we have held from 25 to 18.</p> <p>(2) Criteria for Exercising a Voting Right in Regard to Strategic Shareholding</p> <p>Our company properly exercises our voting rights on the strategically held shares after making comprehensive judgment by taking into consideration not only business performance, but also whether or not strategically holding shares will contribute to properly strengthening the corporate governance framework and improving shareholder value, and the impact on our company. Furthermore, we hold dialogue with a relevant company as necessary regarding the contents of a proposal.</p>
[Principle 5-1 Policies Regarding Constructive Dialogue with Shareholders]	<p>Our company has implemented the following measures as policies for maintaining a framework and making efforts to promote constructive dialogue with shareholders.</p> <p>(1) Our company has established the investor relations section within the administration division, as a section in charge of communicating with shareholders. In principle, the division officer will conduct overall management of all matters concerning the shareholders.</p> <p>(2) Relevant internal departments that assist in dialogue with the corporate planning department and the finance & accounting department conduct their duties while actively collaborating with them to create constructive dialogue,</p>

for example, by producing and reviewing materials to be disclosed and sharing necessary information.

(3) As a means of dialogue other than individual meeting with shareholders and investors, we regularly hold briefings for financial highlights and plant tours for institutional investors, and distribute booklets summarizing our company's topics and business performance to shareholders. Furthermore, we use feedback and requests from shareholders and investors to improve the content of our website. We plan to improve our news releases page in the future.

(4) For information sharing, we give the thoughts of shareholders understood in dialogue to directors and relevant departments as feedback via the distribution of reviews and reports in a meeting body.

(5) Our company has set up the Insider Trading Management Regulation to prevent insider trading and thoroughly manage information on insider trading such as promoting the understanding and awareness within our company by posting articles on insider trading at new employee training program and in our company's internal bulletin.

This report is intended solely for information purposes, and is not intended as a solicitation to invest in the shares of this company. The information and opinions contained within this report are based on data made publicly available by the company, and comes from sources that we judge to be reliable. However, we cannot guarantee the accuracy or completeness of the data. This report is not a guarantee of the accuracy, completeness or validity of said information and or opinions, nor do we bear any responsibility for the same. All rights pertaining to this report belong to Investment Bridge Co., Ltd., which may change the contents thereof at any time without prior notice. All investment decisions are the responsibility of the individual and should be made only after proper consideration.

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