

Financial Data

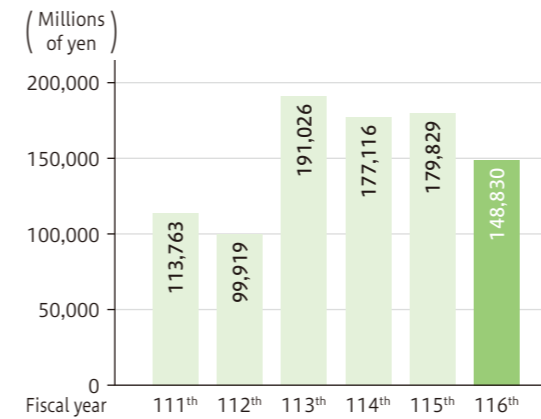
Trend in Principal Management Indicators and Other Financial Data

Fiscal year	111 th (Millions of yen)	112 th (Millions of yen)	113 th (Millions of yen)	114 th (Millions of yen)	115 th (Millions of yen)	116 th (Millions of yen)	116 th (Thousands of U.S. dollars)
End of fiscal year	March 2015	March 2016	March 2017	March 2018	March 2019	March 2020	March 2020
Net sales	¥ 103,875	¥ 113,088	¥ 116,309	¥ 118,199	¥ 121,951	¥ 134,454	\$ 1,235,453
Operating income	¥ 8,223	¥ 9,189	¥ 10,974	¥ 10,030	¥ 11,604	¥ 9,600	\$ 88,215
Ordinary profit	¥ 9,116	¥ 9,646	¥ 11,606	¥ 10,670	¥ 12,334	¥ 10,301	\$ 94,649
Profit attributable to owners of parent	¥ 8,030	¥ 7,817	¥ 8,551	¥ 7,847	¥ 8,854	¥ 7,445	\$ 68,413
Comprehensive income	¥ 9,398	¥ 7,149	¥ 9,937	¥ 10,177	¥ 7,325	¥ 5,881	\$ 54,041
Net assets	¥ 52,516	¥ 58,809	¥ 67,727	¥ 76,726	¥ 83,088	¥ 85,040	\$ 781,403
Total assets	¥ 123,127	¥ 132,614	¥ 140,201	¥ 151,489	¥ 155,989	¥ 163,498	\$ 1,502,329
Net assets per share (JPY or USD)	¥ 631.53	¥ 708.18	¥ 815.77	¥ 924.25	¥ 1,000.34	¥ 1,043.15	\$ 9.59
Net income per share (JPY or USD)	¥ 97.12	¥ 94.55	¥ 103.43	¥ 94.93	¥ 107.10	¥ 90.36	\$ 0.83
Diluted net income per share (JPY or USD)	-	-	-	-	-	-	-
Capital adequacy ratio (%)	42.4	44.1	48.1	50.4	53.0	51.8	51.8
Return on equity (%)	16.8	14.1	13.6	10.9	11.1	8.9	8.9
Price-to-earnings ratio	9.7	10.7	10.5	12.3	12.3	13.3	13.3
Cash flows from operating activities	¥ 21,727	¥ 6,728	¥ 9,590	¥ 5,141	¥ 10,817	¥ (11,733)	\$ (107,806)
Cash flows from investing activities	¥ (160)	¥ (445)	¥ 143	¥ (328)	¥ (1,382)	¥ (202)	\$ (1,858)
Cash flows from financing activities	¥ (3,707)	¥ (2,900)	¥ (1,787)	¥ (1,670)	¥ (9,120)	¥ (4,350)	\$ (39,971)
End-of-year balance of cash and cash equivalents	¥ 45,008	¥ 48,335	¥ 57,132	¥ 60,283	¥ 61,027	¥ 44,753	\$ 411,224
Number of employees	3,266	3,366	3,447	3,609	3,619	3,816	3,816

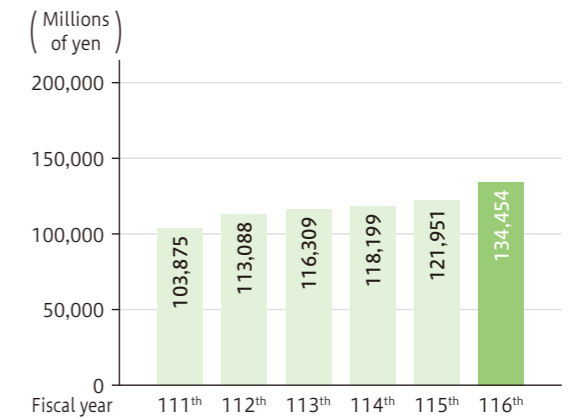
Note:

1. U.S. dollar amounts are shown solely for the convenience of readers and are translated at the rate of ¥108.83 to U.S.\$1.00, the exchange rate prevailing at March 31, 2020.
2. Ordinary income is a measure of accounting profit that equals operating income plus other income minus other expenses, except for extraordinary items under Japanese GAAP.

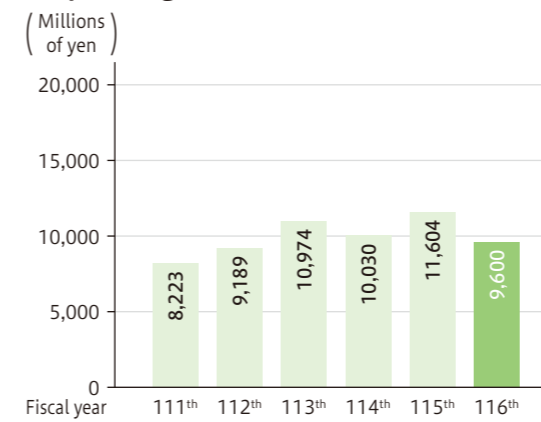
Value of orders received



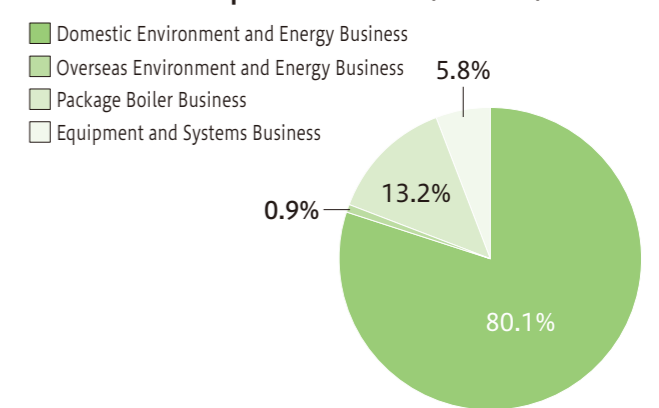
Net sales



Operating income



Net sales composition ratios (FY2019)



Trend by Segment

Segment	(Millions of yen)			
	Orders received	Sales amount	Operating income	Backlog
Domestic Environment and Energy Business	123,154	108,124	10,619	337,322
Overseas Environment and Energy Business	1,351	1,143	(202)	733
Package Boiler Business	17,925	17,869	966	3,928
Equipment and Systems Business	6,790	7,840	384	3,453
Sub-total	149,221	134,976	11,767	345,437
Adjustment	(390)	(522)	(2,167)	(122)
Total	148,830	134,454	9,600	345,315

Consolidated Balance Sheets

TAKUMA CO., LTD. and Consolidated Subsidiaries
As of March 31, 2020 and 2019

ASSETS	Millions of yen		Thousands of U.S. dollars
	2020	2019	2020
Current assets:			
Cash and time deposits	¥ 46,145	¥ 61,769	\$ 424,015
Notes and accounts receivable:			
Trade	73,034	49,046	671,083
Unconsolidated subsidiaries and affiliated companies	556	764	5,104
Other	785	281	7,216
Less allowance for doubtful accounts	(20)	(28)	(183)
Total	74,355	50,063	683,220
Inventories	4,681	4,356	43,014
Other	1,787	1,732	16,414
Total current assets	126,968	117,920	1,166,663
Property, plant and equipment:			
Land	2,497	3,013	22,945
Buildings and structures	11,955	11,905	109,856
Machinery, equipment, lease assets and construction in progress	10,114	8,969	92,932
	24,566	23,887	225,733
Less accumulated depreciation	(16,146)	(15,593)	(148,360)
Total property, plant and equipment	8,420	8,294	77,373
Investments and other assets:			
Investment securities	13,815	15,138	126,945
Investments in:			
Unconsolidated subsidiaries and affiliated companies	2,112	4,163	19,403
Other	5,433	5,460	49,923
Less allowance for doubtful accounts	(109)	(109)	(998)
Total	7,436	9,514	68,328
Deferred tax assets	6,529	4,810	59,993
Net defined benefit asset	54	-	494
Other	276	313	2,533
Total investments and other assets	28,110	29,775	258,293
Total assets	¥ 163,498	¥ 155,989	\$ 1,502,329

LIABILITIES AND NET ASSETS	Millions of yen		Thousands of U.S. dollars
	2020	2019	2020
Current liabilities:			
Short-term loans payable	¥ 470	¥ 645	\$ 4,319
Current portion of long-term debt	80	117	735
Notes and accounts payable:			
Trade	43,708	37,587	401,622
Unconsolidated subsidiaries and affiliated companies	301	334	2,761
Other	1,493	1,227	13,721
Total	45,502	39,148	418,104
Accrued income taxes	1,673	3,628	15,374
Advances received	10,029	9,798	92,155
Allowance for guarantees on completed work	165	149	1,516
Allowance for losses on sales contracts	3,401	1,739	31,251
Provision for loss on liquidation of subsidiaries and associates	833	999	7,656
Other	5,429	6,023	49,881
Total current liabilities	67,582	62,246	620,991
Long-term liabilities:			
Long-term debt	262	342	2,409
Allowance for directors' and executive officers' retirement benefits	220	185	2,022
Net defined benefit liability	10,111	9,746	92,906
Other	283	382	2,598
Total long-term liabilities	10,876	10,655	99,935
Total liabilities	78,458	72,901	720,926
Contingent liabilities			
Net assets:			
Common stock	13,367	13,367	122,829
Authorized: 321,840,000 shares			
Issued: 83,000,000 shares			
Capital surplus	3,818	3,768	35,084
Retained earnings	66,244	60,866	608,688
Treasury stock, at cost	(2,178)	(235)	(20,017)
1,857,894 shares in 2020 and 331,644 shares in 2019			
Total shareholders' equity	81,251	77,766	746,584
Unrealized gains on securities	3,764	5,390	34,590
Deferred gains and losses on hedges	4	8	35
Foreign currency translation adjustments	(3)	(4)	(24)
Remeasurements of defined benefit plans	(373)	(463)	(3,431)
Total accumulated other comprehensive income	3,392	4,931	31,170
Non-controlling interests in consolidated subsidiaries	397	391	3,649
Total net assets	85,040	83,088	781,403
Total liabilities and net assets	¥ 163,498	¥ 155,989	\$ 1,502,329

Consolidated Statements of Operations

TAKUMA CO., LTD. and Consolidated Subsidiaries
For the years ended March 31, 2020 and 2019

	Millions of yen		Thousands of U.S. dollars
	2020	2019	2020
Net sales	¥ 134,454	¥ 121,951	\$ 1,235,453
Cost of sales	108,592	94,491	997,817
Gross profit	25,862	27,460	237,636
Selling, general and administrative expenses	16,262	15,856	149,421
Operating income	9,600	11,604	88,215
Other income (expenses):			
Interest and dividend income	485	419	4,459
Interest expense	(17)	(59)	(155)
Gain on sales of investment securities	710	-	6,521
Settlement package	(565)	-	(5,196)
Provision for loss on liquidation of subsidiaries and associates	-	(999)	-
Loss on sales of investment securities	(214)	-	(1,965)
Loss on valuation of investment securities	(92)	(155)	(842)
Commitment fee	(29)	(17)	(263)
Loss on disposal of property, plant and equipment	(53)	(58)	(490)
Provision for doubtful accounts	-	(49)	-
Equity in earnings of affiliated companies	222	473	2,044
Other, net	92	(19)	840
Other income (expenses), net	539	(464)	4,953
Income before income taxes	10,139	11,140	93,168
Income taxes:			
Current	3,891	4,179	35,756
Deferred	(1,169)	(1,991)	(10,740)
Total income taxes	2,722	2,188	25,016
Profit	7,417	8,952	68,152
Profit (loss) attributable to non-controlling interests in consolidated subsidiaries	(28)	98	(261)
Profit attributable to owners of parent	¥ 7,445	¥ 8,854	\$ 68,413
	Yen		U.S. dollars
Per share:			
Net income	¥ 90.36	¥ 107.10	\$ 0.83
Diluted net income	-	-	-
Cash dividends applicable to the year	31.00	22.00	0.28

Consolidated Statements of Comprehensive Income

TAKUMA CO., LTD. and Consolidated Subsidiaries
For the years ended March 31, 2020 and 2019

	Millions of yen		Thousands of U.S. dollars
	2020	2019	2020
Profit	¥ 7,417	¥ 8,952	\$ 68,152
Other comprehensive income:			
Unrealized losses on securities	(1,625)	(1,772)	(14,934)
Deferred gains and losses on hedges	(5)	58	(41)
Foreign currency translation adjustments	5	(9)	42
Remeasurements of defined benefit plans	89	96	822
Total other comprehensive income	(1,536)	(1,627)	(14,111)
Comprehensive income	¥ 5,881	¥ 7,325	\$ 54,041
Comprehensive income attributed to:			
Owners of the parent	¥ 5,907	¥ 7,227	\$ 54,275
Non-controlling interests	(26)	98	(234)

Consolidated Statements of Changes in Net Assets

TAKUMA CO., LTD. and Consolidated Subsidiaries
For the years ended March 31, 2020 and 2019

	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity	Unrealized gains on securities	Deferred gains and losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests in consolidated subsidiaries	Total net assets
For the years ended March 31, 2020				Millions of yen								
Balance at the beginning of current period	¥ 13,367	¥ 3,768	¥ 60,866	¥ (235)	¥ 77,766	¥ 5,390	¥ 8	¥ (4)	¥ (463)	¥ 4,931	¥ 391	¥ 83,088
Cash dividends (¥25.00 per share)	-	-	(2,068)	-	(2,068)	-	-	-	-	-	-	(2,068)
Profit attributable to owners of parent	-	-	7,446	-	7,446	-	-	-	-	-	-	7,446
Purchase of treasury stock	-	-	-	(2,000)	(2,000)	-	-	-	-	-	-	(2,000)
Disposal of treasury shares	-	50	-	57	107	-	-	-	-	-	-	107
Other changes during the year, net	-	-	-	-	-	(1,626)	(4)	1	90	(1,539)	6	(1,533)
Balance at the end of current period	¥ 13,367	¥ 3,818	¥ 66,244	¥ (2,178)	¥ 81,251	¥ 3,764	¥ 4	¥ (3)	¥ (373)	¥ 3,392	¥ 397	¥ 85,040

	Millions of yen				Millions of yen								
For the years ended March 31, 2019													
Balance at the beginning of current period	¥ 13,367	¥ 3,768	¥ 52,949	¥ (235)	¥ 69,849	¥ 7,161	¥ (46)	¥ 2	¥ (559)	¥ 6,558	¥ 319	¥ 76,726	
Cash dividends (¥19.00 per share)	-	-	(1,571)	-	(1,571)	-	-	-	-	-	-	(1,571)	
Profit attributable to owners of parent	-	-	8,854	-	8,854	-	-	-	-	-	-	8,854	
Change in scope of consolidation	-	-	657	-	657	-	-	-	-	-	-	657	
Change in scope of equity method	-	-	(23)	-	(23)	-	-	-	-	-	-	(23)	
Purchase of treasury stock	-	-	-	(0)	(0)	-	-	-	-	-	-	(0)	
Other changes during the year, net	-	-	-	-	-	(1,771)	54	(6)	96	(1,627)	72	(1,555)	
Balance at the end of current period	¥ 13,367	¥ 3,768	¥ 60,866	¥ (235)	¥ 77,766	¥ 5,390	¥ 8	¥ (4)	¥ (463)	¥ 4,931	¥ 391	¥ 83,088	

	Thousands of U.S. dollars				Thousands of U.S. dollars								
For the years ended March 31, 2020													
Balance at the beginning of current period	\$ 122,829	\$ 34,625	\$ 559,274	\$ (2,165)	\$ 714,563	\$ 49,522	\$ 76	\$ (38)	\$ (4,252)	\$ 45,308	\$ 3,590	\$ 763,461	
Cash dividends (\$0.23 per share)	-	-	(19,000)	-	(19,000)	-	-	-	-	-	-	(19,000)	
Profit attributable to owners of parent	-	-	68,414	-	68,414	-	-	-	-	-	-	68,414	
Purchase of treasury stock	-	-	-	(18,377)	(18,377)	-	-	-	-	-	-	(18,377)	
Disposal of treasury shares	-	459	-	525	984	-	-	-	-	-	-	984	
Other changes during the year, net	-	-	-	-	-	(14,932)	(41)	14	821	(14,138)	59	(14,079)	
Balance at the end of current period	\$ 122,829	\$ 35,084	\$ 608,688	\$ (20,017)	\$ 746,584	\$ 34,590	\$ 35	\$ (24)	\$ (3,431)	\$ 31,170	\$ 3,649	\$ 781,403	

Consolidated Statements of Cash Flows

TAKUMA CO., LTD. and Consolidated Subsidiaries
For the years ended March 31, 2020 and 2019

	Millions of yen		Thousands of U.S. dollars	Millions of yen		Thousands of U.S. dollars
	2020	2019	2020	2020	2019	2020
Cash flows from operating activities:						
Income before income taxes	¥ 10,139	¥ 11,140	\$ 93,168			
Adjustments to reconcile income before income taxes to net cash provided by operating activities:						
Depreciation	917	798	8,426			
Impairment loss	-	40	-			
Loss (gain) on sales of investment securities	(496)	7	(4,557)			
Loss (gain) on valuation of investment securities	92	155	842			
Increase (decrease) in allowance for bonuses	183	4	1,683			
Increase (decrease) in allowance for losses on sales contracts	1,662	1,367	15,267			
Increase (decrease) in provision for loss on liquidation of subsidiaries and associates	(166)	999	(1,523)			
Increase (decrease) in net defined benefit liability	494	470	4,539			
Interest and dividend income	(485)	(419)	(4,458)			
Interest expense	17	59	155			
Equity in losses (earnings) of affiliated companies	(222)	(473)	(2,044)			
Net decrease (increase) in notes and accounts receivable and advances received	(23,614)	(2,229)	(216,984)			
Decrease (increase) in inventories	(312)	3	(2,864)			
Decrease (increase) in other current assets	(529)	(27)	(4,858)			
Net increase (decrease) in notes and accounts payable and advance money	6,146	1,865	56,474			
Increase (decrease) in other current liabilities	(551)	431	(5,059)			
Other	211	(3,197)	1,935			
Subtotal	(6,514)	10,993	(59,858)			
Interest and dividend received	563	647	5,175			
Interest paid	(19)	(60)	(170)			
Income taxes received (paid)	(5,763)	(763)	(52,953)			
Net cash provided by operating activities	(11,733)	10,817	(107,806)			
Cash flows from investing activities:						
Net decrease (increase) in time deposits	(650)	(14)	(5,973)			
Purchase of property, plant and equipment	(1,520)	(482)	(13,967)			
Sale of property, plant and equipment	508	2	4,666			
Purchase of intangible fixed assets	(36)	(51)	(334)			
Purchase of investment securities	(1,253)	(802)	(11,513)			
Sale of investment securities	2,621	105	24,087			
Disbursement for loans receivable	(50)	-	(459)			
Collection of loans receivable	140	112	1,284			
Other	38	(252)	351			
Net cash used in investing activities	(202)	(1,382)	(1,858)			
Cash flows from financing activities:						
Net increase (decrease) in short-term bank loans	(175)	(7,030)	(1,608)			
Payment of long-term debt	(117)	(470)	(1,072)			
Purchase of treasury stock	(2,000)	(0)	(18,377)			
Payment of cash dividends	(2,068)	(1,571)	(19,000)			
Dividends paid to non-controlling interests	(24)	(28)	(219)			
Other	34	(21)	305			
Net cash used in financing activities	(4,350)	(9,120)	(39,971)			
Effect of exchange rate changes on cash and cash equivalents	11	(11)	102			
Net increase in cash and cash equivalents	(16,274)	304	(149,533)			
Cash and cash equivalents at beginning of year	61,027	60,283	560,757			
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	-	440	-			
Cash and cash equivalents at end of year	¥ 44,753	¥ 61,027	\$ 411,224			