

Section

03



Corporate Information

Financial and Non-financial Data	77
Stock Information	79
Company Outline	81

Financial and Non-financial Data

Financial data (trend in principal management indicators and other financial data)

Fiscal Year		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
End of fiscal year		March 2017	March 2018	March 2019	March 2020	March 2021	March 2022	
Business results	Orders received (Millions of yen)	191,026	177,116	179,829	148,830	188,563	192,244	
	Backlog (Millions of yen)	214,142	273,060	330,939	345,315	387,152	445,304	
	Net sales (Millions of yen)	116,309	118,198	121,950	134,454	146,726	134,092	
	Operating profit (Millions of yen)	10,973	10,029	11,604	9,600	10,473	9,928	
	Ratio of operating profit (%)	9.4	8.5	9.5	7.1	7.1	7.4	
	Ordinary profit (Millions of yen)	11,605	10,669	12,334	10,300	11,028	10,647	
	Ratio of ordinary profit (%)	10.0	9.0	10.1	7.7	7.5	7.9	
	Profit attributable to owners of parent (Millions of yen)	8,550	7,847	8,853	7,445	7,529	7,434	
	Comprehensive income (Millions of yen)	9,936	10,177	7,325	5,881	8,344	7,246	
	Return on equity (ROE) (%)	13.6	10.9	11.1	8.9	8.6	8.1	
Financial position	Cash flows from operating activities (Millions of yen)	9,590	5,140	10,817	(11,732)	(1,680)	9,000	
	Cash flows from investing activities (Millions of yen)	142	(328)	(1,382)	(202)	(2,053)	(2,394)	
	Cash flows from financing activities (Millions of yen)	(1,787)	(1,670)	(9,119)	(4,350)	1,903	(9,112)	
	Cash and cash equivalents at end of period (Millions of yen)	57,132	60,283	61,027	44,753	42,957	41,244	
	Net assets (Millions of yen)	67,727	76,725	83,087	85,040	90,555	94,354	
	Total assets*1 (Millions of yen)	140,201	151,488	155,988	163,498	177,741	174,535	
	Capital adequacy ratio (%)	48.1	50.4	53.0	51.8	50.7	53.8	
	Other	Capital investment (Millions of yen)	342	505	638	1,564	2,420	3,844
		Depreciation (Millions of yen)	850	789	797	917	1,036	961
		Research and development expenses (Millions of yen)	972	928	960	1,154	1,047	1,006
Per-share information	Net assets per share (BPS) (Yen)	815.77	924.25	1,000.34	1,043.15	1,109.87	1,162.87	
	Net income per share (EPS) (Yen)	103.43	94.93	107.10	90.36	92.73	91.53	
	Dividend (Yen)	13.00	16.00	22.00	31.00	36.00	36.00	

Non-financial Data

Fiscal Year		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
End of fiscal year		March 2017	March 2018	March 2019	March 2020	March 2021	March 2022	
Social	[Customers] Customer satisfaction survey (points, non-consolidated)	86.8	85.6	86.3	86.1	88.4	86.5	
	[Human resources] Number of employees (consolidated)	3,447	3,609	3,619	3,816	3,925	4,145	
		Number of employees (non-consolidated)	824	837	852	875	894	958
	Number of female employees (non-consolidated)	61	64	68	70	75	81	
	Number of female employees in main career track and management positions (non-consolidated)	11	13	14	17	22	31	
	Number of new graduates hired (non-consolidated)	18	24	21	20	25	26	
	Number of mid-career hires (non-consolidated)	11	10	22	25	37	53	
	Average number of annual paid leave days taken (non-consolidated)	6.5	6.7	8.7	8.9	8.6	9.3	
	Percent utilization of parenting support programs (% non-consolidated)	-	-	-	-	-	32	
	Average years of service (non-consolidated)	15.0	15.4	15.4	15.5	15.3	14.9	
	Attrition rate (% average for last 3 years, non-consolidated)	5.2	5.1	6.3	1.6	5.5	4.3	
	[Safety]	Number of safety patrols (per year, non-consolidated)*2	703	630	648	693	405	589
		Accident frequency rate (non-consolidated)	0.79	2.03	1.76	0.87	1.62	1.85
		Accident severity rate (non-consolidated)	0.03	1.76	0.06	2.16	0.03	0.12
		Number of fatal accidents (per year, non-consolidated)	0	1	0	1	0	1
Environment	Cumulative total of potential CO ₂ emission reductions through products (thousands of tons per year, non-consolidated)*3	5,000	5,000	5,000	5,000	4,000	4,000	
	CO ₂ emissions (t-CO ₂ per year, non-consolidated)*4	1,911	1,795	1,758	1,914	2,032	2,130	
	Total energy use (GJ per year, non-consolidated)	47,789	45,041	44,406	47,902	50,927	53,801	
	Total waste emissions volume (recycling volume) (tons per year, non-consolidated)	250	334	193	314	558	495	
	Total waste emissions volume (final disposal) (tons per year, non-consolidated)	125	83	104	120	113	101	
	Input volume of water (m ³ per year, non-consolidated)	25,340	23,406	25,390	25,176	25,258	31,387	

*1: "Partial Revisions to the 'Accounting Standards for Tax Effect Accounting'" have been applied since FY2019. Those changes have also been applied retroactively since the fiscal year ended March 2018.

*2: The number decreased during FY2020 and FY2021 due to changes in safety patrol methods due to the COVID-19 pandemic.

*3: The calculation method was changed starting in FY2020. *4: Scope 1 and 2 for Head Office, branch offices, and factory.

Trend by segment

Orders received (Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic Environment and Energy Business	163,505	148,892	153,628	123,154	160,591	164,865
Overseas Environment and Energy Business	3,070	3,873	799	1,351	883	2,035
Package Boiler Business	16,724	17,696	17,476	17,925	17,524	16,830
Equipment and Systems Business	8,041	7,141	8,567	6,790	10,166	8,917
Adjustments	(315)	(486)	(642)	(390)	(601)	(404)
Total	191,026	177,116	179,829	148,830	188,563	192,244

Backlog (Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic Environment and Energy Business	203,571	262,388	322,292	337,322	377,143	433,351
Overseas Environment and Energy Business	2,310	2,783	525	733	427	1,457
Package Boiler Business	2,974	3,350	3,872	3,928	4,521	4,852
Equipment and Systems Business	5,326	4,770	4,502	3,453	5,348	5,676
Adjustments	(41)	(231)	(252)	(122)	(288)	(33)
Total	214,142	273,060	330,939	345,315	387,152	445,304

Net sales (Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic Environment and Energy Business	90,643	90,075	93,724	108,123	120,770	108,657
Overseas Environment and Energy Business	2,222	3,401	3,057	1,143	1,188	1,005
Package Boiler Business	17,164	17,321	16,954	17,868	16,931	16,498
Equipment and Systems Business	6,666	7,696	8,836	7,840	8,271	8,590
Adjustments	(387)	(295)	(621)	(521)	(435)	(659)
Total	116,309	118,198	121,950	134,454	146,726	134,092

Operating profit (Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic Environment and Energy Business	11,726	10,487	12,405	10,619	11,475	10,906
Overseas Environment and Energy Business	(154)	78	163	(202)	(140)	(218)
Package Boiler Business	916	1,015	904	966	640	672
Equipment and Systems Business	322	228	361	384	876	656
Adjustments	(1,837)	(1,779)	(2,231)	(2,167)	(2,378)	(2,087)
Total	10,973	10,029	11,604	9,600	10,473	9,928

Ratio of operating profit (%)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic Environment and Energy Business	12.9	11.6	13.2	9.8	9.5	10.0
Overseas Environment and Energy Business	(6.9)	2.3	5.3	(17.7)	(11.8)	(21.7)
Package Boiler Business	5.3	5.9	5.3	5.4	3.8	4.1
Equipment and Systems Business	4.8	3.0	4.1	4.9	10.6	7.6
Total	9.4	8.5	9.5	7.1	7.1	7.4

Basic share information (as of March 31, 2022)

Business year	April 1 to March 31
Annual General Meeting of Shareholders	June
Record date	Voting rights at the Annual General Meeting of Shareholders: March 31 Distribution of surplus: Year-end dividend: March 31 Intermediate dividend: September 30
Shareholder registry and special account administrator	Mizuho Trust & Banking Co., Ltd.
Contact information	Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd. 2-8-4 Izumi, Sugunami-ku, Tokyo 168-8507 Toll-free (within Japan): 0120-288-324
Method of public notice	Electronic notices (published on the company's website) (https://www.takuma.co.jp/english/) If it is not possible to publish electronic notices due to an accident or other unforeseen circumstance, public notices will be published in the <i>Nihon Keizai Shimbun</i> .
Listed stock exchange	Tokyo Stock Exchange (stock code: 6013)
Share unit	100
Total number of authorized shares	321,840,000
Total number of issued shares	83,000,000
Number of shareholders	7,276

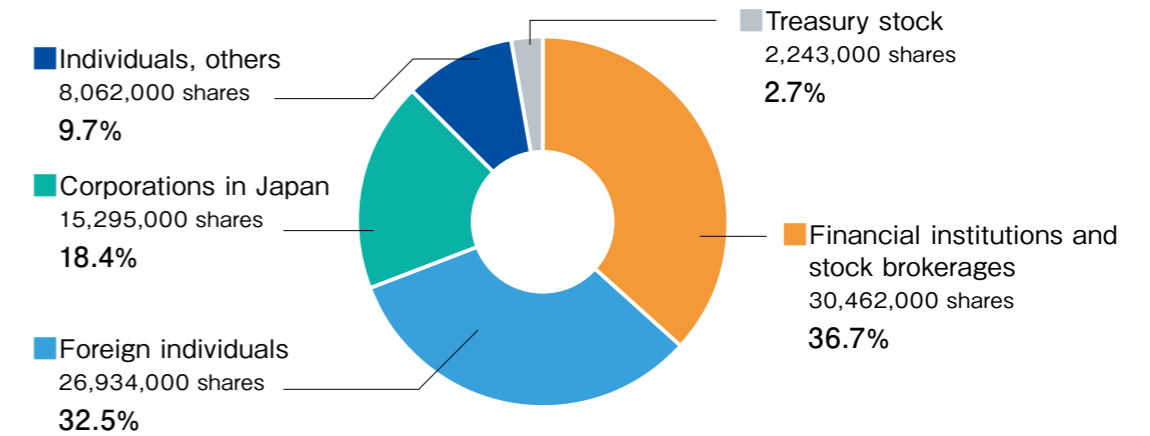
Returns to shareholders

We have adopted the policy of returning profits to shareholders based on a comprehensive consideration of performance and other factors based on the principle of maintaining stable dividends while strengthening our constitution so as to ensure our competitiveness in an increasingly challenging market. In addition to continuing to bolster internal reserves to strengthen our financial position, we plan to use them to increase corporate value by allocating them to capital investment, R&D, and other areas that will facilitate the future growth of our businesses.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (planned)
Cash dividends (Yen)	13.00	16.00	22.00	31.00	36.00	36.00	36.00
Consolidated dividend payout ratio	12.6%	16.9%	20.5%	34.3%	38.8%	39.3%	—
Share buybacks (Millions of yen)	—	—	—	1,999	—	747*	—

*On February 9, 2022, the Board of Directors authorized a share repurchase through market purchases not to exceed JPY 2 billion or 1.8 million shares (February 10 to June 21, 2022)

Shareholder distribution (as of March 31, 2022)

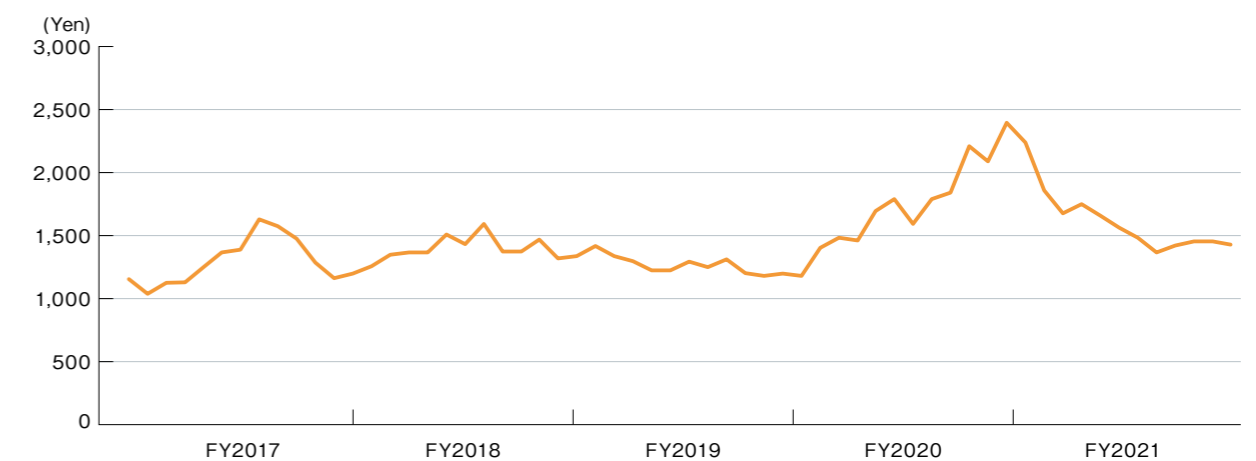


Major shareholders (top 10) (as of March 31, 2022)

Shareholder	Number of shares	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	11,628,000	14.4
Mizuho Trust & Banking Co., Ltd. (Retirement Benefits Trust, Mizuho Bank, Ltd. Account) Custody Bank of Japan, Ltd. (Re-entrustment)	4,022,000	5.0
Custody Bank of Japan, Ltd. (Trust Account)	3,731,000	4.6
Nippon Life Insurance Company	3,233,000	4.0
HIKARI TSUSHIN, INC.	2,786,000	3.5
JP MORGAN CHASE BANK 385632	2,636,000	3.3
STATE STREET BANK AND TRUST COMPANY 505025	1,965,000	2.4
TAKUMA CO., LTD. Kyoeikai	1,869,000	2.3
BNP PARIBAS SECURITIES SERVICES LUXEMBOURG / JASDEC SECURITIES / UCITS ASSETS	1,674,000	2.1
Sumitomo Mitsui Banking Corporation	1,621,000	2.0

Notes 1. As of March 31, 2022, Takuma held 2,243,000 shares of treasury stock. Those shares were excluded when calculating the stakes figures for major shareholders as listed above.
2. Stake figures do not include treasury stock figures (2,243,000 shares).

Share price



Company Outline

Company outline

Name	TAKUMA CO., LTD.
Head office location	2-2-33 Kinrakuji-cho, Amagasaki, Hyogo 660-0806, Japan TEL +81-6-6483-2609 / FAX +81-6-6483-2751 (operator)
Representative director	Hiroaki Nanjo, President and CEO
Established	June 10, 1938
Capital	13,367 million yen (as of March 31, 2022)
Main businesses	The design, construction and superintendence of a wide variety of boilers, plant machinery, pollution prevention plants, environmental equipment plants, and heating and cooling equipment and feed-water / drainage sanitation equipment and facilities The design, construction and superintendence of civil, architecture and other works
Number of employees (non-consolidated)	958 (as of March 31, 2022)
Number of employees (consolidated)	4,145 (as of March 31, 2022)

Permits and registrations

Head Office, branch offices and other business offices

Construction license (Minister of Land, Infrastructure, Transport and Tourism license, Special 2-6129) / Construction consultant registration (Minister of Land, Infrastructure, Transport and Tourism registration, Construction 01-10202) / First-class architect office registration (01A02903) / ISO 9001 quality management system certification

Harima Factory

ISO 9001 quality management system certification / ISO 14001 environmental management systems certification / Manufacture of thermal equipment for power generation (Ministry of Economy, Trade and Industry) / Permission to manufacture boilers and pressure vessels, permission to manufacture cranes (Ministry of Health, Labour and Welfare) / Manufacture of specific high-pressure gas facilities (Ministry of Economy, Trade and Industry)



JQA-1952
ISO 9001 certification
Head Office, Osaka Office,
Tokyo Branch, Chubu
Branch, Kyushu Branch,
Hokkaido Branch and
Harima Factory



JQA-EM0313
ISO 14001
certification
Harima Factory

The Takuma Group Network (As of June 24, 2022)

See Takuma's website for details.

Takuma's business offices

- 1 Head Office (Amagasaki, Hyogo)
- 2 Osaka Office (Osaka)
- 3 Tokyo Branch (Minato-ku, Tokyo)
- 4 Hokkaido Branch (Sapporo, Hokkaido)
- 5 Tohoku Branch (Sendai, Miyagi)
- 6 Chubu Branch (Nagoya, Aichi)
- 7 Kyushu Branch (Fukuoka)
- 8 Okinawa Branch (Ginowan, Okinawa)
- 9 Harima Factory (Takasago, Hyogo)
- 10 Taipei Branch (Taipei, Taiwan)

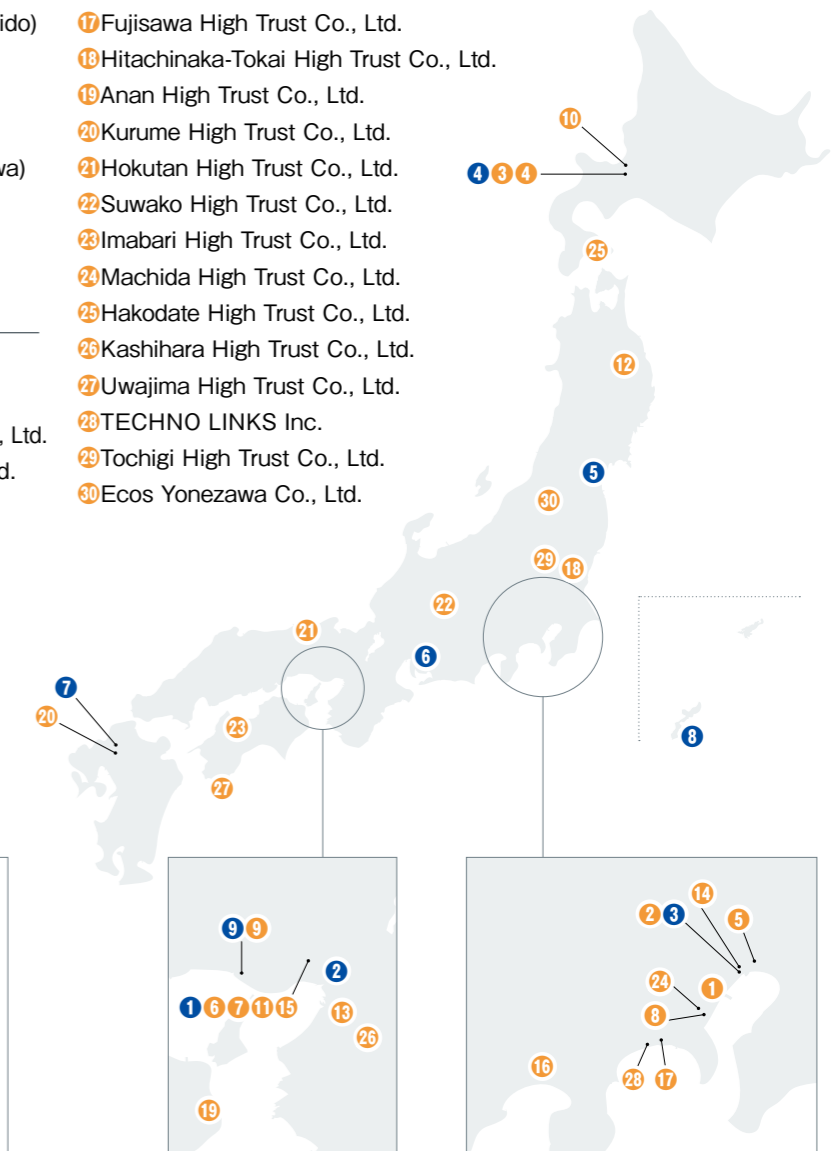
- 11 iMET Co., Ltd.
- 12 Takuma Energy Co., Ltd.
- 13 Nagaizumi High Trust Co., Ltd.
- 14 Fujisawa High Trust Co., Ltd.
- 15 Hitachinaka-Tokai High Trust Co., Ltd.
- 16 Anan High Trust Co., Ltd.
- 17 Kurume High Trust Co., Ltd.
- 18 Hokutan High Trust Co., Ltd.
- 19 Suwako High Trust Co., Ltd.
- 20 Imabari High Trust Co., Ltd.
- 21 Machida High Trust Co., Ltd.
- 22 Hakodate High Trust Co., Ltd.
- 23 Kashiwara High Trust Co., Ltd.
- 24 Uwajima High Trust Co., Ltd.
- 25 TECHNO LINKS Inc.
- 26 Tochigi High Trust Co., Ltd.
- 27 Ecos Yonezawa Co., Ltd.

Group companies overseas

- 1 Taiden Environtech Co., Ltd.
- 2 Siam Takuma Co., Ltd.

Group companies in Japan

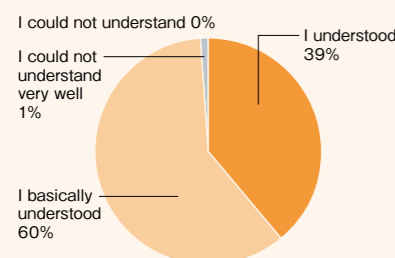
- 1 Nippon Thermoener Co., Ltd.
- 2 Takuma Technos Co., Ltd.
- 3 Hokkaido Sanitary Maintenance Co., Ltd.
- 4 Takuma Technos Hokkaido Co., Ltd.
- 5 Sunplant Co., Ltd.
- 6 Takuma Engineering Co., Ltd.
- 7 Takuma System Control Co., Ltd.
- 8 Dan-Takuma Technologies Inc.
- 9 Kankyo Sol-Tech Co., Ltd.
- 10 Kyoritsu Setsubi Co., Ltd.
- 11 Takuma Plant Co., Ltd.
- 12 Iwate-Kenpoku Clean Co., Ltd.
- 13 Energy Mate Co., Ltd.



Takuma CSR Report 2021 Questionnaire Survey Results

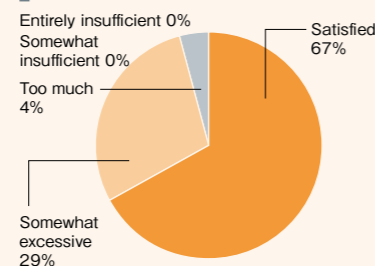
Survey period: July 2021 to June 2022 /
Number of respondents: 1,138

Q1 Did you understand the activities of our company?

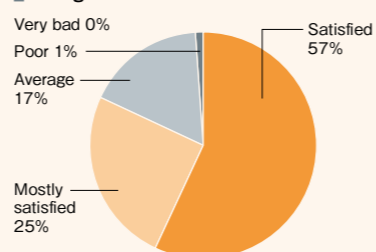


Q2 What is your level of satisfaction regarding this Report?

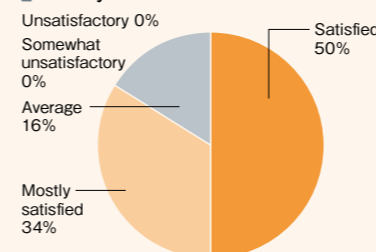
Volume of information



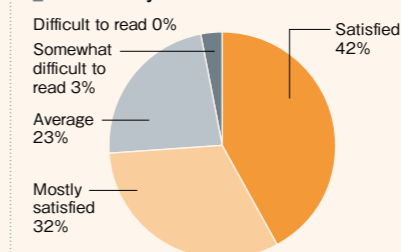
Design



Quality of information



Readability



Q3 Which items were you interested in? (Select up to three, top five responses)

