

# Consolidated Financial Results for the FY2021

12<sup>th</sup> May 2022

TORISHIMA PUMP MFG.CO.,LTD.

**【1】 FY2021 Financial Results**

**【2】 Medium-term Business Plan Progress and  
Growth Strategy**

**【3】 FY2022 Outlook**

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# FY2021 Financial Results Outline

		Billions of yen	YoY
● Orders Received	...	67.9	+18.8
● Sales	...	52.2	+1.4
● Operating Income	...	4.5	+0.9
● Ordinary Income	...	5.2	+0.6
● Net Income	...	3.6	+0.2

# FY2021 Consolidated Financial Results

- Orders received : 8.7% decreased in public-sector, 17.8 % increased in private-sector, 99.9% increased in overseas driven by large-scale orders for seawater desalination and irrigation projects in Middle East and North Africa, resulted in an overall increase in orders received by 38.3% to a record high ¥67.9 billion.
- Sales: 5.4% decreased in public-sector, 6.0% increase in private-sector and 8.9% increased in overseas. This resulted in an overall increase of 2.8% to 52.2 billion yen.
- Income: Profits reached a record high due to increased sales and higher profitability.

\*The increase and decrease are YoY

	FY2020	FY2021	YoY		Billions of yen		
			Amount	%	FY2021 plan	Compared with plan	
					Amount	%	
Orders Received	49.1	67.9	+18.8	+38.3%	50.0	+17.9	+35.8%
Sales	50.8	52.2	+1.4	+2.8%	54.0	-1.8	-3.3%
Gross Operating Income (Gross profit margin)	13.5 (26.6%)	15.1 ( 28.9%)	+1.6 (+2.3pt)	+11.9%	14.5 (26.9%)	+0.6 (+2.0pt)	+4.1%
SG&A expense	9.9	10.6	+0.7	+7.1%	10.4	+0.2	+1.9%
Operating income (Operating profit margin)	3.6 (7.1%)	4.5 (8.6%)	+0.9 (+1.5pt)	+25.0%	4.3 (8.0%)	+0.2 (+0.6pt)	+4.7%
Non-operating Profit or loss	1.0	0.7	-0.3	-30.0%			
Ordinary income	4.6	5.2	+0.6	+13.0%	4.6	+0.6	+13.0%
Extraordinary profit or loss	-0.1	-0.1	±0.0	±0.0%			
Net income	3.4	3.6	+0.2	+5.9%	3.1	+0.5	+16.1%

\*Foreign exchange rate (1USD)

¥110.71  
31<sup>st</sup> Mar 2021

¥122.39  
31<sup>st</sup> Mar 2022

# FY2021 Financial Results (Non-consolidated / Subsidiaries)

## ■ Non-consolidated

Billions of yen

	FY2020	FY2021	YoY	
			amount	%
Sales	40.6	42.5	+1.9	+4.7%
Gross Operating Income (Gross profit margin)	8.7 (21.4%)	9.7 (22.8%)	+1.0 (+1.4pt)	+11.5%
SG&A expense	6.3	6.6	+0.3	+4.8%
Operating income (Operating profit margin)	2.4 (5.9%)	3.1 (7.3%)	+0.7 (+1.4pt)	+29.2%

- ✓ One-time increase in income of approximately 0.4 billion yen,
  - Gain of approx. 0.3 billion yen on reversal of provision for loss on construction contracts in the Middle East
  - Gain of approx. 0.1 billion yen on reversal of allowances for previous doubtful accounts.
- ✓ Operating income also increased due to increased sales and higher gross margin, despite a 0.3 billion yen increase in SG&A expenses.

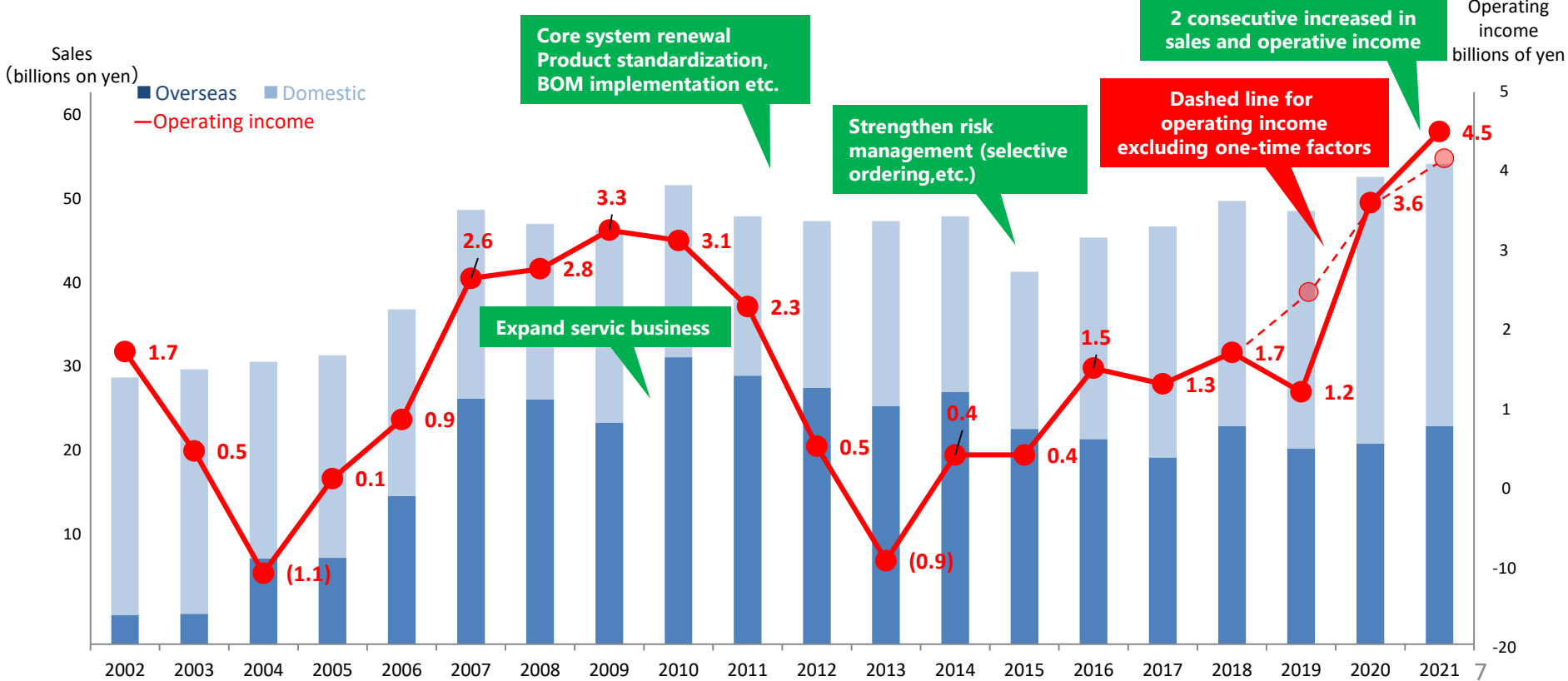
## ■ Subsidiaries

Billions of yen

	FY2020	FY2021	YoY	
			amount	%
Sales	10.2	9.7	-0.5	-4.9%
Gross Operating Income (Gross profit margin)	4.8 (47.1%)	5.4 (55.7%)	+0.6 (+8.6pt)	+12.5%
SG&A expense	3.6	4.0	+0.4	+11.1
Operating income (Operating profit margin)	1.2 (11.8%)	1.4 (14.4%)	+0.2 (+2.6pt)	+16.7%

- ✓ Major reason of decreased sales was the exclusion of our subsidiary in Indonesia from the scope of consolidation
- ✓ Gross operation income increased 0.6 billion yen driven by increased revenue and profit at our manufacturing subsidiary in China and a recovering performance at our service subsidiary in the UAE.
- ✓ Despite the increase in SG&A expenses, operating income also increased due to a significant rise in gross profit margin.

# Sales and Operating Income in the Last 20 Years



# FY2021 summary

- ✓ Achieved **record highs** in **order received, sales and operating income**

Public-sector: Delivered consistent orders for specially engineered pumps to mitigate heavy flooding, following an increasing demand for disaster prevention and disaster mitigation.

Private-sector : -Increased orders for engineered pumps for biomass power plants and GTCC power plants.

-Strong orders for the Eco-Pumps, standard pumps, driven by increase capital investments by semiconductor manufacturers.

Overseas : Significant increase in seawater desalination and large-scale irrigation pumps for the Middle East and North Africa markets.

- ✓ **Corporate fundamental strength was enhanced and profitability increased.**



【1】 FY2021 Financial Results

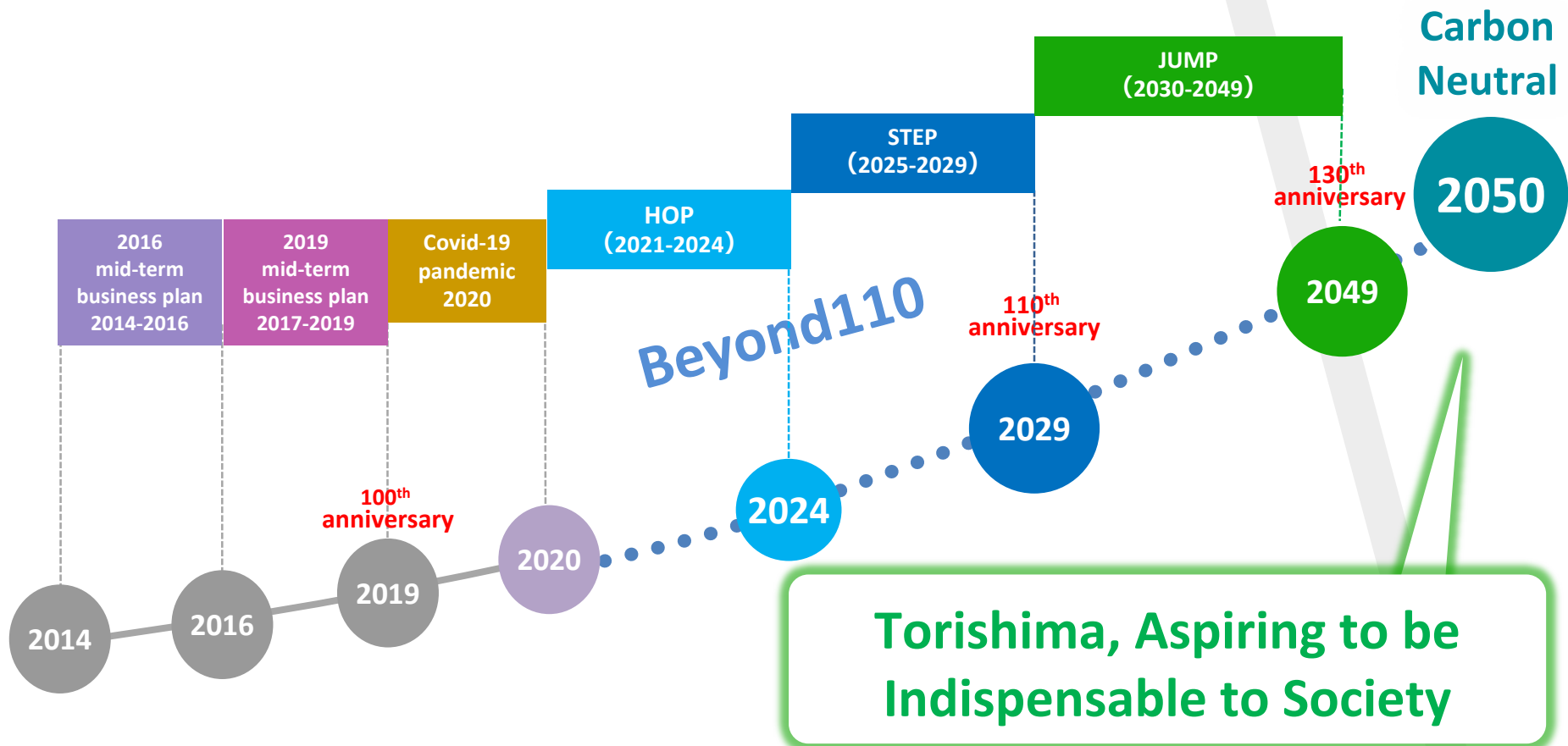
**【2】 Medium-term Business Plan Progress and  
Growth Strategy**

【3】 FY2022 Outlook

# Changes in the External Environment and Our Activities

Changes in the external environment		Current situations	Our business activities up to FY2021	Management issues
Long-term trend	Carbon-neutral	<ul style="list-style-type: none"> <li>Accelerated switch from fossil fuel to renewable energy and secondary energy that does not emit CO2</li> <li>Increased heavy flooding driven by global warming</li> </ul>	<ul style="list-style-type: none"> <li>Develop products that reduce CO2 emissions with energy-efficiency technologies</li> <li>Develop products to mitigate heavy flooding</li> <li>Start development of products for secondary energy such as liquefied ammonia and hydrogen</li> </ul>	Enhance environmental management, information disclosure in line with TCFD recommendations
	Low birthrate and aging society	<ul style="list-style-type: none"> <li>Rapid decline in population and aging society</li> <li>Shortage of human resources and difficulty in handing down technical skills to the next generations</li> </ul>	<ul style="list-style-type: none"> <li>Promote data utilization such as smart maintenance services</li> <li>Continuously improve productivities</li> </ul>	<ul style="list-style-type: none"> <li>Promote DX</li> <li>Accelerate 3D engineering in manufacturing</li> </ul>
Short-term trend	Covid-19	<ul style="list-style-type: none"> <li>Procurement difficulties and price hikes for raw materials and parts</li> <li>Soaring shipping costs and uncertainty of delivery time resulting from shortage of containers</li> </ul>	<ul style="list-style-type: none"> <li>Expand global supply chain</li> <li>Review transportation methods and improve inventory management</li> <li>Negotiate with customers on prices and delivery time</li> </ul>	<ul style="list-style-type: none"> <li>Multiplexing of procurement and production bases closer to end users</li> </ul>
	Russia and Ukraine crisis			
	Depreciation of the Japanese Yen	<ul style="list-style-type: none"> <li>Continues of yen depreciation</li> </ul>	<ul style="list-style-type: none"> <li>Minimize foreign exchange risks with forward exchange contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Further strengthen global supply chain structure</li> </ul>

# Torishima's Long-term Vision towards Carbon-neutral 2050



# Beyond110 - Medium-term Business Plan Looking Ahead to a Long-term Vision

## Beyond110

2013 — 2019

**Build a solid foundation to make a step change beyond the 100<sup>th</sup> anniversary of its founding.**

- ✓ Enhance core products
- ✓ Promote energy-efficiency initiatives
- ✓ Expand after-sales service business network
- ✓ Accelerate TR-COM (IoT)
- ✓ Standardize pump products
- ✓ Innovate core IT system

2020

- Covid-19
- Normalize working-from-Home style
- Promote work style reforms
- Complete New HQ factory & office

2021 — 2024(HOP)

**Short-term business plans contributing to society (Strengthen our existing competence by far)**

1. Boost Energy-efficiency Initiative with the Super-Eco Pumps
2. Enhance Technology for Specially Designed Pumps to Mitigate Heavy Flooding
3. Promote Smart Maintenance Service based on Data with TR-COM
4. Develop Pumps to Handle Ammonia

**Mid- and Long-term business plans contributing to society (Develop new product and technologies)**

5. R&D for Hydrogen, CO2 Pumps ▶ Launch Products for this Mew Market
6. Invest in Wind Power Business ▶ Maintenance Services including Offshore Wind Power Plants

2025 — 2029(STEP)

110<sup>th</sup>

2030-(JUMP)

**Sustainably enhancing corporate value through products and services that solve social issues**

— Essential Foundation —

**「Maximize Employees' Energy」 「ESG Management」**

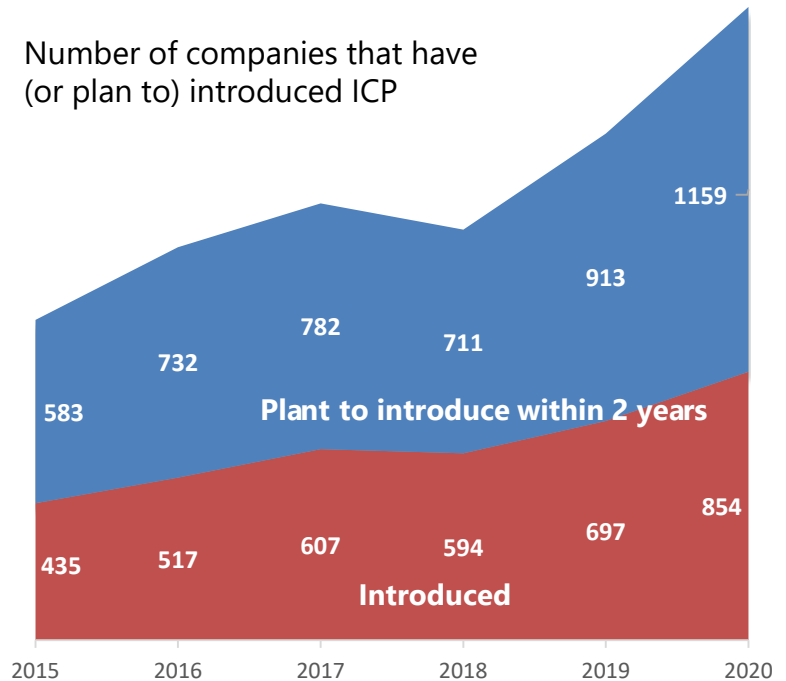
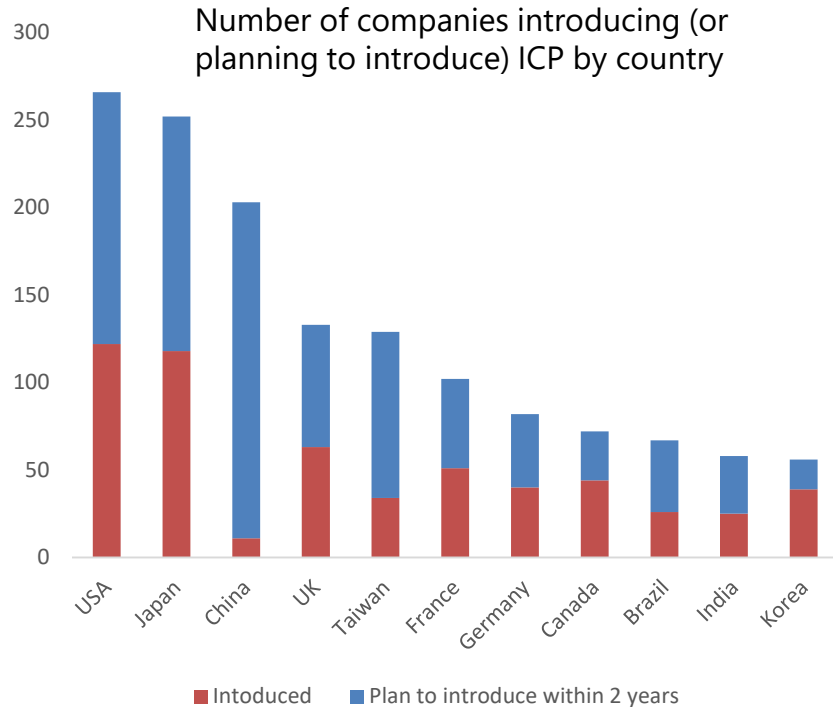
# Progress in Medium-term Business Plan

Short-term business plans	On-going initiatives	Future initiatives
Boost Energy-efficiency Initiative with the Super-Eco Pumps	<ul style="list-style-type: none"> <li>Focus on advanced hydraulic design and manufacturing improvements with a continued focus on high-efficiency Eco-Pumps</li> </ul>	<ul style="list-style-type: none"> <li>Bring the Eco-Pumps into the market with the world's highest level of efficiency</li> <li>Start operation of 3D manufacturing</li> <li>Actively promote "Go Green with Pumps"</li> </ul>
Enhance Technology for Specially Designed Pumps to Mitigate Heavy Flooding	<ul style="list-style-type: none"> <li>Propose our unique technology to government agencies and consultants.</li> <li>Earn a high reputation for products to mitigate heavy flooding.</li> </ul>	<ul style="list-style-type: none"> <li>Expect continual orders driven by the "Five-Year Acceleration of Measures for Disaster Prevention, Mitigation, and National Land Resilience"</li> <li>Further development of our unique technology and new products for flood mitigation.</li> <li>Expand overseas markets, expect a break-through in such markets in the UK</li> </ul>
Promote Smart Maintenance Service based on Data with TR-COM	<ul style="list-style-type: none"> <li>Collect a large amount of data along with increasing orders of rotating machinery monitoring system, TR-COM</li> <li>Propose condition-based maintenance, CBM</li> </ul>	<ul style="list-style-type: none"> <li>Meet the needs of "Smart Maintenance" associated with the partial revision of the High Pressure Gas Safety Act, etc. in 2022</li> <li>Improve accuracy of failure prediction by analyzing collected data (e.g., use of AI)</li> </ul>
Develop Pumps to Handle Ammonia	<ul style="list-style-type: none"> <li>Participate in Japan's first demonstration project of 20% ammonia co-firing power generation</li> </ul>	<ul style="list-style-type: none"> <li>Develop new products and bring them into the market</li> <li>Expand alliances with leading-edge companies</li> </ul>

Mid- and Long-term business plans	On-going initiatives	Future initiatives
R&D for Hydrogen, CO2 Pumps	<ul style="list-style-type: none"> <li>• Launch the innovation for new product development               <ul style="list-style-type: none"> <li>– Industry-university joint development</li> <li>– Collaboration with cutting-edge companies</li> </ul> </li> <li>• Acquire British and Australian service companies to enter new markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue development and investment in testing facilities</li> </ul>
Invest in Wind Power Business	<ul style="list-style-type: none"> <li>• Increasing competition in the offshore wind market</li> <li>• Focus on new construction and reconstruction of onshore wind power and service business</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest in human resources and promote service technology development</li> <li>• Maintain and expand collaboration with EES (EOS Engineering &amp; Services Co.</li> </ul>

## Actively Promote “Go Green with Pumps” for Companies Introducing ICP

More than 2,000 companies worldwide have (or plan to) introduce ICP, and the number is increasing. In Japan, about 250 companies are planning to introduce ICP.



# Promotion of Smart Maintenance and TR-COM



2015 Launched the development of rotating machinery monitoring system, TR-COM



2018 Commence sales providing differentiation from other companies with our unique service with our accumulated expertise over many years as a manufacturer of rotating machinery.



2021 Steadily expanding track record. Also began the development of monitoring system using AI, etc.



2022 **Cabinet approved a law partially amending the High Pressure Gas Safety Act, etc.**  
**Promotion of Smart maintenance:** The law allows “business operators that can independently ensure advanced maintenance while utilizing technology” to review inspection procedures according to their security capabilities, based on the premise that safety is ensured.

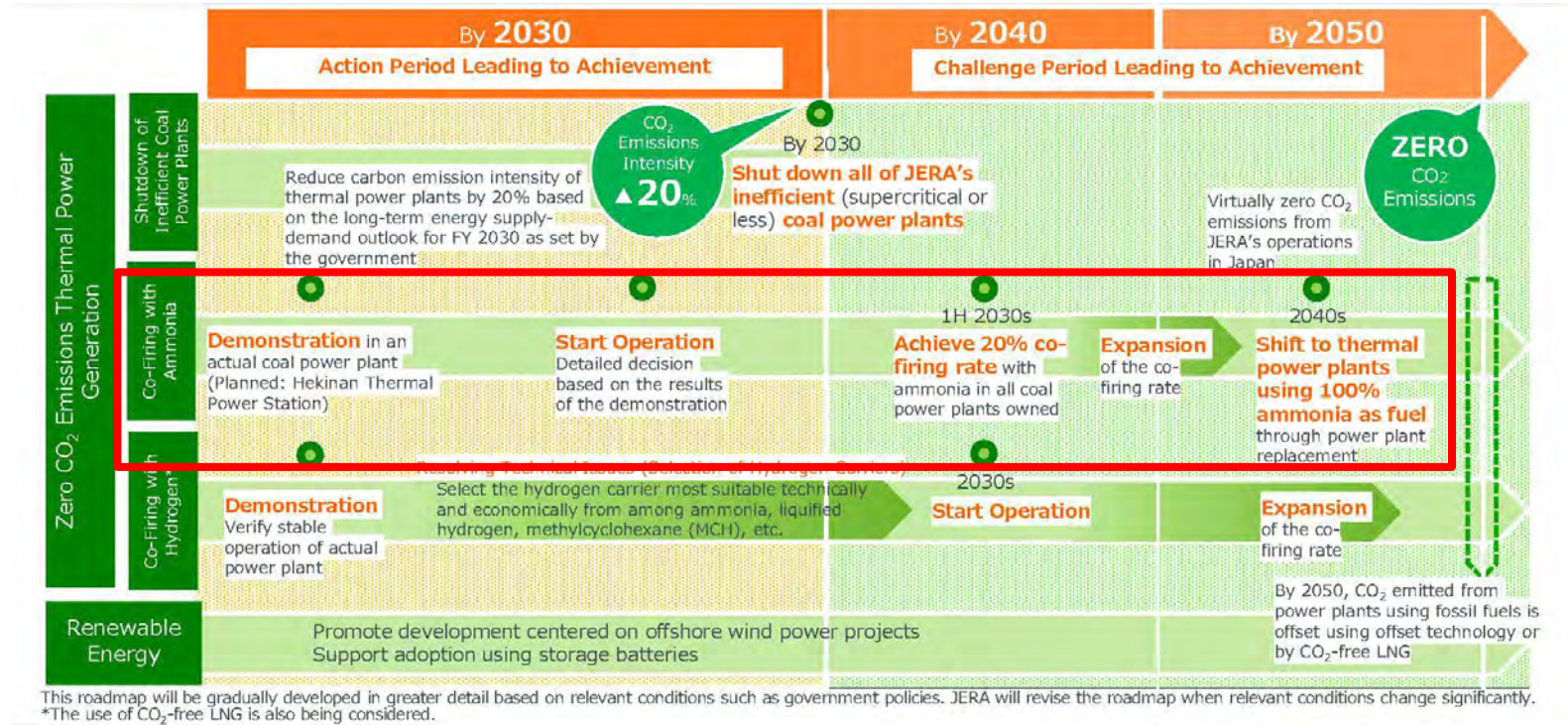


**Expect strong demands for the TR-COM  
which can provide advanced maintenance with IoT and AI**



# Orders received for Pumps for a Demonstration Project of 20% Ammonia Co-firing Power Generation

Participate in Japan's first demonstration project of 20% ammonia co-firing power generation promoted by JERA Corporation. Large amounts of ammonia need to be liquefied and transported, expecting the demands for pumps.

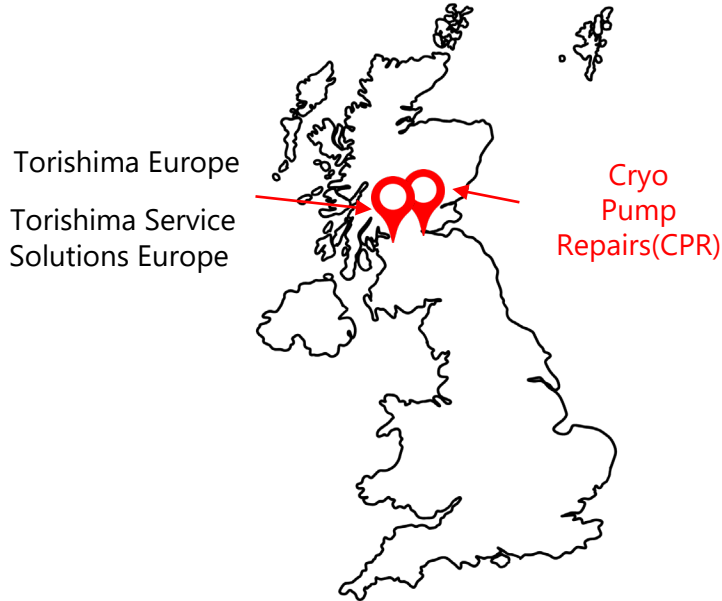


# Acquired British and Australian Service Companies to Enter New Markets.

## Cryo Pump Repairs Ltd.



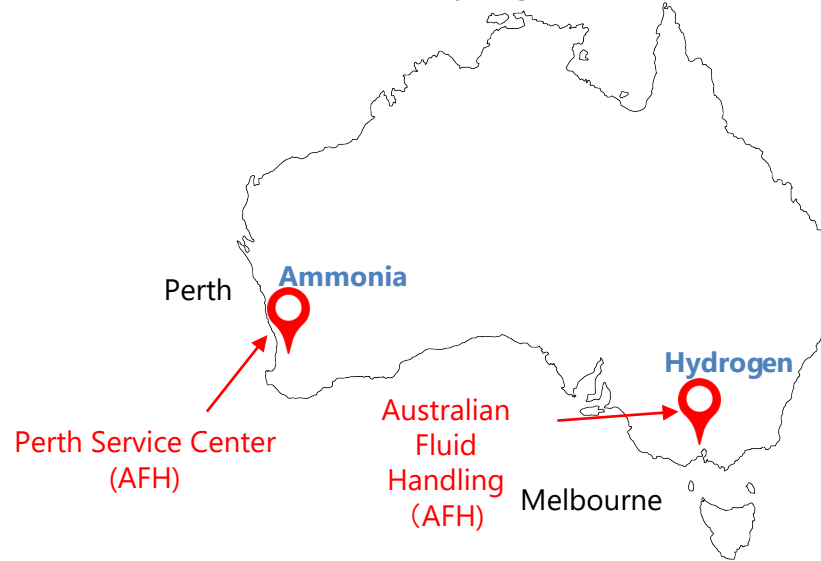
Has expertise in maintenance of cryogenic pumps for LNG. We will create synergies for the development of cryogenic pumps for ammonia and hydrogen.



## Australian Fluid Handling Pty Ltd



Has expertise in maintenance of pumps for the oil & gas and mining industries. This will create a stepping-stone to enter the hydrogen and ammonia markets with its location advantages. Australia being forecast as a transportation base for hydrogen and ammonia.



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# Outlook for FY2022

Billions of yen

	FY2021 Results	FY2022 Outlook	YoY	
			Amount	%
Orders Received	67.9	57.0	-10.9	-16.1%
Sales	52.2	62.0	+9.8	+18.8%
Gross Operating Income (Gross profit margin)	15.1 ( 28.9%)	16.4 (26.5%)	+1.3 (-2.4pt)	+8.6%
SG&A expense	10.6	11.4	+0.8	+7.5%
Operating income (Operating profit margin)	4.5 (8.6%)	5.0 (8.1%)	+0.5 (-0.5pt)	+11.1%
Non-operating Profit or loss	5.2	5.0	-0.2	-3.8%
Ordinary income	3.6	3.7	+0.1	+2.8%

Foreign exchange rate (1USD)

¥122.39 at 31<sup>st</sup> Mar 2022

assumptions ¥125

■ Non-consolidated

Billions of yen

	FY2021 Results	FY2022 Outlook	YoY	
			Amount	%
Sales	42.5	51.0	+8.5	+20.0%
Gross Operating Income (Gross profit margin)	9.7 (22.8%)	10.6 (20.8%)	+0.9 (-2.0pt)	+9.3%
SG&A expense	6.6	7.1	+0.5	+7.6%
Operating income (Operating profit margin)	3.1 (7.3%)	3.5 (6.9%)	+0.4 (-0.4pt)	+12.9%

■ Subsidiaries

Billions of yen

	FY2021 Results	FY2022 Outlook	YoY	
			Amount	%
	9.7	11.0	+1.3	+13.4%
	5.4 (55.7%)	5.8 (52.7%)	+0.4 (-3.0pt)	+7.4%
	4.0	4.3	+0.3	+7.5%
	1.4 (14.4%)	1.5 (13.6%)	+0.1 (-0.8pt)	+7.1%

# Major Capital Investments for Further Growth

Millions of yen

	FY2021 Results	FY2022 Plan	YoY	Aims
Casting equipment	0	2,130	+2,130	<b>Renewal of foundry shop</b> Investments to maintain the strengths of a pump manufacturer with its own in-house foundry shop (Improvement for Safety, Environment, and Productivity)
Manufacturing Innovation	180	520	+340	<b>· Manufacturing Innovation with Advanced Technology</b> Investment in manufacturing using metal 3D additive manufacturing and sand lamination 3D printers, etc.
R&D	330	500	+170	Development of new products related to ammonia and hydrogen
<b>Total</b>	<b>510</b>	<b>3,150</b>	<b>+2,640</b>	

# Progress of Mid-term Business Plan and outlook

- ✓ The company's profitability has improved due to consolidated efforts in recent years - almost reaching our FY2024 plan.
- ✓ Expect increased sales and profits due to our large backlog of orders in FY2021.
- ✓ The medium-term management plan is not revised, and the company will continue to focus on "quality over quantity" and aim to achieve profit targets.

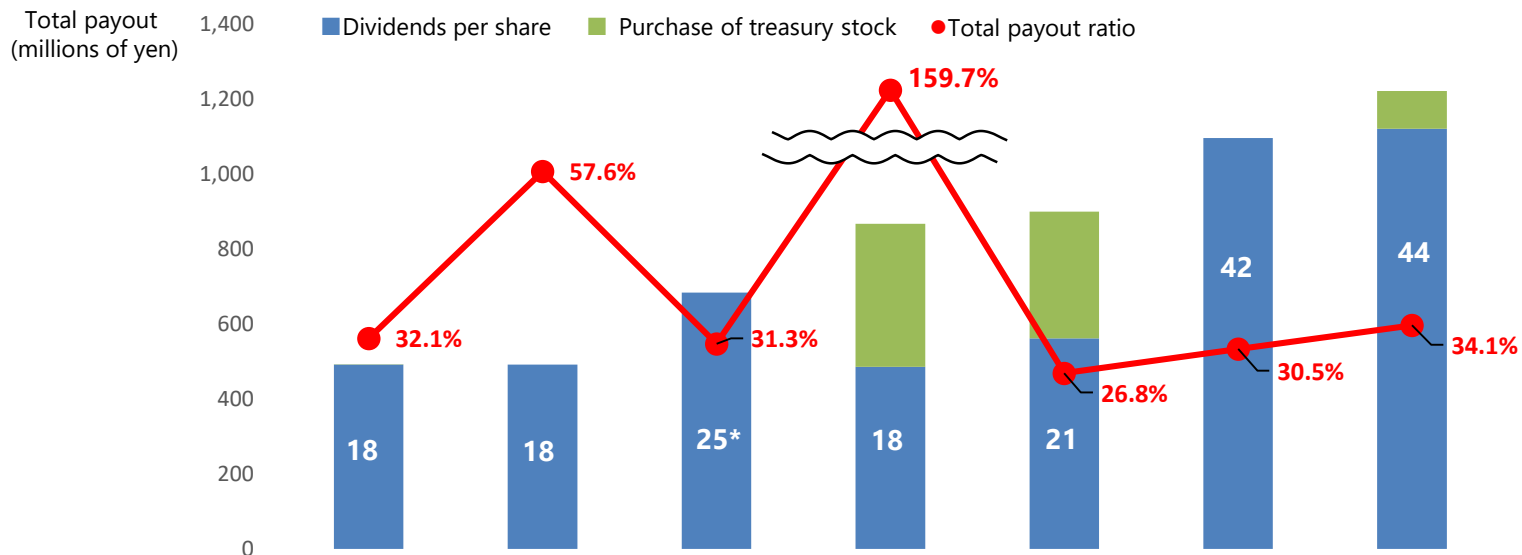
	FY2021		FY2022 Outlook	FY2024 plan	FY2029 Plan
	Initial plan	Results			
Sales	52.0	52.2	62.0	55.0	More than 60.0
Operating Income (Operating profit margin)	3.6 (6.9%)	4.5 (8.6%)	5.0 (8.1%)	4.4 (8.0%)	More than 5.0 (more than 8.3%)
Ordinary Income (Ordinary profit margin)	3.8 (7.3%)	5.2 (10.0%)	5.0 (8.1%)	4.7 (8.5%)	More than 5.6 (more than 9.3%)
ROE	7.0%	9.3%	8.8%	8.5%	More than 8.5%
Total Payout Ratio	31.6%	30.5%	34.1%	Aim to 40%	More than 40%

\*Plans to purchase 100 million yen of treasury stock



# Shareholder Return

FY2022, Plan to pay an annual dividend of 44 yen/share, an increase of 2 yen from the previous year, and purchase 100 million yen of treasury stock.



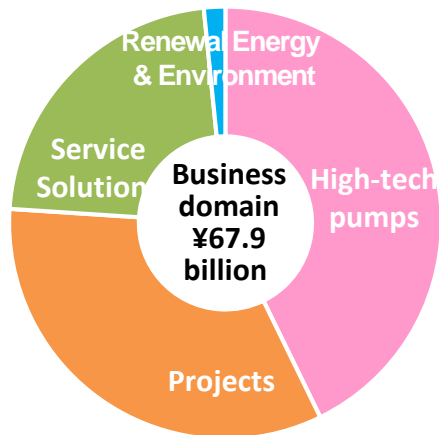
	2016	2017	2018	2019	2020	2021	2022 (plan)
Annual dividends per share(yen)	18	18	25*	18	21	42	44
Purchase of treasury stock (Millions of yen)	1	0	0	382	338	0	100
Total payout ratio(%)	32.1%	57.6%	31.3%	159.7%	26.8%	30.5%	34.1%

\*Includes 100th anniversary dividend of 7 yen

# Appendix

# Business Domain and Segment

(composition ratio based on FY2020 order received)



## High-tech Pumps

Large-size engineered pumps for thermal power plants, seawater desalination plants, water and wastewater pumping stations and irrigation plants. And small-sized engineered pumps, The Eco-Pump™ for general industries.

## Project

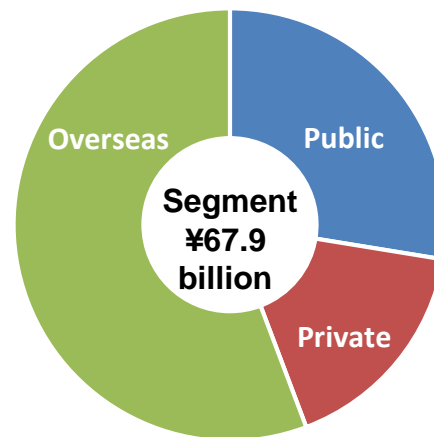
EPC project (engineering, procurement, construction) for turnkey pumping stations

## Service Solutions

After-sales services including maintenance, inspection, REDU (Re Engineering & Design Up), spare parts replacement, overhaul and dispatch of SV etc.

## Renewal Energy & Environment

Wind power generation, Mini- & Micro-hydro generation



## Public-sector

For national and local governments in Japan for water and wastewater facilities, drainage facilities, irrigation facilities, etc.

## Private-sector

For private companies in Japan for thermal power plants (for business use, including biomass power generation, waste incineration power generation, and private power generation), various factories in general industries, building equipment, commercial facilities, etc.

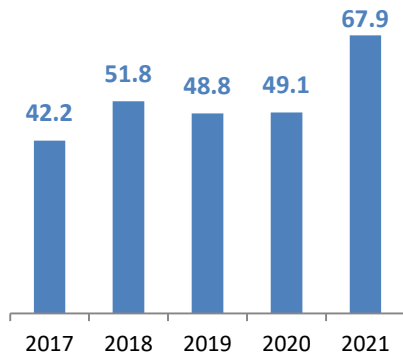
## Oversees

For overseas seawater desalination plants, power plants, water and wastewater pumping stations and irrigation plants.

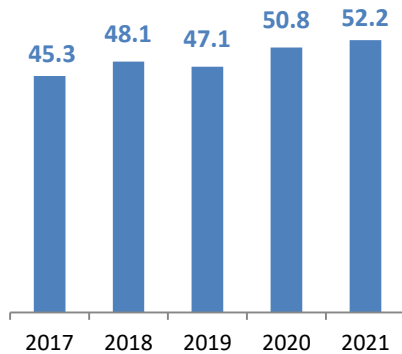
# 5 Year Summaries Business Performance

Billions of yen

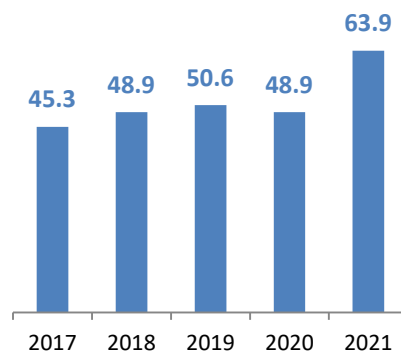
### Order received



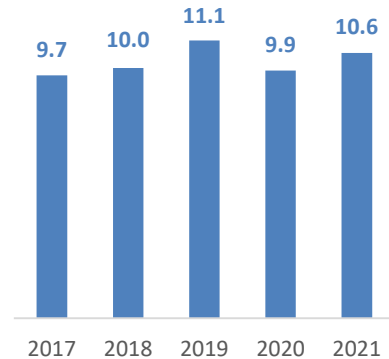
### Sales



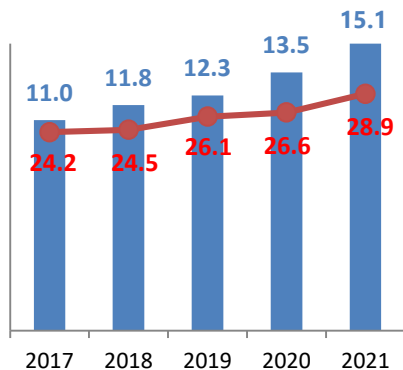
### Order backlog



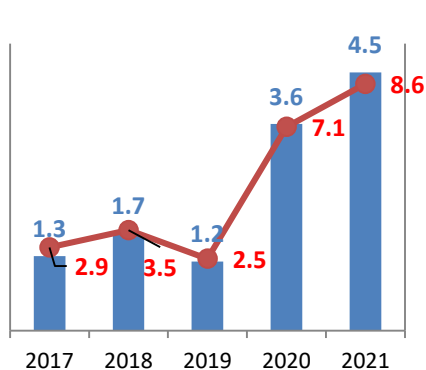
### SG&A expences



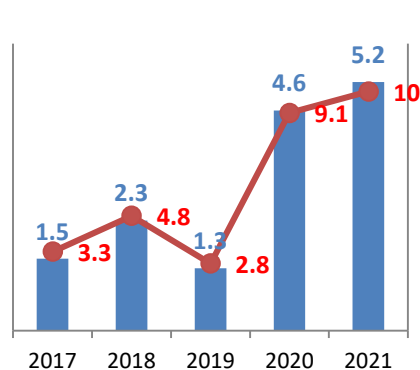
### Gross Operating Income /Profit Margin(%)



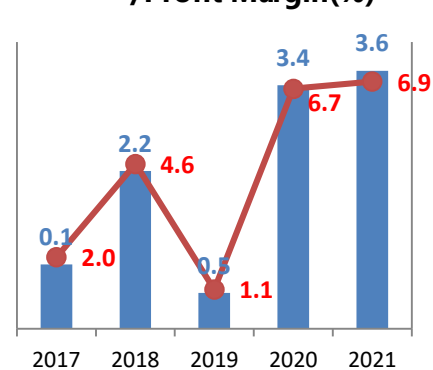
### Operating Income /Profit Margin(%)



### Ordinary Income /Profit Margin(%)



### Net Income /Profit Margin(%)



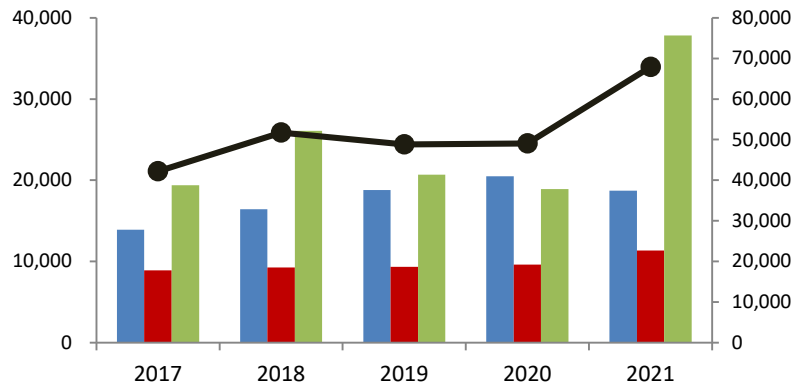
# Orders received, Sales and Orders Backlog by segment

Millions of yen

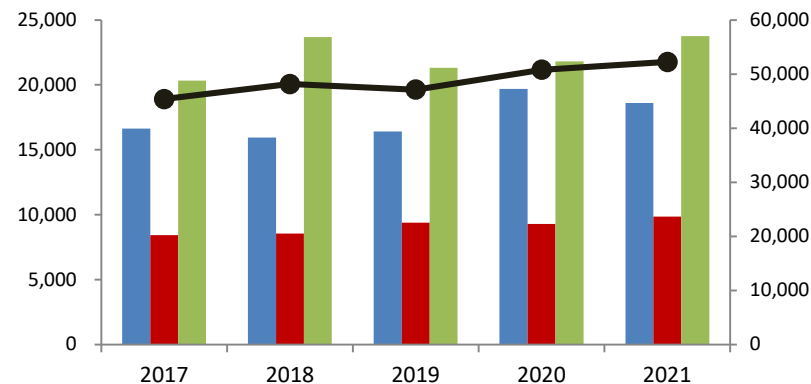
		FY2020			FY2021		
		Orders received	Sales	Order Backlog	Orders received	Sales	Order Backlog
Public sector		20,504	19,682	15,808	18,715	18,612	15,272
	YoY rate	9.0%	19.9%	5.5%	-8.7%	—	—
Private sector		9,623	9,297	6,724	11,334	9,862	8,197
	YoY rate	3.0%	-1.0%	5.1 %	17.8%	—	—
Overseas		18,928	21,807	26,374	37,837	23,765	40,446
	YoY rate	-8.4%	2.2%	-9.8%	99.9%	—	—
Total		49,055	50,787	48,908	67,887	52,240	63,916
	YoY rate	0.4%	7.7%	-3.4%	38.4%	—	—

# Orders received, Sales and Orders Backlog by segment

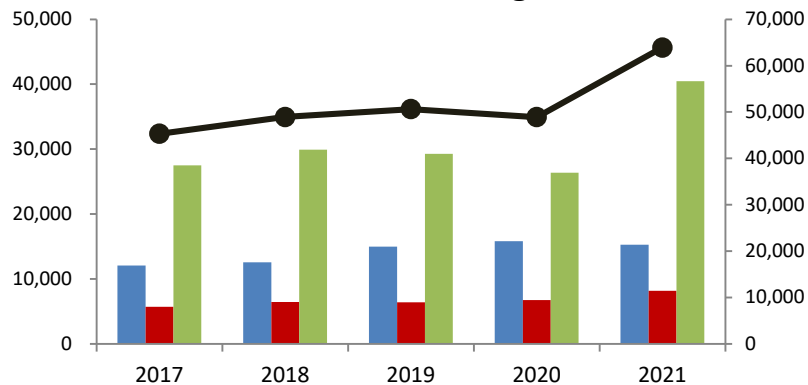
## Orders received



## Sales



## Order backlog



Left

Public Private Overseas

Total

Total

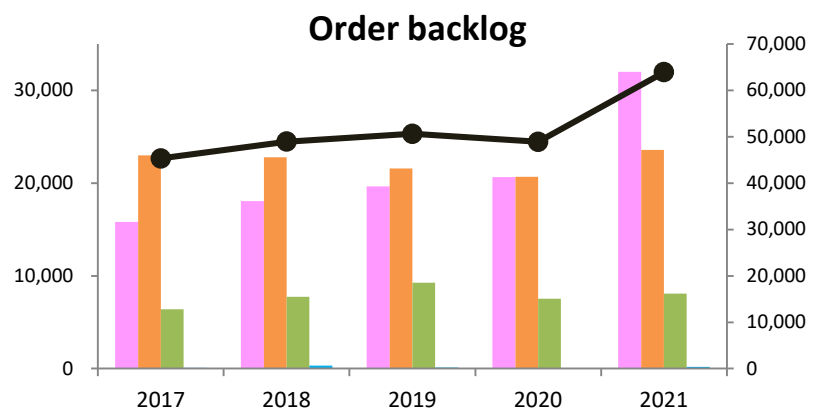
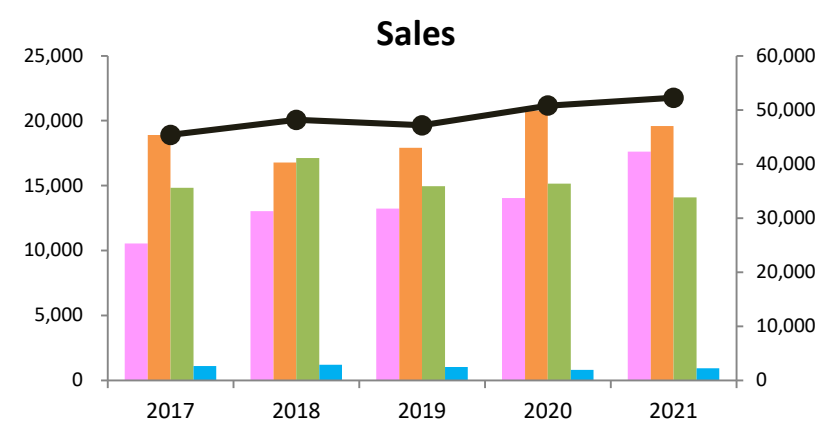
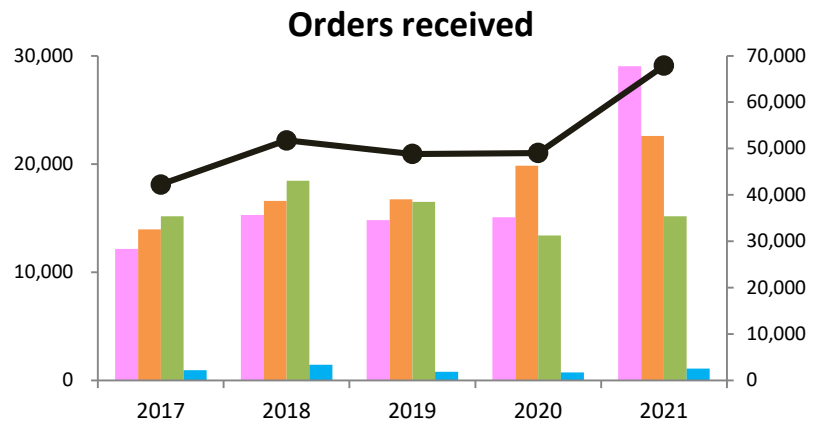
Millions of yen

# Orders received, Sales and Orders Backlog by Business Domain

Millions of yen

		FY2020			FY2021		
		Orders received	Sales	Order Backlog	Orders received	Sales	Order Backlog
High-tech Pumps		15,068	14,050	20,660	29,035	17,619	32,076
	YoY rate	1.7%	6.1%	5.2%	92.7%	—	—
Projects		19,849	20,765	20,682	22,585	19,592	23,583
	YoY rate	18.7%	15.9%	-4.2%	13.8%	—	—
Service Solutions		13,396	15,154	7,533	15,180	14,087	8,079
	YoY rate	-18.7%	1.5%	-18.9%	13.3%	—	—
Renewable Energy & Environment		742	818	33	1,087	942	178
	YoY rate	-6.8%	-20.4%	-70.0%	46.5%	—	—
Total		49,055	50,787	48,908	67,888	52,240	63,916
	YoY rate	0.5%	7.8%	-3.4%	38.4%	—	—

# Orders received, Sales and Orders Backlog by Business Domain



Left

- High-tech Pumps
- Projects
- Service Solutions (aftermarket service)
- Renewable Energy and Environment

Right

- Total

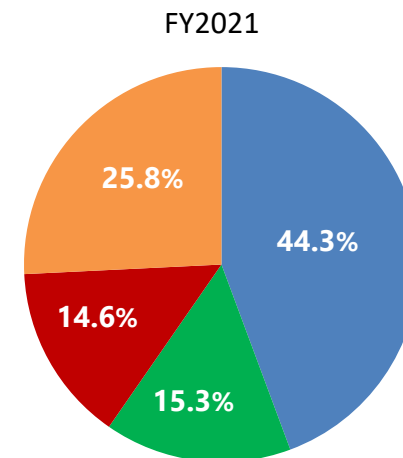
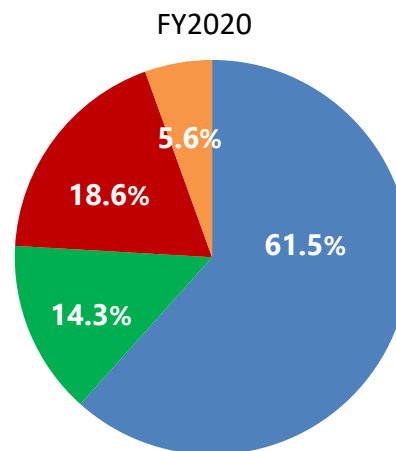
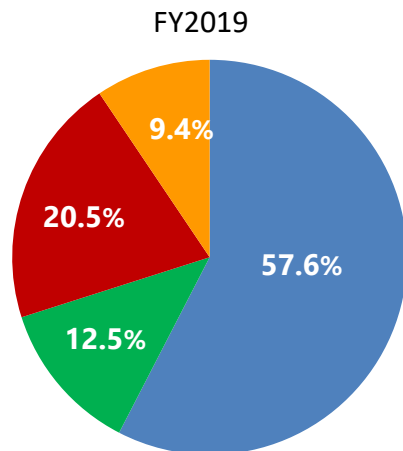
Millions of yen



# Orders Received Breakdown by Region

Billions of yen

	Japan	Overseas	Breakdown			Total
			Asia	Middle East	Other	
FY2019	28.1 (57.6%)	20.7 (42.4%)	6.1 (12.5%)	10.0 (20.5%)	4.6 (9.4%)	48.8
FY2020	30.2 (61.5%)	18.9 (38.5%)	7.0 (14.3%)	9.2 (18.6%)	2.7 (5.6%)	49.1
FY2021	30.1 (44.3%)	37.8 (55.7%)	10.4 (15.3%)	9.9 (14.6%)	17.5 (25.8%)	67.9

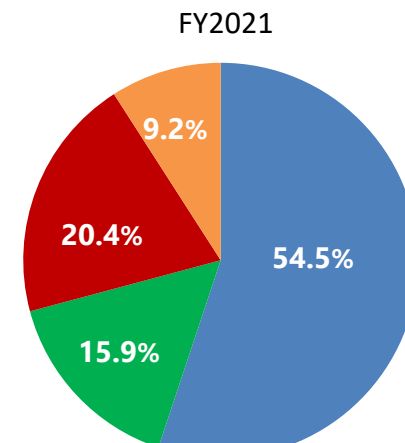
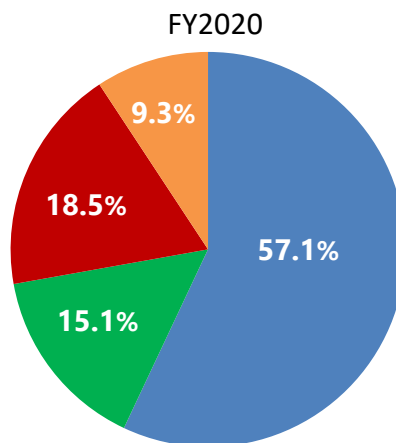
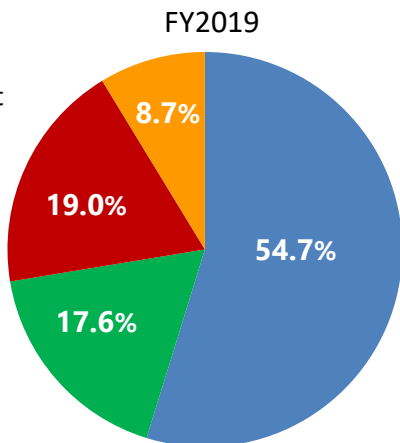


# Sales Breakdown by Region

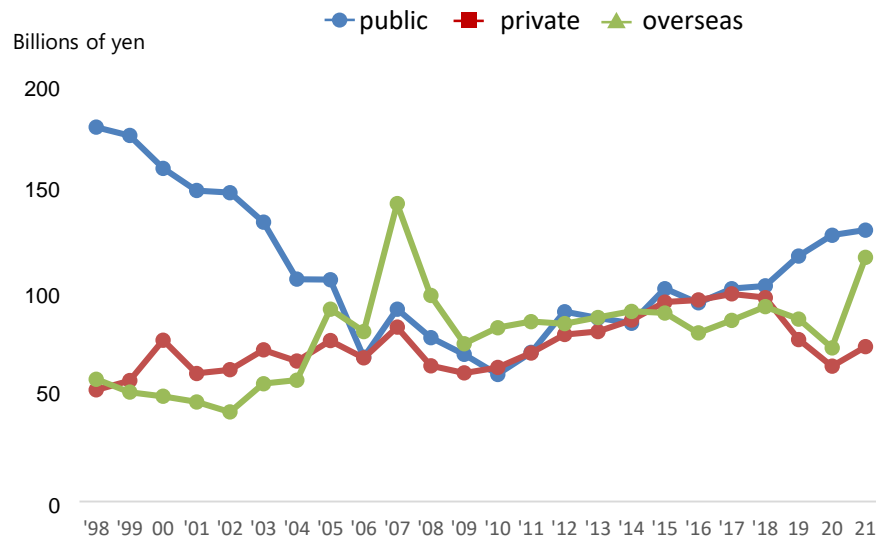
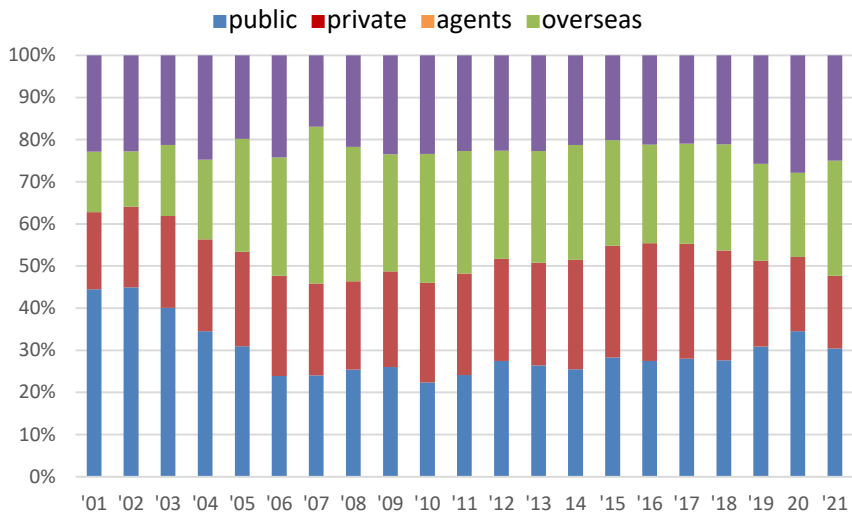
Billions of yen

	Japan	Overseas	Breakdown			Total
			Asia	Middle East	Other	
FY2019	25.8 (54.7%)	21.3 (45.3%)	8.3 (17.6%)	8.9 (19.0%)	4.1 (8.7%)	47.1
FY2020	29.1 (57.1%)	21.8 (42.9%)	7.7 (15.1%)	9.4 (18.5%)	4.7 (9.3%)	50.8
FY2021	28.4 (54.5%)	23.8 (45.5%)	8.3 (15.9%)	10.6 (20.4%)	4.8 (9.2%)	52.2

- Japan
- Asia
- Middle East
- Others



# Pump Market in Japan



	'01	'02	'03	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	14	'15	'16	'17	18	19	'20	'21	YoY
Public	149,806	148,831	134,685	107,124	106,948	69,504	92,722	79,096	70,999	61,305	71,888	91,545	88,445	85,859	102,582	95,735	102,616	103,944	118,299	128,270	130,755	110.5%
Private	61,733	63,572	73,130	67,732	77,537	69,286	84,067	65,471	62,051	64,668	71,698	80,560	81,964	87,442	96,140	97,087	100,023	98,293	78,094	65,184	74,655	114.5%
Overseas	48,032	43,247	56,846	58,578	92,770	81,919	143,535	99,326	76,108	83,883	86,763	85,712	88,787	91,612	90,925	81,236	87,290	93,926	87,941	74,124	117,690	158.8%
Agents	76,978	75,608	71,500	77,030	68,459	70,310	65,315	67,590	64,338	64,080	67,712	75,455	76,231	71,510	72,963	73,839	77,073	79,255	98,841	103,640	107,462	103.7%
Total	336,549	331,258	336,161	310,464	345,714	291,019	385,639	311,483	273,496	273,936	298,061	333,281	335,427	336,423	362,610	347,897	367,002	376,418	383,175	371,182	430,562	116.0%

Source: The Japan Society of Industrial Machinery Manufacturers

Forecasts regarding future performance in these materials are based on judgment made in accordance with information available at the time this presentation was prepared. Therefore, please notice that there is a risk or uncertainty that the actual results may be different from these predicted results, depending on various factors.

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