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Presentation Material for the Second Quarter of the FY Mar 2026

November 14 2025



Japan Elevator Service Holdings Co., Ltd.

(TSE Prime Market : 6544)





Summary review of the Six Months (Interim) for the FY Mar 2026

Confirming Steady Progress in both Sales and Profit

- Repair & Modernization continue to be strong
- Sales growth remained high at 16% YoY in the interim period

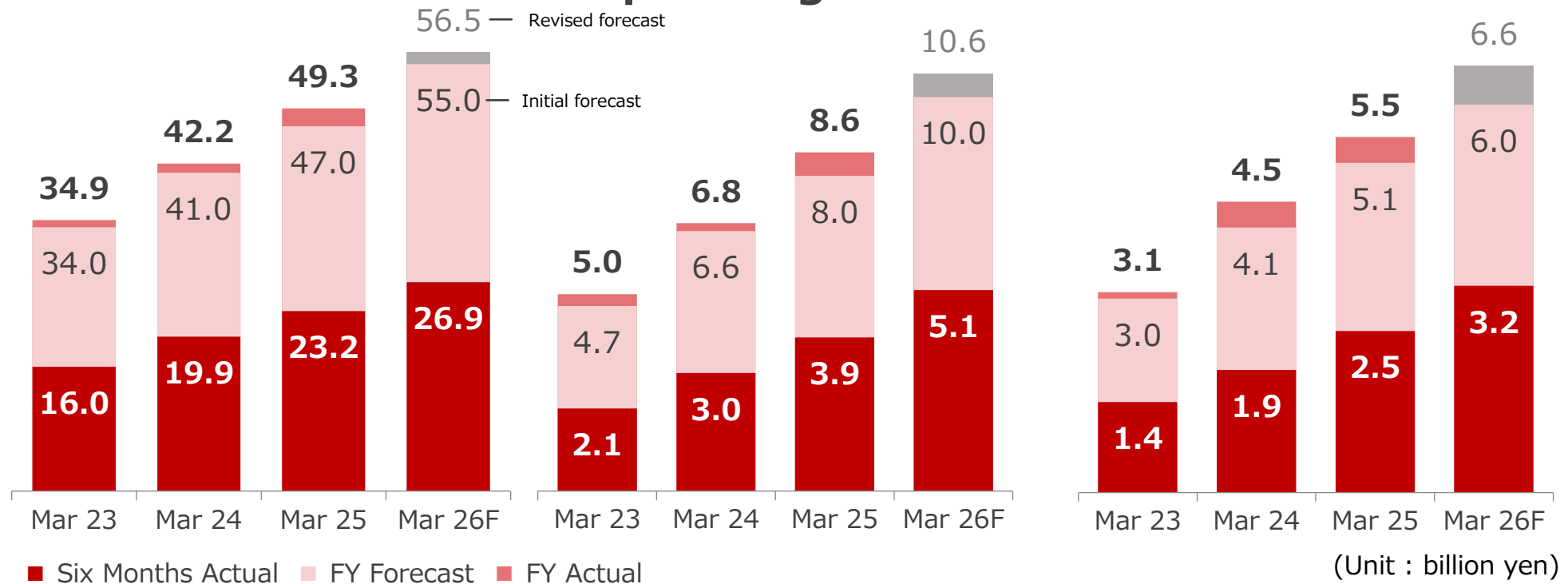
- Robust growth in OP was driven by productivity gains from increased contracts and controlled spending on SG&A expenses, with an increase of 31% YoY

- OP margin before goodwill amortization improved by 2.1 points to 19.6% from the last year, contributing to robust growth in profit

Net Sales

Operating Profit

Net Profit



- Based on steady growth in contracts and improved profitability driven by strong maintenance and modernization business, the company has raised its full-year forecast
 - For the FY ending March 2026, the company intends to increase its dividend to 19 yen from the previous year's actual amount of 15.5 yen[※], reflecting steady business growth. This represents a 3.50 yen increase from the previous year, with the payout ratio rising to 51.3%
- ※Adjusted for the two for one stock split effective October 1, 2025

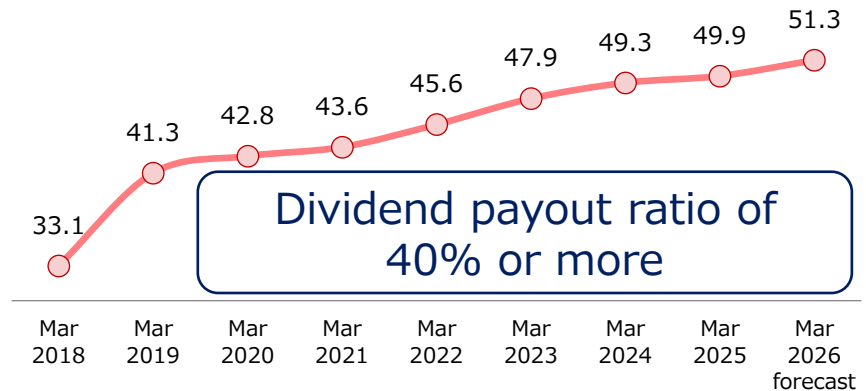
Summary of Revision

(millions of yen)

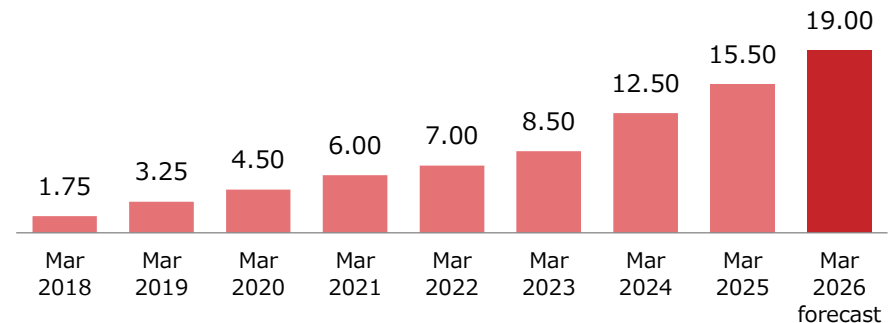
	Initial forecast	Revised forecast	Change
Maintenance & Repair	33,000	33,600	1.2%
Modernization	20,600	21,500	4.4%
Other	1,400	1,400	-
Net Sales	55,000	56,500	2.7%
Operating income	10,000	10,600	6.0%
Net income	6,000	6,600	10.0%
EPS (yen) [※]	33.68	37.06	10.0%
DPS (yen)	-	19.00	-

※Adjusted for the two for one stock split effective October 1, 2025

Dividend Payout Ratio (%)



Adjusted DPS (yen)



※The Company executed two for one stock splits of its common stock on October 1, 2025. The DPS amounts have been retroactively adjusted as if all stock splits had occurred at the beginning of the fiscal year ended March 31, 2017.

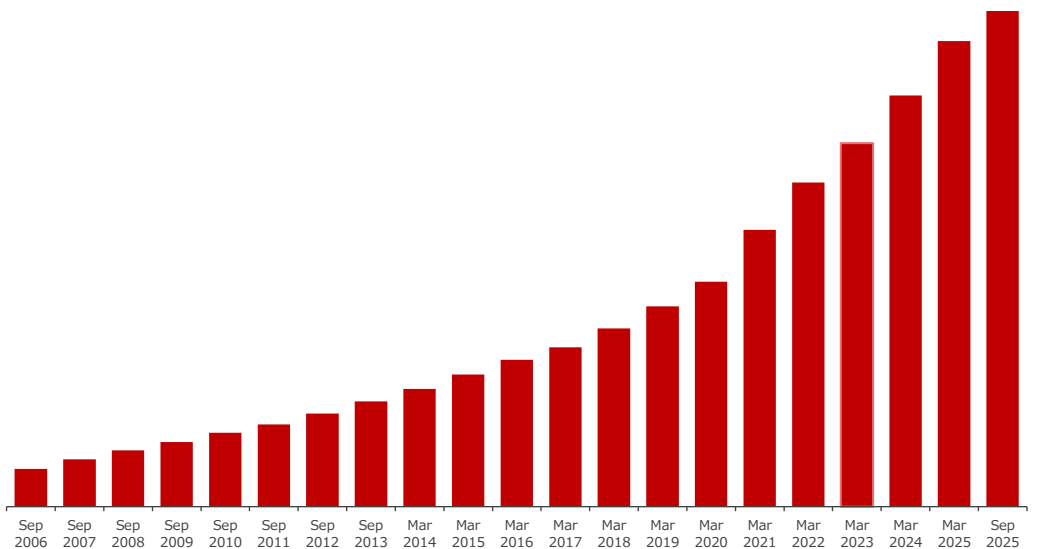


Management Review of the Six Months (Interim) for the FY Mar 2026

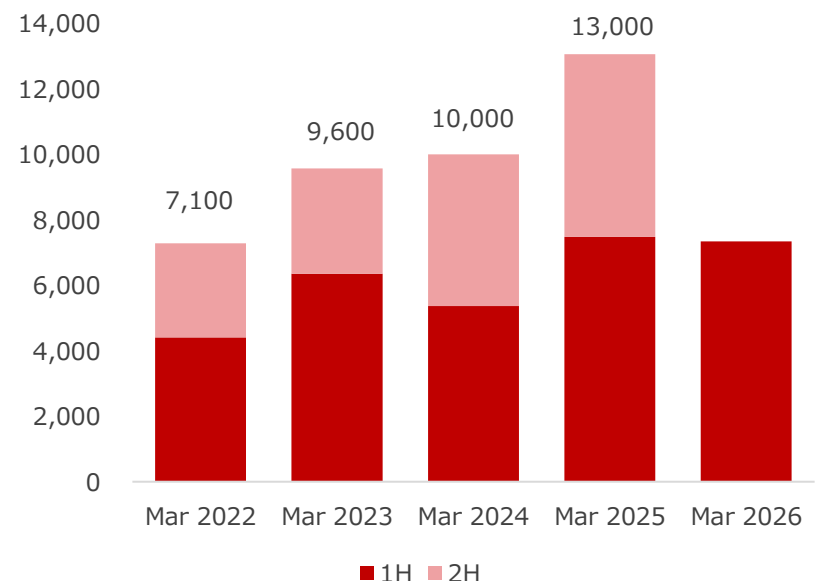
The business environment is favorable. Steady progress in both the number of contracts and repair sales

- As of the end of September 2025, the number of maintenance contracts exceeded 120,000
- Our share of the domestic elevator maintenance market is estimated at over 10%
- The number of contracts increased steadily across many channels, including building management, financial institutions, and bidding. The net increase achieved in the interim period was the same level as last year's, which was the highest level of organic growth. Progress against this year's targets of exceeding the previous year is steady
- Both repair contracts and completions increased significantly from the previous year due to the enhanced preventive maintenance based on data utilization and maintenance sales force's aggressive marketing
- Continue to improve work efficiency and customer satisfaction by enhancing the system, including expansion of property management system

Number of Domestic Maintenance Contracts



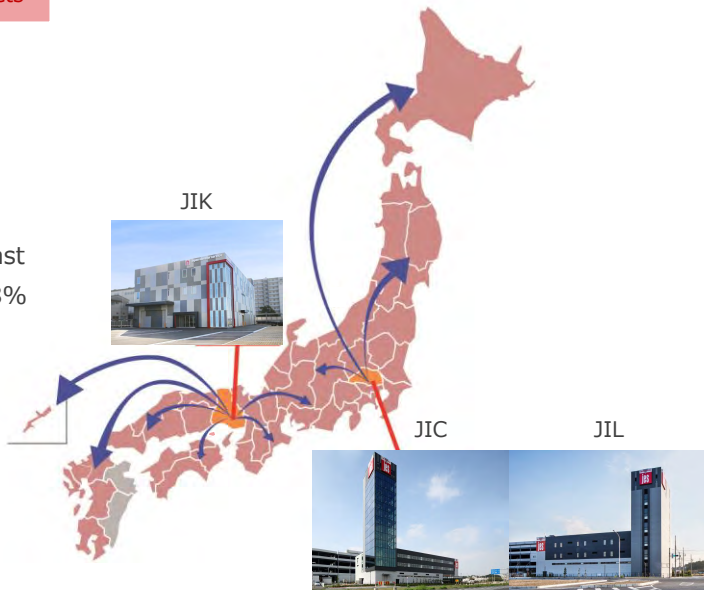
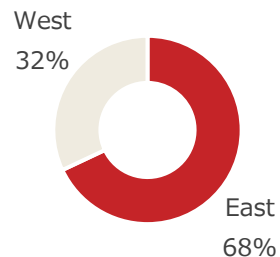
Number of Organic Net Increase



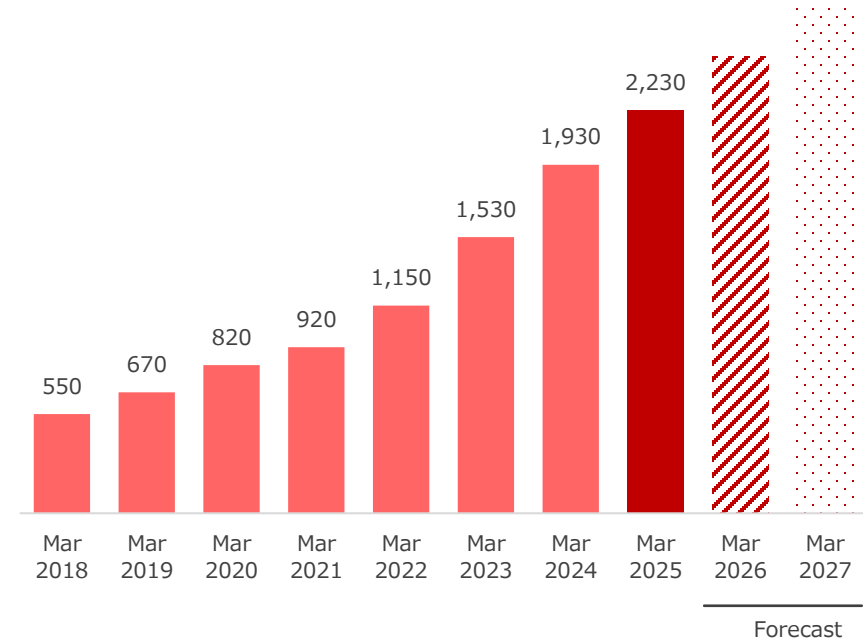
Record 1,200 units shipped in the interim period

- Modernization demand remains strong. With the increase in the maintenance contracts, the number of properties subject to modernization is also increasing
- Sales increased by over 20% thanks to aggressive pricing and volume growth
- Work with maintenance sales force to promote comprehensive proposals to major clients
- Continue to strengthen product line and build in-house installation team to improve profitability in modernization

Distribution of Contracts

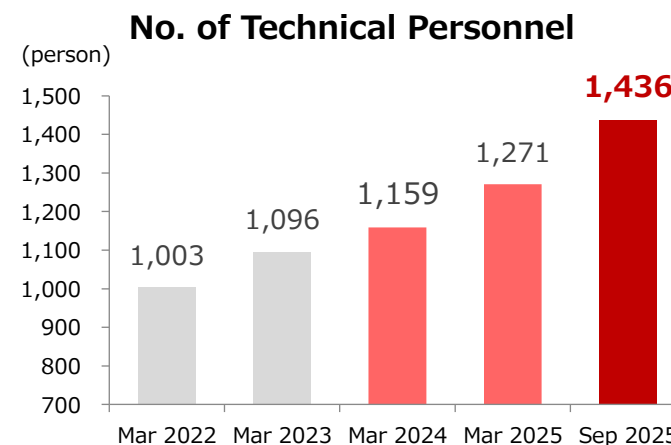
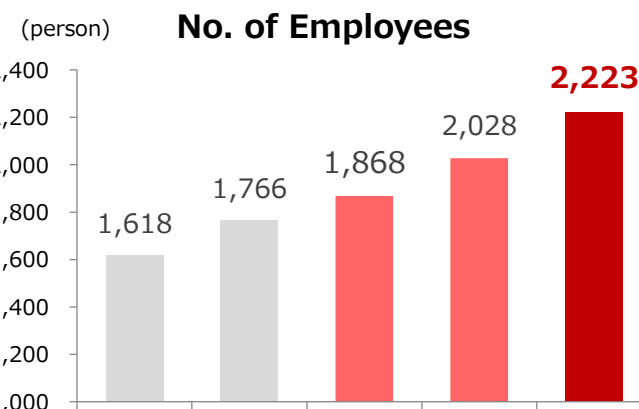
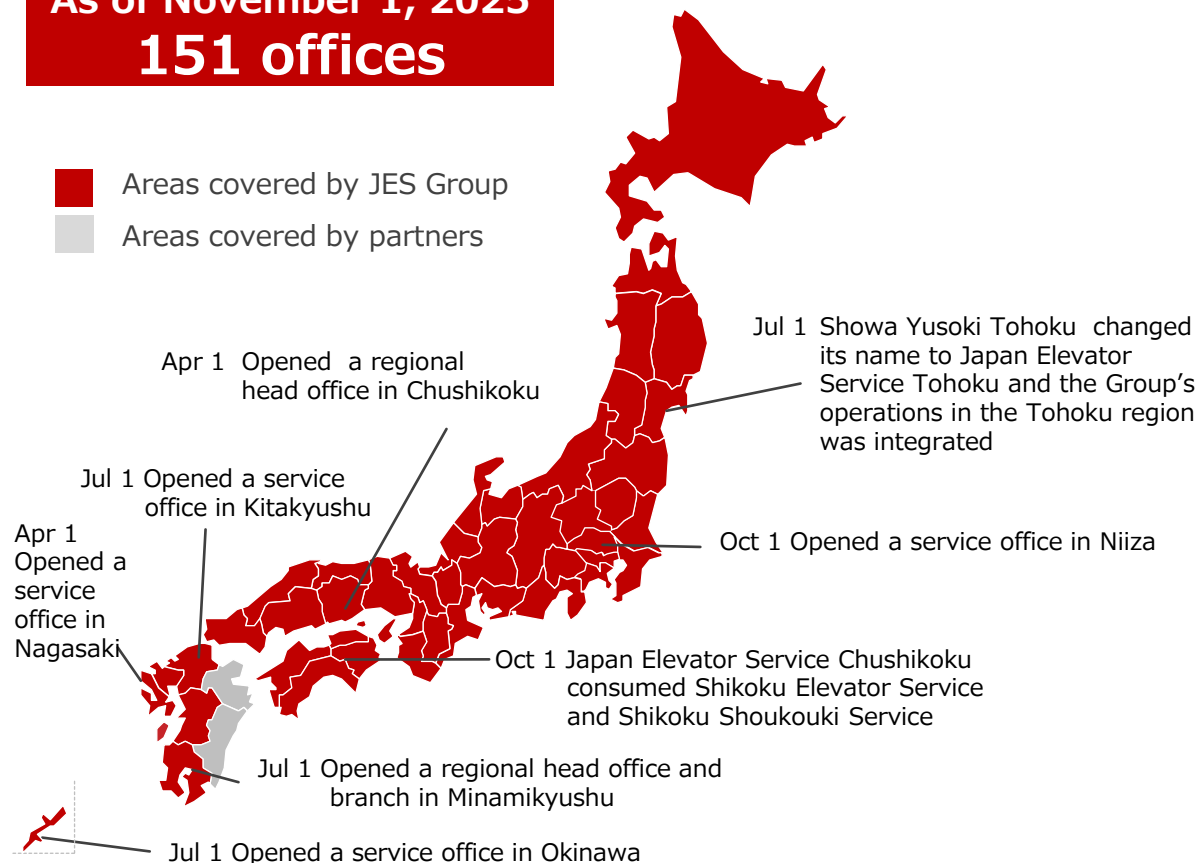


Modernization Shipment



- The number of locations increased from 148 at the FY Mar 2025 to 151 as at November 1, 2025. The network is being expanded as contracts increases
- As integration process progress, subsidiaries are integrated into the Group's regional companies to optimize management efficiency and support market share expansion
- Actively hiring mid-career workers in addition to new graduates to support future increases in maintenance contract volume of over 10,000 units per year

As of November 1, 2025
151 offices





Six Months Results Overview and FY 2026 Earnings Forecast

Sales and profits continue to grow steadily

- Sales have grown steadily, with steady growth in both maintenance & repair and modernization
- The GP margin improved YoY due to productivity gains from an increase in the number of maintenance contracts and higher unit prices for modernization
- Control of SG&A expenses was also effective. The OP margin before amortization of Goodwill was 19.6%, an improvement of 2.1 points YoY. We are making steady progress toward the goals of the Mid-term management plan

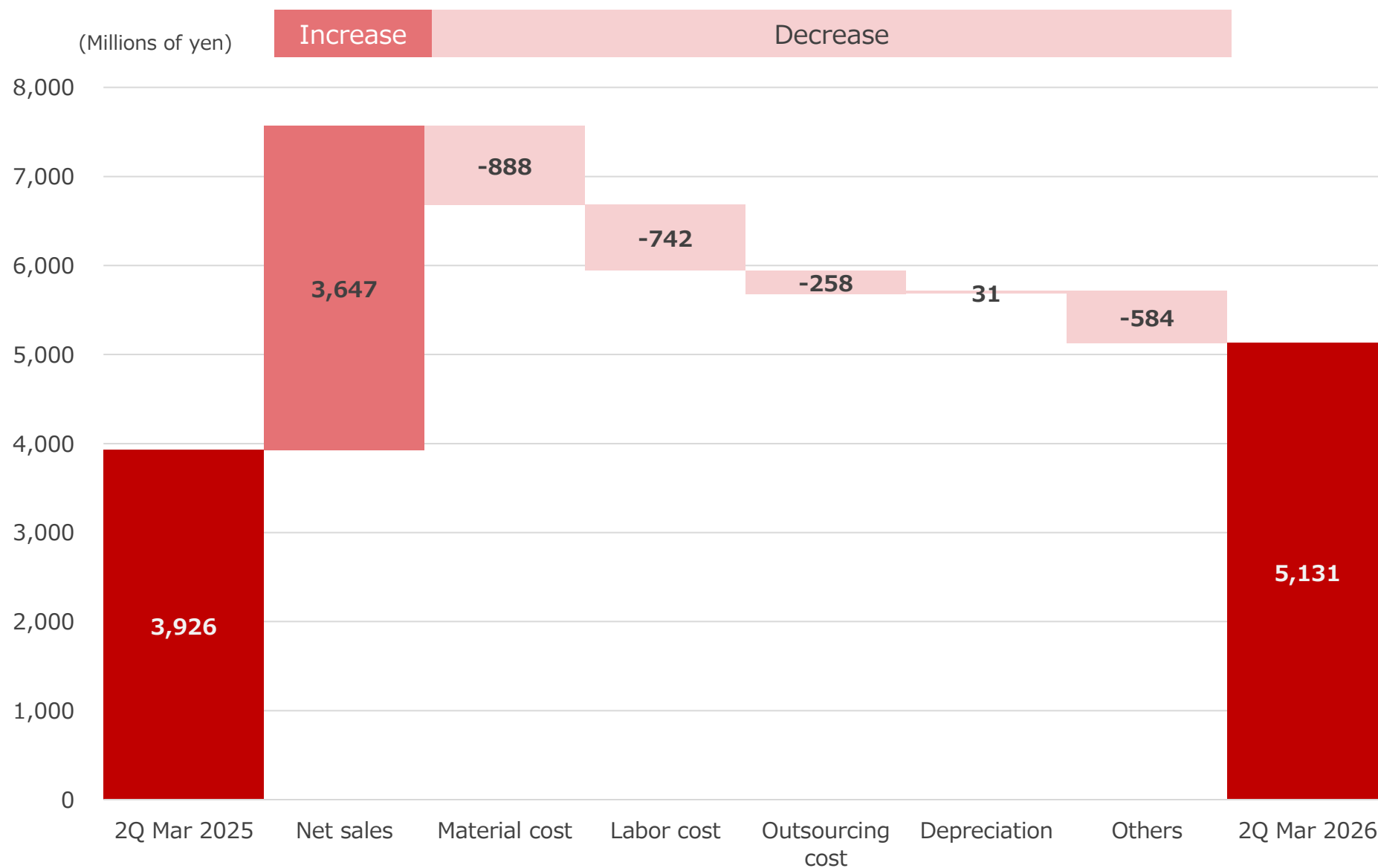
(millions of yen, yen, %)

	6 months ended September 2024		6 months ended September 2025		YoY change	
	Amount	% of sales	Amount	% of sales	Amount	%
Net sales	23,264	100.0	26,912	100.0	3,647	15.7
Operating profit	3,926	16.9	5,131	19.1	1,204	30.7
Ordinary profit	3,946	17.0	5,139	19.1	1,193	30.2
Interim profit attributable to owners of parent	2,522	10.8	3,291	12.2	769	30.5
(Depreciation)	756	3.3	724	2.7	-31	-4.2
(Amortization of goodwill)	133	0.6	134	0.5	0	0.3
OP before amortization	4,059	17.5	5,265	19.6	1,205	29.7
EPS [※]	14.16	--	18.48	--	4.32	30.5

※ The Company conducted a two for one stock split of ordinary shares on October 1, 2025. Interim earnings per share is calculated assuming that the stock split was conducted at the beginning of the previous fiscal year.

Factors for YoY Change in Interim Operating Profit

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Based on steady growth in contracts and improved profitability driven by strong repair and modernization business, the company has raised its full-year forecast

- In the maintenance & repair, net growth in the number of maintenance contracts is expected to continue, and in the modernization, growth in the number of shipments and unit price is expected
- In addition to productivity improvements due to the increase in the number of contracts, the company expects to continue to control SG&A and achieve an OP margin before amortization of over 19%. As a result, both sales and profits are expected to reach new highs

(millions of yen, %)

	March 2025		March 2026				
	Amount	% of sales	Initial forecast		Revised forecast		YoY
			Amount	% of sales	Amount	% of sales	
Maintenance & repair services	30,538	61.8	33,000	60.0	33,600	59.5	110.0
Modernization services	17,325	35.1	20,600	37.5	21,500	38.1	124.1
Other	1,511	3.1	1,400	2.5	1,400	2.5	92.7
Net Sales	49,375	100.0	55,000	100.0	56,500	100.0	114.4

(millions of yen, %)

	March 2025		March 2026				
	Amount	% of sales	Initial forecast		Revised forecast		YoY
			Amount	% of sales	Amount	% of sales	
Net sales	49,375		55,000		56,500		114.4
Operating profit	8,624	17.5	10,000	18.2	10,600	18.8	122.9
Ordinary profit	8,621	17.5	10,000	18.2	10,600	18.8	123.0
Profit attributable to owners of parent	5,530	11.2	6,000	10.9	6,600	11.7	119.3
(Depreciation)	1,562	3.2	1,500	2.7	1,500	2.7	96.0
(Amortization of goodwill)	276	0.6	267	0.5	267	0.5	96.9
OP before amortization	8,900	18.0	10,267	18.7	10,867	19.2	122.1

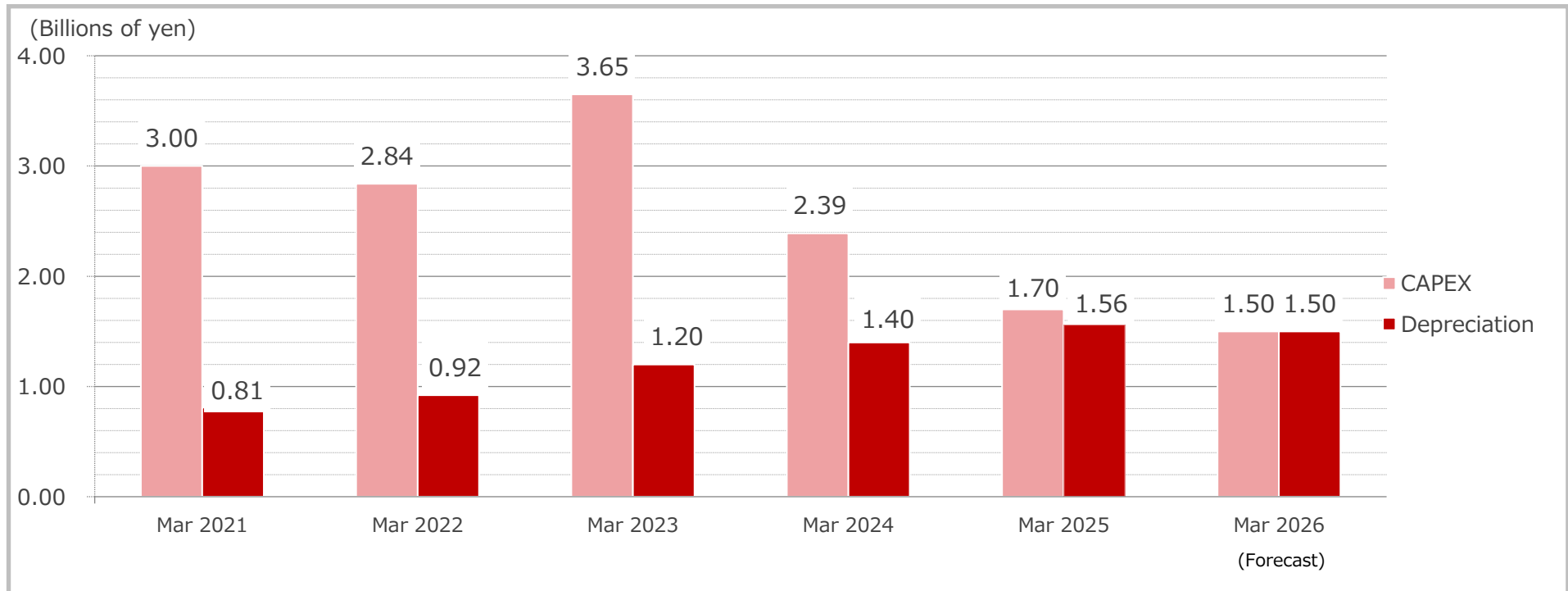
Capital Expenditures and Depreciation Forecasts

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(Billions of yen)

	FY2025 (Actual)	FY2026 (Forecast)	Items
C a p i t a l Expenditure	1.70	1.50	Investments related to PRIME, a remote inspection service, etc.
Depreciation	1.56	1.50	

Capital Expenditures and Depreciation





Medium-term Management Plan "VISION 2027"

■ Basic Strategy

- As a company qualified for the TSE Prime Market, we aim to achieve sustainable growth and increase corporate value, adapting to changes in the social environment, by addressing not only business growth but also social and global environmental issues from a medium- to long-term perspective

■ Growth Strategy

- Grow maintenance and repair services sales driven by expanded domestic market share (organic & M&A)
- Tap demand for modernization through increase in number of elevators under contract

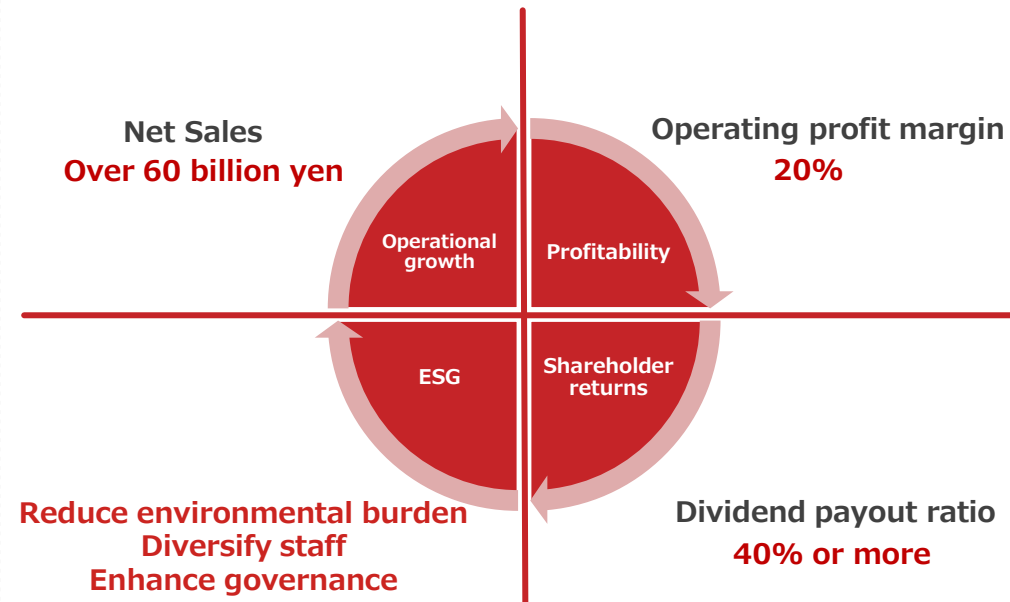
=> **Net sales of 60 billion yen**

- Improve profitability by enhancing business productivity and operational efficiency through human resource development and the use of digital technology

=> **Operating margin of 20%** (before amortization)

■ Key Indicators

**Raise corporate value through growth,
prosper together with all stakeholders**



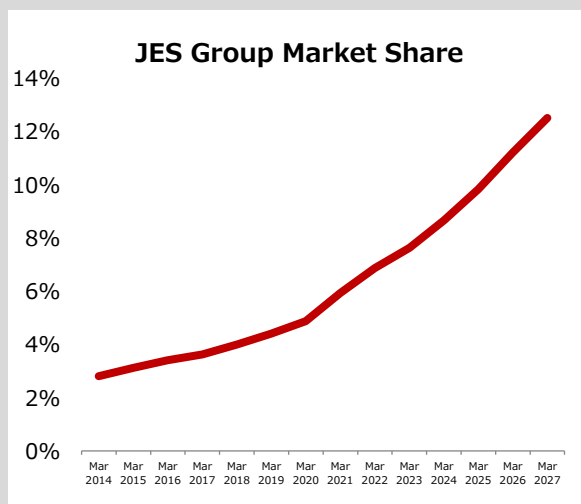
- Growth and profitability metrics to be met by FY Mar 2027
- OP Margin excludes goodwill amortization

Elevator maintenance market in Japan:

- There are an estimated 1.1 million elevators installed & maintained
- 1-2% annual growth to 1.2 million in Mar 2027
- Five OEMs* and affiliated companies handle manufacturing, installation, and maintenance
- Approximately 300 independent companies generally specialize in maintenance

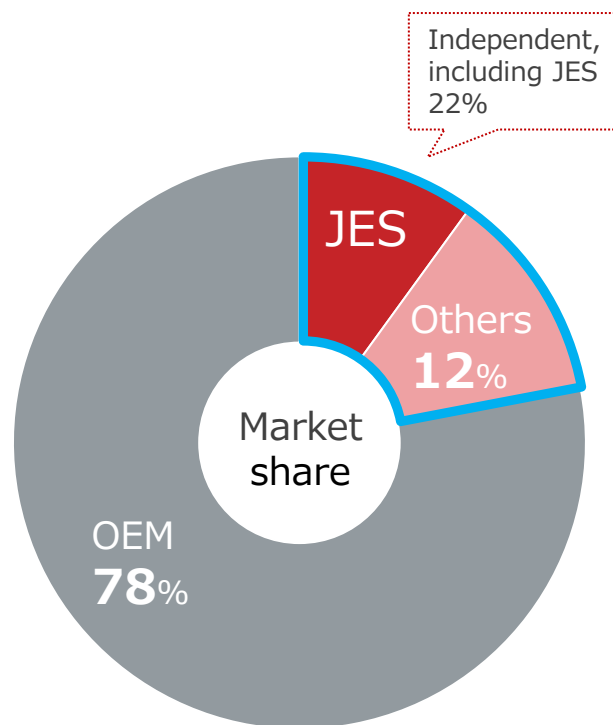
Market share:

- OEM market share is approximately 80%
- Independents' share is expected to grow moderately, reaching 25% by 2027 (generally 50-60% in European and U.S. markets)
- The Group's market share is expected to be over 13%, the majority of the independent



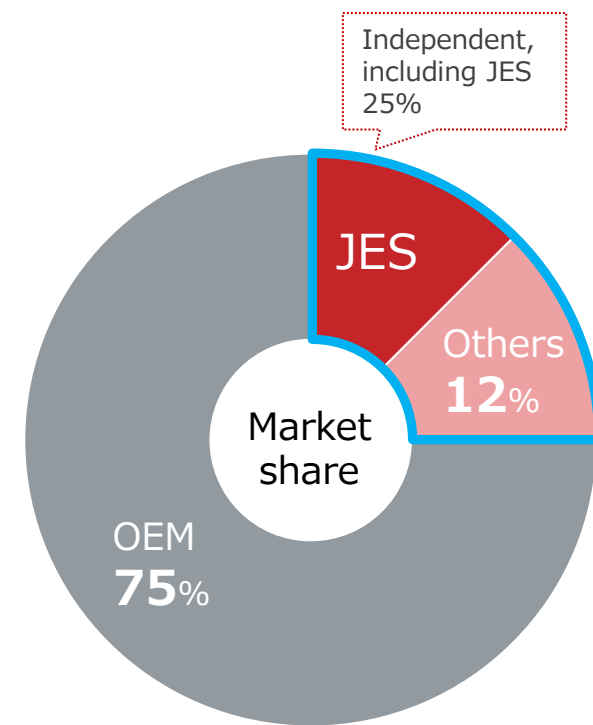
*Mitsubishi Electric Building Solutions, Hitachi Building Systems, Toshiba Elevator and Building Systems, Otis Elevator Japan, Fujitec

Year ended March 2025



JES 10%

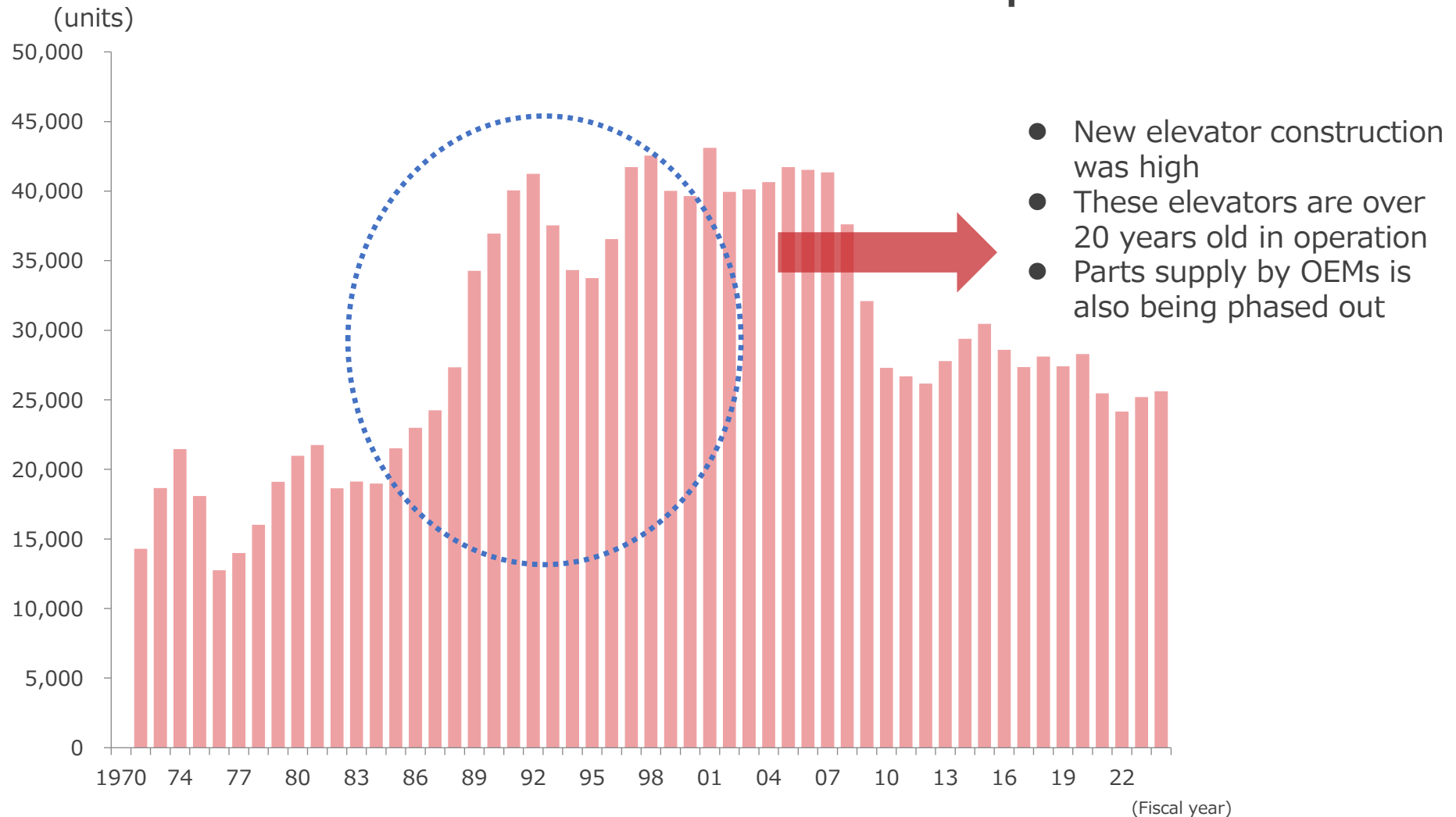
VISION2027



JES 13%

(Source) Japan Elevator Service Holdings Co., Ltd. estimates based on data from Japan Elevator Association.

Number of New Elevators Installed in Japan



(Source) Compiled by Japan Elevator Service Holdings Co., Ltd. from various issues of Elevator Journal, published by Japan Elevator Association.

Reconciliation of 60 billion yen in Net Sales and Operating Margin of 20% with Growing Maintenance Contracts

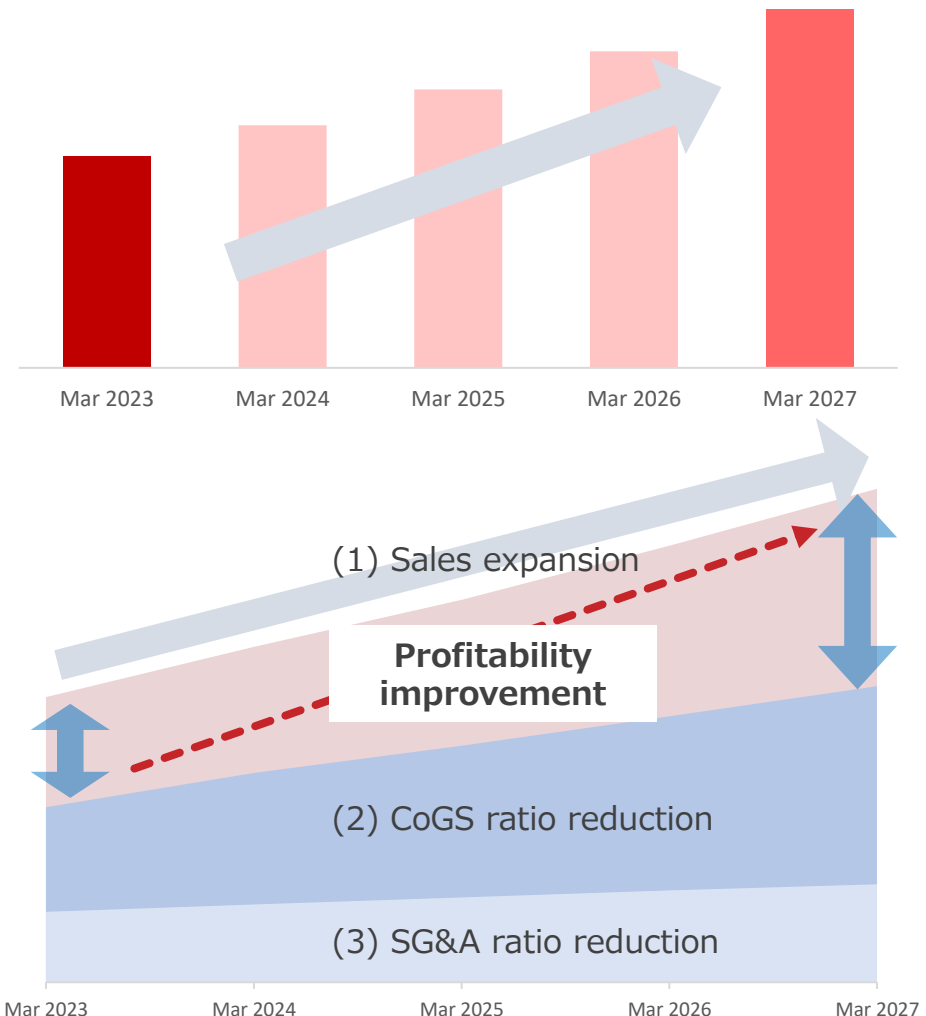
1. Achieve net sales of 60 billion yen by expanding the market and increasing share in Japan

- As of March 31, 2025, our domestic maintenance market share was estimated to be approximately 10%
- There is ample room to expand market share, especially in newly penetrated areas, by leveraging our high-quality, reasonably priced services, and we will expand our maintenance sales system and personnel to capture new customers
- Sales expansion by capturing modernization demand due to increase in number of units

2. Improve operating profit margins through higher productivity

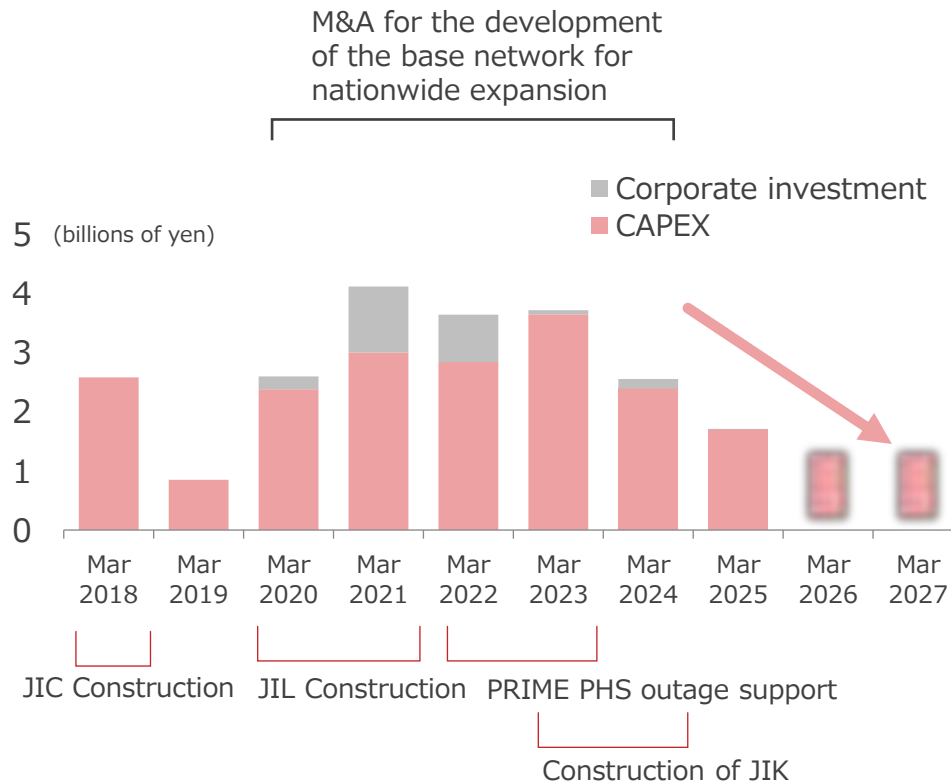
- Increase contribution from high margin maintenance sales
Improve margins in newly expanded areas with low market share by increasing the number of maintenance contracts
- Reduction in CoGS ratio
Despite our continued effort to increase the number of technical personnel, costs should be under control since we are hiring new graduates and training them
Improve the number of units managed by technical personnel
Curbing material costs by utilizing refurbished products
- Reduction in SG&A ratio
Reduce administrative costs by optimizing staffing and utilizing IT systems

Increased number of maintenance contracts should improve profit step by step and lead to operating profit margin of 20%



Domestic M&A and Capital Expenditures have Peaked, Positive FCF Trend Expected

Investment trends



- Capital expenditures peaked in FY2023, and after the completion of the JIK in FY2024, CAPEX shall be limited to installation of PRIME terminals as contract increases, and system investments and R&D
- M&A for the development of the base network for nationwide expansion is almost completed. Going forward, small-scale investments are expected to focus on expanding market share in specific regions and business succession issues.

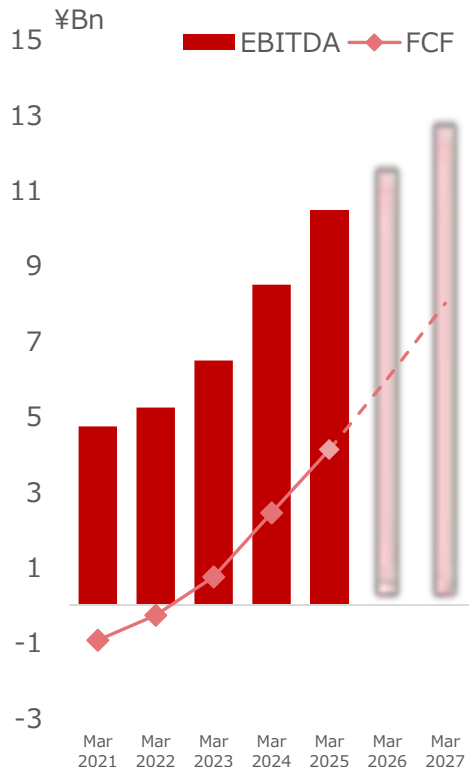
EBITDA and free cash flow expected to trend upward in parallel going forward

(Note) Corporate investment represents capital spending for the acquisition of subsidiaries.

Sharing free cash flow with stakeholders for sustainable growth

- Capital investment peaked in FY 2023 and then begin to decline
- Free cash flow should be on an upward trend due to business expansion as number of maintenance contracts increases and improve profitability

EBITDA FCF Forecast



Cash flow management

Shareholder returns

Dividend payout ratio
40% or more
Sharing profit growth with
shareholder

- Increase dividend payout ratio from 49.9% to 51.3%
- Forecast dividend is 19 yen, an increase of 3.5 yen YoY
- Sharing profit growth with shareholder through dividends

Investment in inorganic growth

Continue domestic M&A
Prepare for full-scale
expansion overseas

- Aiming for net cash for the time being
- Continue bolt-on acquisition in Japan taking advantage of share expansion and succession issues
- Overseas business is currently positioned as a period of know-how accumulation
- Strengthening risk tolerance through domestic business expansion and prepare for full-scale expansion in the future

Investment in continuing business

Investment in human
resources, DX promotion,
R&D, etc.

- Continue to invest in improving service quality which is the source of competition
- Profitability should improve along with top-line growth as a business characteristic
- Investment in human resources should accelerate once OP margin exceeded 20%



About Us

Company Name	Japan Elevator Service Holdings Co., Ltd.
Established	October 3, 1994
Listed Market	TSE Prime Market (6544) since April 4, 2022
Headquarters	Tokyo Tatemono Nihonbashi Bldg. 5F, 1-3-13 Nihonbashi, Chuo-ku, Tokyo 103-0027
CEO	Katsushi Ishida (Born on March 25, 1966)
Number of Employees	2,223 (as of September 2025, consolidated basis)
Paid-in Capital	¥2,493 million (end of March 2025)
Net Sales	¥49,375 million (for the FY2025, consolidated basis)



Safety Above Anything Else.

Safety is our lifeblood above anything else
We are committed to monitoring 24 hours a day, 365 days a year

No Cutting Corners.

We do not cut corners because people don't see, and we work for safe operation

Building on Trust.

Building relationships of trust with customers based on our position and strengths as an expert specializing in maintenance

The only company that combines
the **'quality'** of OEM with the **'reasonable price'** of independents



LiftSPOT



Jan 2017
(At the time of listing)

38,000 elevators served
64 offices
934 employees



Japan Elevator Service Holdings

Japan Elevator Service Hokkaido
Japan Elevator Service Jyosai
Japan Elevator Service Jyonan
Japan Elevator Service Kanagawa
Japan Elevator Service Tokai
Japan Elevator Parts

[Organic Expansion]

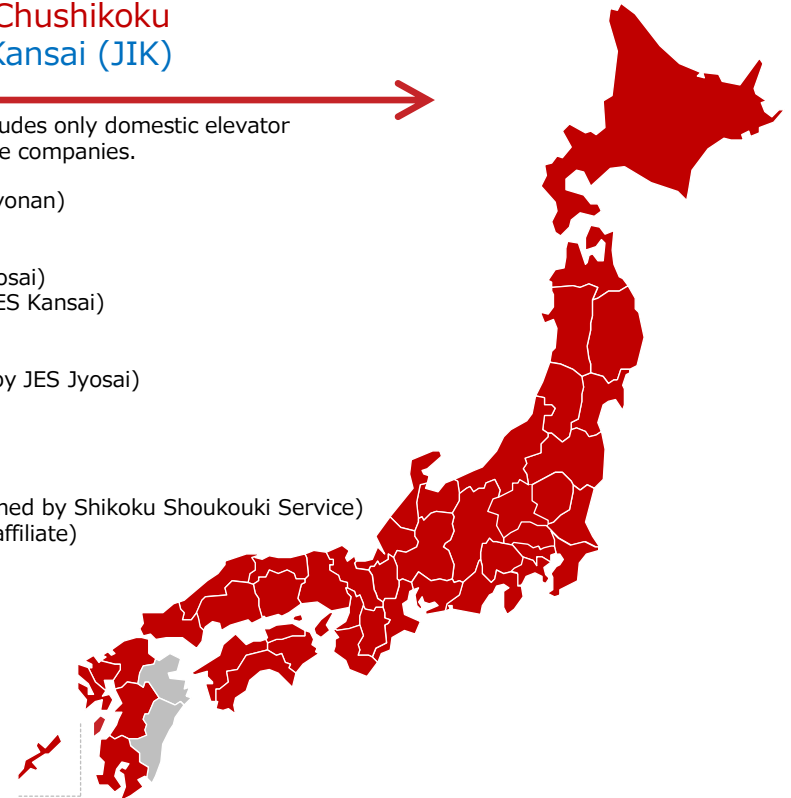
May 2017 Japan Elevator Service Kansai
Oct 2017 JES Innovation Center (JIC)
Apr 2019 Japan Elevator Service Kyushu
Oct 2020 JES Innovation Center Lab (JIL)
Apr 2022 Japan Elevator Service Chushikoku
Mar 2024 JES Innovation Center Kansai (JIK)

[Expansion through M&A] * The list includes only domestic elevator maintenance companies.

1 Apr 2020 Seiko Elevator (consumed by JES Jyonan)
2 Aug 2020 NS Elevator
3 Oct 2020 Miyoshi Elevator
4 Oct 2020 Cosmo Japan (consumed by JES Jyosai)
5 Nov 2020 Kansai Elevator (consumed by JES Kansai)
6 Nov 2020 Nagano Elevator
7 Jan 2021 Tokyo Elevator
8 May 2021 Toyota Facility Service (consumed by JES Jyosai)
9 Jul 2021 Ehime Elevator Service
10 Aug 2021 Shikoku Shoukouki Service
11 Oct 2021 Shikoku Elevator Service
12 Jan 2022 Kanto Elevator System
13 Oct 2022 Ikuta Building Maintenance (consumed by Shikoku Shoukouki Service)
14 Mar 2023 Hokuriku Shisetsu (equity account affiliate)
15 Sep 2023 Emic (consumed by JES Hokkaido)
16 Feb 2024 Eledoc Okinawa
17 Sep 2024 Showa Yusoki Tohoku

Sep 2025
(now)

120,870 elevators served
151 offices
*as of November 1
2,223 employees



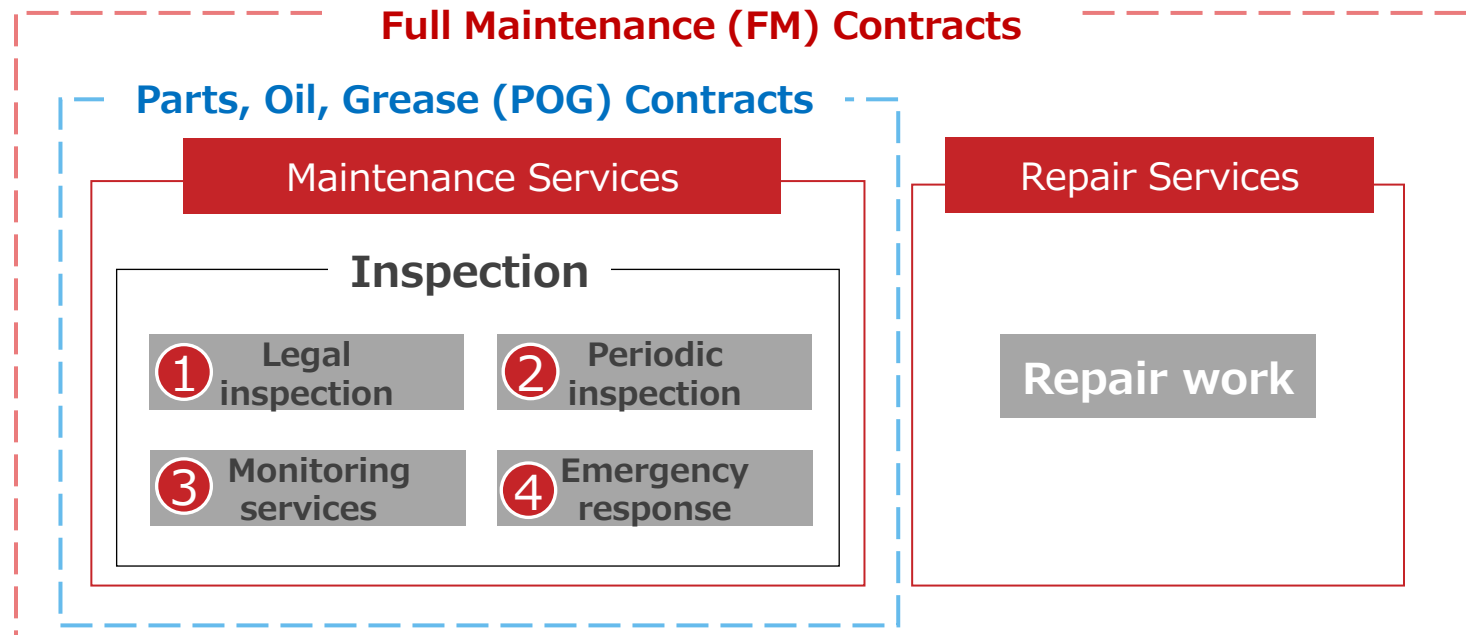
Maintenance Services



- ① Legal inspection stipulated in the Building Standards Act
- ② Periodic inspection (cleaning, oiling, adjustment, replacement of consumables, etc.)
- ③ Monitoring services (including examination, remote monitoring, and remote inspection for abnormalities and defects)
- ④ Emergency response

Repair Services

Replacement and repair of deteriorated parts based on our reasonable judgement in light of inspection results



Modernization Services



- The legal depreciable life of a lift is 17 years. The Life Cycle Cost Assessment Index planned service life proposed by the Building Maintenance and Preservation Association is 25 years
- For some models, the OEM may stop supplying parts, so modernization is carried out after 20-25 years to ensure continued safe and reliable operation
- Service will be suspended for about one week and replace major components such as control panels, traction machines, etc.

Traction Machine

before



after



Control Panel

before



after



Operation Panel

before



after



Lighting

before



after



Safer

Eliminate steps
Wheelchair-ready
Preparation for earthquake
Seismic retrofitting



Ecological

Inverter control
Operation panel

- Digital sign
- LED display

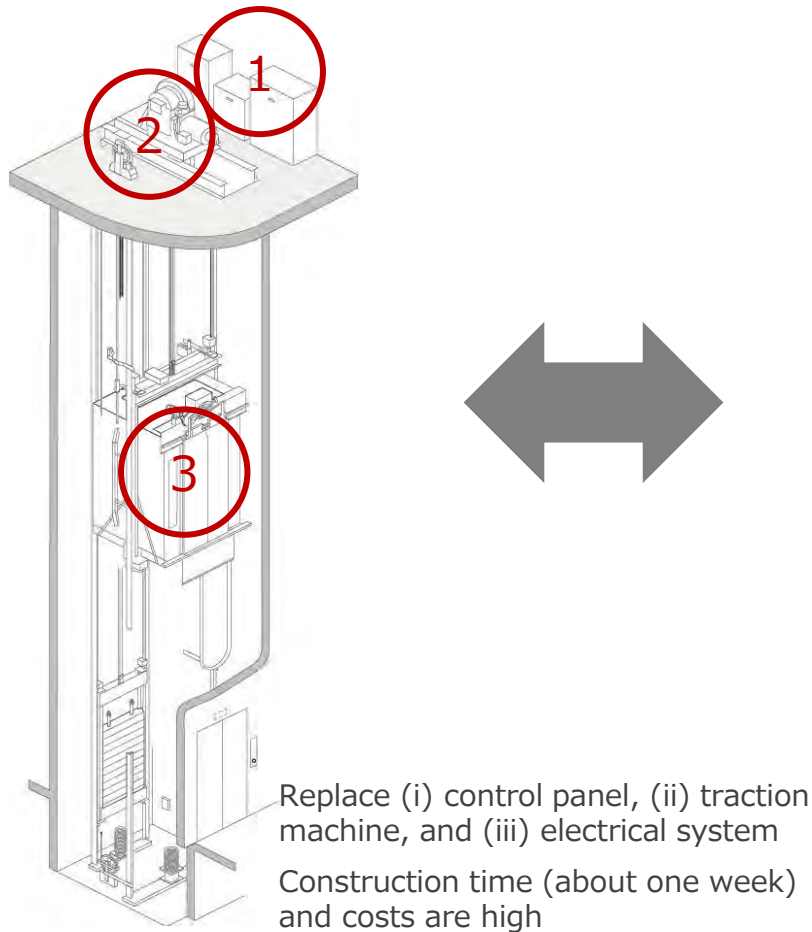


Stylish

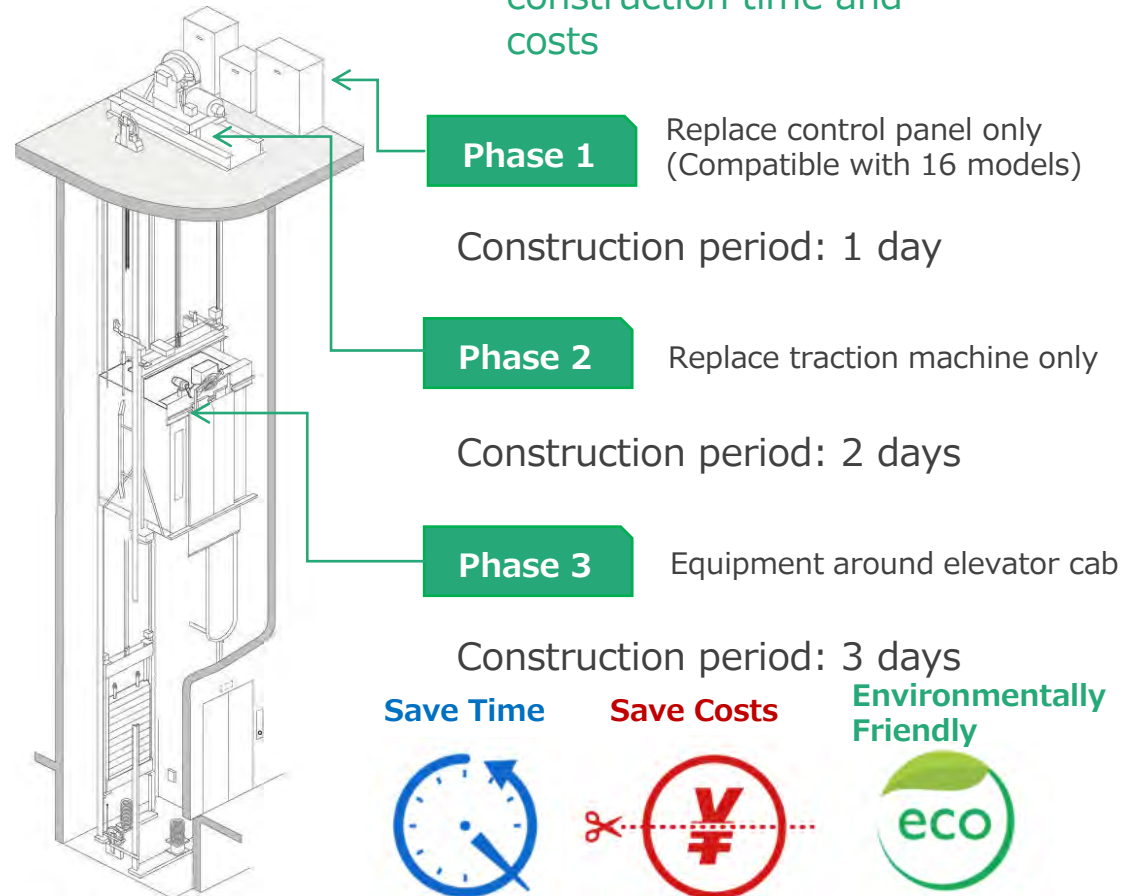
LED lighting,
wall·entrance materials
or colors of choice

Quick Renewal enables flexible modernization reflecting customer needs

One time modernization



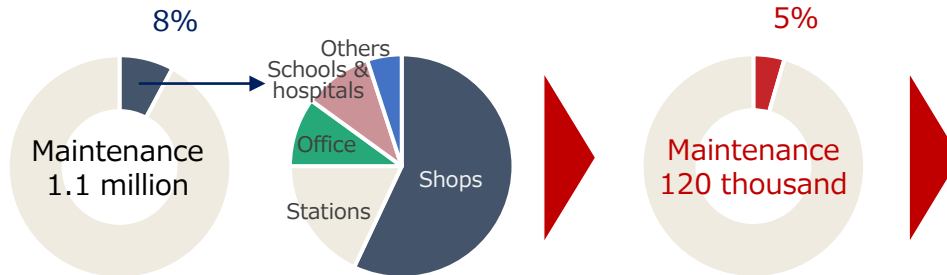
Major components are replaced in stages, significantly reducing construction time and costs



- Escalators (ES) account for 5% of maintenance contracts and are expected to increase along with the increase in maintenance contracts
- Established organization to train technical staff specialized in escalators to improve service quality
- Commence modernization support for almost any models in the fiscal year ending March 2026

ES in Elevator Market

JES



Training Escalator Experts

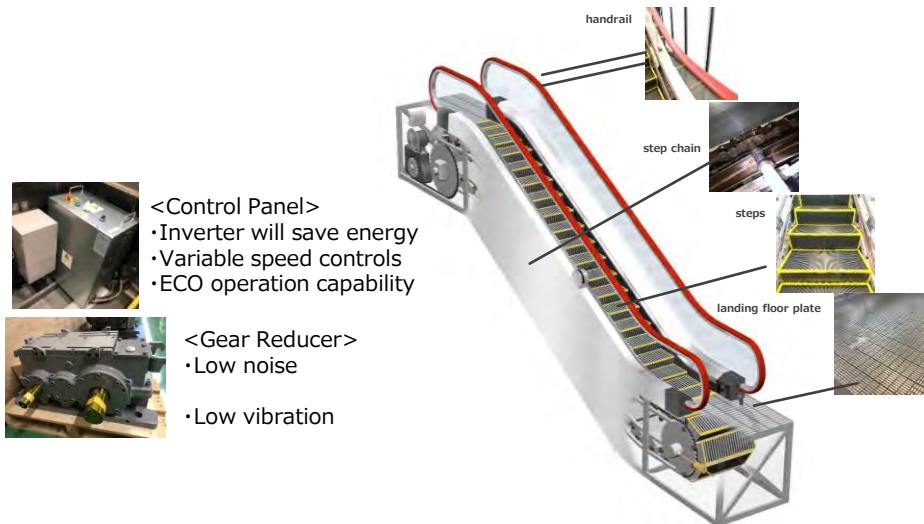
We are accumulating expertise for escalator technology. As the number of escalators to be managed is expected to increase, we will establish a specialized organization and train experts specialized in escalators.

ES Group

Experts

Improve service quality

Build organization for increased number of contracts





- **LiftSPOT** is a service that combines digital signage with security cameras, helping prevent crime in elevators while providing a display for advertising and other content (patent acquired for security camera with ad display function)
- Audio-enabled digital signage media for elevators, has grown to largest business of its kind in Japan by **over 10,000 units installed**
- We aim to increase installation, mainly in Tokyo area office and residential buildings, thereby lift media value and boost advertising revenue
- LiftSPOT aims to improve profitability by charging for installation



- A media closely linked to the daily lifestyle, it can reach all people who use the building.
- Visualize the results of ad placements with effectiveness measurement menus, audience reports
- Increased number of media partners, increasing the value of advertising

<https://liftspot.jp/>

Providing a variety of airing plans suited to each type of business

B to C

Autos

Financial Services

General Consumer

Gym

Retail

Travel & Tourism

eCommerce

Food & Beverage

Various Events

B to B

Marketing

Job Seeker

Business Trip

Sales Support

Employee Benefits

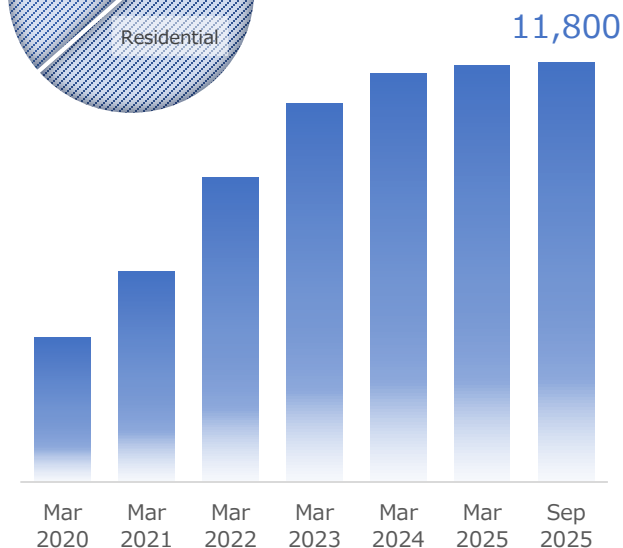
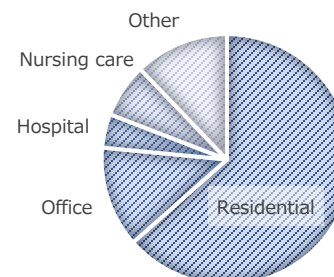
Business Events

Accounting

Corporate Training

Public Sector

Growth in Installed Base





Refurbished parts are products collected during parts replacement, then repaired and refurbished. Components that pass our QA testing are certified as JES Authorized Refurbished Parts. JES Group is focusing on obtaining recycled parts and promoting growth in the refurbished parts business to ensure stable parts supply and address environmental issues.

1. Greenhouse Gas Reduction

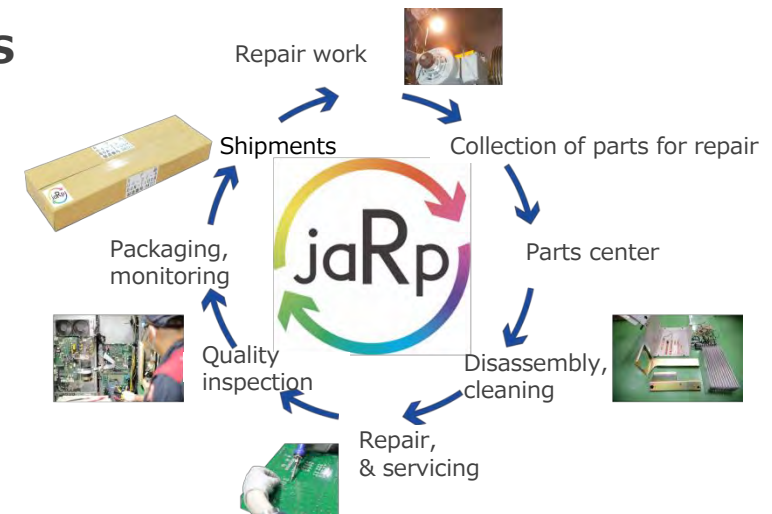
Refurbished products can reduce the production and manufacture of components, helping lower industrial waste. JES can create products that are in terms of quality, and using these can help reduce GHG emissions.



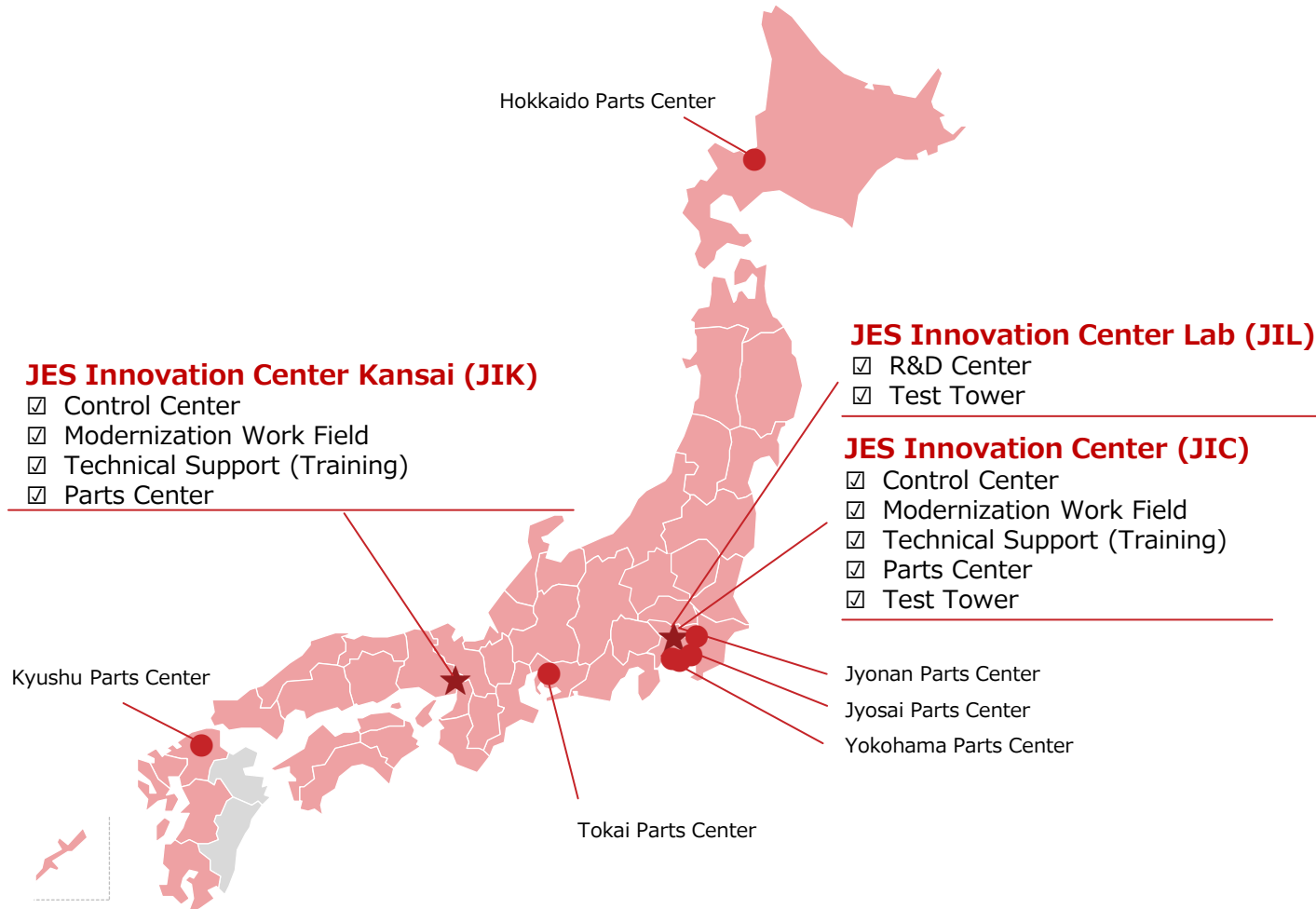
2. Resolving social issue of parts shortages

Supply delays may occur for some components due to supply chain disruptions. The use of refurbished products can help in the following ways:

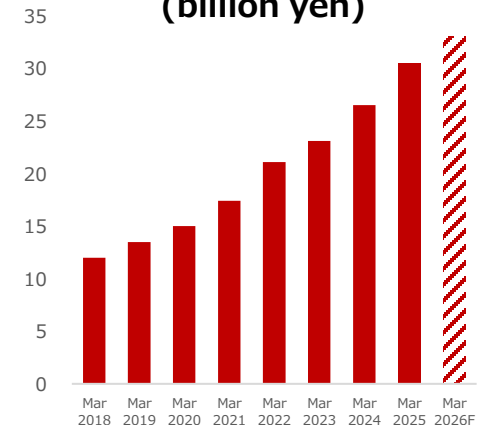
- Rapid response for customers who want elevators back in working order quickly
- Mitigates business risk of delayed supply of JES parts



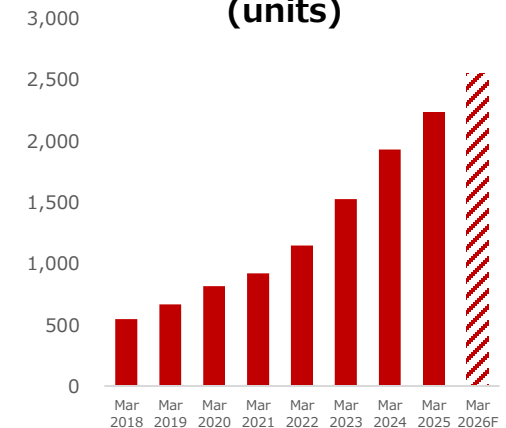
- Capable of rapid troubleshooting nationwide with 8 parts centers, including JIC and JIK
- Capable of responding to modernization demand
- Established R&D center with test tower, the only one of its kind among independent companies, redundant control centers and extensive training system



**Maintenance & Repair Sales
(billion yen)**



**Modernization Shipment
(units)**



Japan Elevator Service India Private Limited
Established in Feb 2016

Japan Elevator Service Hong Kong Company Limited

In Jul 2014 the Company established vehicle for research and investment in SE Asia

jes japan elevator service group
Japan Unieco Elevator Service

Acquired 51% interest
in Unieco of Vietnam in
Nov 2021


Acquired 80% interest
in Cofreth of Malaysia
in Jun 2022

jes japan elevator service group
Japan Elevator Service Indonesia

Set up joint venture in which the
Company took 40% share in Mar 2020

Overseas Expansion with a Focus on ASEAN Through Collaboration with HD

- Steady sales and profit from Indonesia, Vietnam, and Malaysia (facility management business)
- In preparation for full-scale overseas business expansion, the Overseas Business Strategy Office was migrated into the Business Management Division to integrate and strengthen operational resources
- Improving service quality by dispatching technical personnel from Japan



① Indonesia

PT. Japan Elevator Service Indonesia

- Contracts are mainly with Japanese retailers and their co-investor & developers
- Operations have improved through human resource development that transplants JES's proprietary system and the introduction of a property management system, reducing failure rates and resulted in better proposals

② Vietnam

JAPAN UNIECO ELEVATOR SERVICE COMPANY LIMITED

- Operates mainly in Hanoi and Ho Chi Min City
- State-owned enterprises and retailers as major customers
- Operations have improved through human resource development that transplants JES's proprietary system and the introduction of a property management system, reducing failure rates and resulted in better proposals

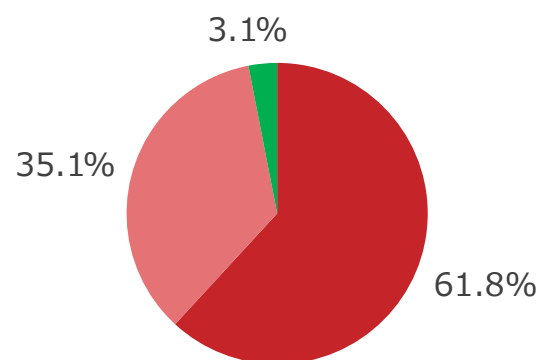
③ Malaysia

COFRETH (M) SDN.BHD.

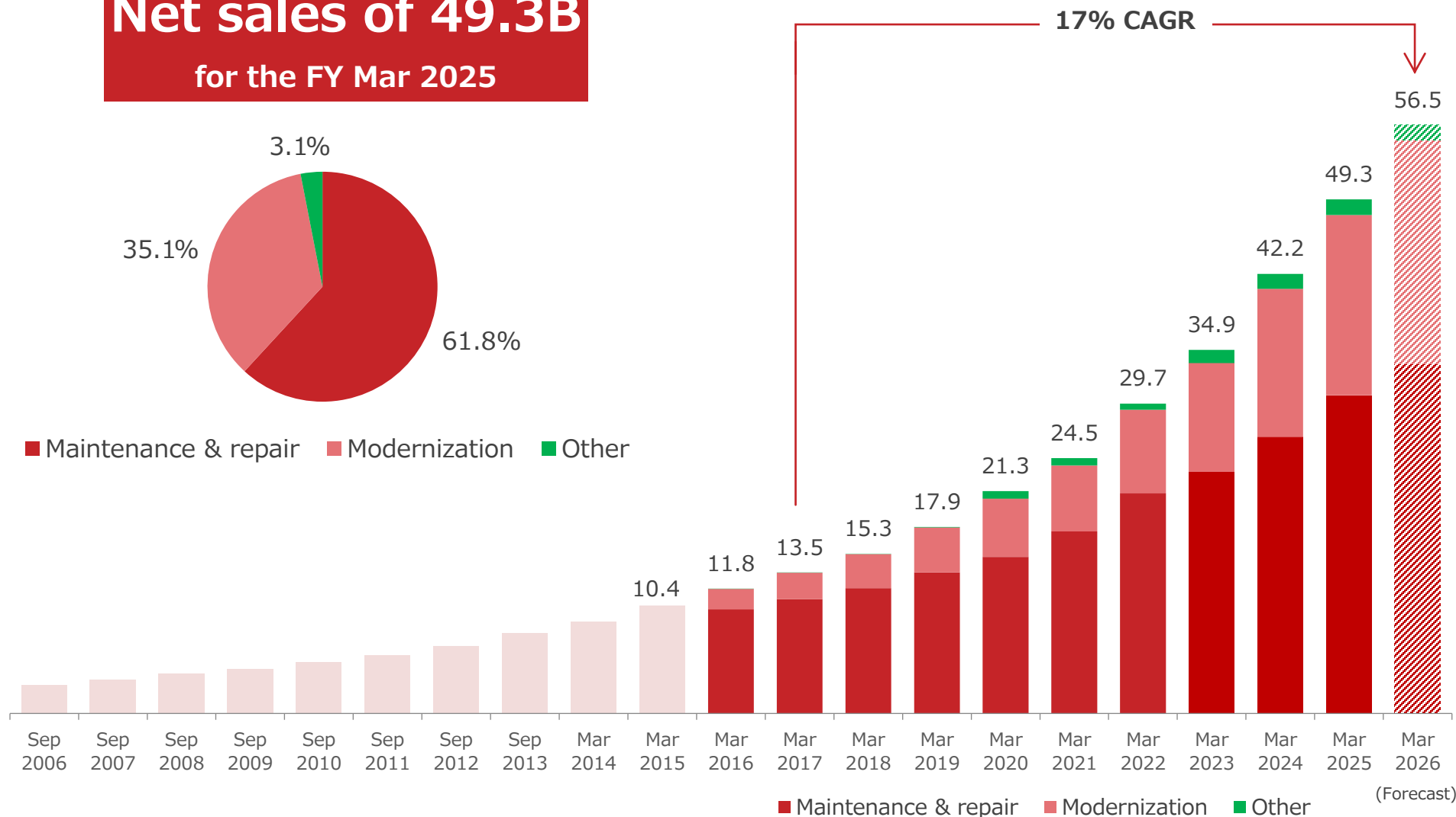
- Provides facility management services for a variety of properties including retailers, developers, and plant companies
- Providing consulting services for energy efficiency as part of the Energy Solution business, with a track record of large-scale projects

References

Net sales of 49.3B
for the FY Mar 2025



■ Maintenance & repair ■ Modernization ■ Other



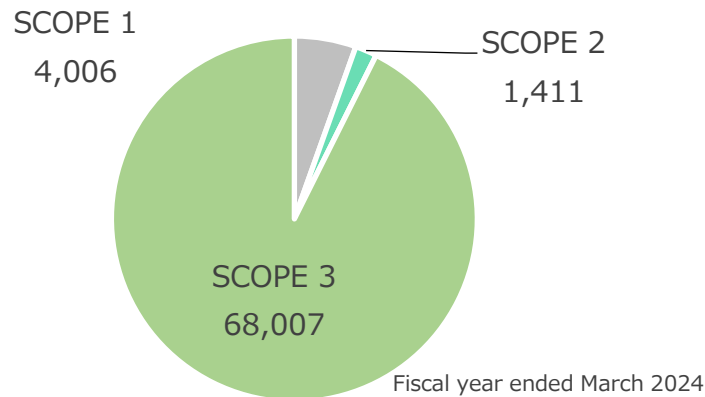
(Note: Due to a change in the fiscal year end, the fiscal year ended March 31, 2014 is a six-month period. The above figures are annualized.)

E

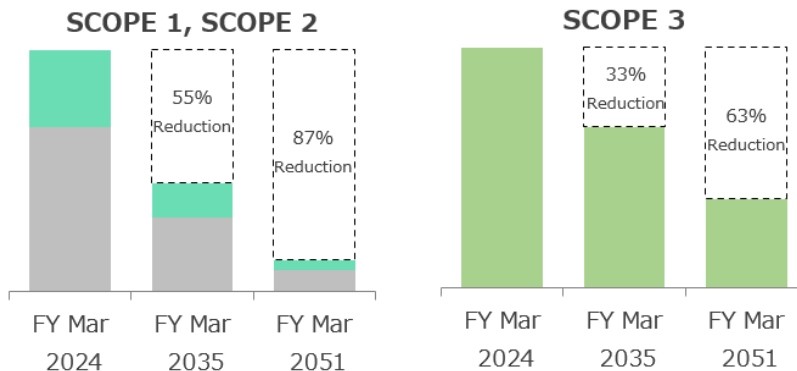
Strengthening efforts to maintain the environment

- Aggregate greenhouse gas emissions throughout the supply chain
- Examine long-term reduction targets based on intensity

Group GHG Emissions (t-co2)



GHG Reduction Targets with FY Mar 2024 as Base



S

Promotion of Good Working Environment

- Expansion of allowances due to revision of the personnel system (e.g. housing allowance)
- Judo Club held a judo class for students

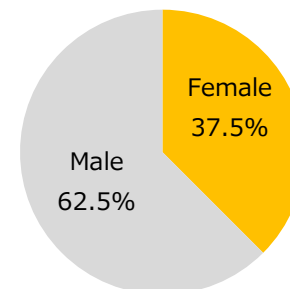


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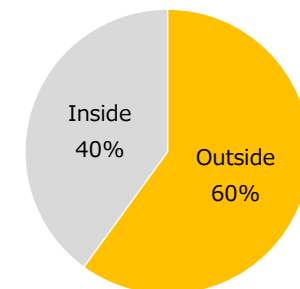
Continued efforts to strengthen governance

- Outside director assumes chair of the Nomination and Remuneration Committee
- Female represent 37.5% or 3 out of 8 senior management
- Outside director accounts 60% or 3 out of 5 board members

Senior Management



Outside Directors



GHG (CO ₂) Emissions etc.	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
SCOPE1 (t-CO ₂)	2,199	2,592	3,208	3,512	4,006
SCOPE2 (t-CO ₂)	1,051	1,163	1,340	1,648	1,411
Sales unit (t-CO ₂ /net sales (100 million yen))	15	15	15	15	13
Net sales (100 million yen)	213	244	296	349	422
SCOPE3 (t-CO ₂)	Not calculated	Not calculated	Not calculated	54,239	68,007
1. Purchased goods and services				46,103	59,866
2. Capital goods				5,951	3,761
3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)				232	225
4. Upstream transportation and distribution				873	2,704
5. Waste generated in operations				233	322
6. Business travel				390	641
7. Employee commuting				372	387
8. Upstream leased assets				-	-
9. Downstream transportation and distribution				-	-
10. Processing of products				-	-
11. Use of sold products				-	-
12. End-of-life treatment of sold products				-	-
13. Downstream leased assets				85	101
14. Franchises				-	-
15. Investments				-	-

※SCOPE1・2: Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries figures for the period from March 2020 to March 2022

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries Actual figures after year ended March 2023

※Categories 8, 9, 10, 11, 12, 14, and 15 are excluded from the calculation because there are no related business activities

Energy Usage	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Energy usage (GJ)	Not calculated	Not calculated	Not calculated	63,618	69,194

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Water Consumption and Wastewater Discharge	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Water intake (m ³)	Not calculated	Not calculated	Not calculated	Not calculated	11,035
Surface water from rivers, lakes and natural ponds					0
Seawater, water sourced from the sea					0
Groundwater obtained from wells and drilling					0
Water collected at the quarry					0
Tap water					11,035
Total water intake					11,035
Recycled water (m ³)	Not calculated	Not calculated	Not calculated	Not calculated	0
Recycled water usage					0
Wastewater discharge (m ³)	Not calculated	Not calculated	Not calculated	Not calculated	11,035
Total surface water discharge to rivers					0
Total discharge to coastal areas					0
Total discharge to groundwater/wells					0
Total discharge to external wastewater treatment plants (sewage)					0
Total discharge provided to third parties/ other					11,035
Total discharge					11,035

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Waste Discharge Amount	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Non-recyclable waste discharge (t)	Not calculated	Not calculated	Not calculated	1,341	1,872
Recyclable waste discharge (t)	Not calculated	Not calculated	Not calculated	198	314
Waste emissions (t)	Not calculated	Not calculated	Not calculated	1,539	2,186
Total costs of environmental fines and penalties (Yen)	Not calculated	Not calculated	Not calculated	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Other Pollutant Emissions	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
NO _x (t)	Not calculated	Not calculated	Not calculated	0	0
SO _x (t)	Not calculated	Not calculated	Not calculated	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Number of Environmental Incidents (Accidents, Violations, Fires)	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Cost of environmental fines and penalties (Yen)	0	0	0	0	0
The number of incidents of non-compliance with water quality/quantity permits, standards and regulations (incident)	0	0	0	0	0

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Number of Employees	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Male (person)	1,053	1,182	1,351	1,498	1,598
Female (person)	181	216	267	268	270
Percentage of female (%)	14.7	15.5	16.5	15.2	14.5
Total (person)	1,234	1,398	1,618	1,766	1,868
of which technical personnel	781	881	1,003	1,096	1,159

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Average Length of Service	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Male (year)	6.3	6.3	6.2	6.5	6.4
Female (year)	3.6	3.9	4.0	4.5	4.9

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

Diversity	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Female managers (person)	15	15	23	20	25
Percentage of female managers (%)	7.4	6.7	8.7	6.9	7.9
Persons with disabilities (person)	17	23	25	22	24
Percentage of disabilities (%)	1.4	1.6	1.5	1.2	1.3
Foreign nationals (person)	5	6	8	9	14

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

Recruitment	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Graduate recruitment (person)	52	64	71	111	130
Mid-career recruitment (person)	168	168	214	116	198
Total (person)	220	232	285	227	328

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

Occupational Health and Safety	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Percentage of annual paid leave taken (%)	46.8	47.7	60.3	63.9	67.2
Occupational accidents (cases)	11	23	16	19	16
Number of injuries or illnesses involving leave of absence due to occupational accidents (cases)	7	13	4	12	6
Frequency ratio※1		9.211	6.873	5.205	4.793
Intensity ratio※2		0.0329	0.0632	0.0305	1.1988

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

※1: Number of deaths and injuries due to work-related accidents/factual working hours×1,000,000)

※2: Number of days of lost worker per thousand actual workings/factual working hours×1,000)

Internal Reporting Related	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Number of internal reports		9	15	15	11
Number of compliance reports		0	0	7	17
Others (Posting on other websites, direct consultation)		1	2	3	4

Training Cost	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Training cost (JPY)	7,255,335	5,497,654	5,880,866	7,271,306	15,367,989
Per person (JPY)	5,880	3,933	3,635	4,117	8,227

※Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries

Training Attendance Record	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Total training hours (hours)					38,416
Average training hours per person (hours)					20.6
Average training days per person (days)					2.6

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

Health Management Related	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Indicator					
Annual health examination visit rate (%)				95.5	91.4
Stress check participation rate (%)				57.7	61.6
Smoking rate (%)				41.0	39.9
Percentage of active exercisers (%) ※1				24.8	25.3

※Japan Elevator Service Holdings Corporation and its domestic consolidated subsidiaries (including companies made subsidiaries through M&A)

※1: Percentage of employees who exercise for at least 30 minutes twice a week

Monthly average overtime (hours)				12.9	13.6
Percentage of annual paid leave taken (%)				—	73.5
Occupational injuries and lost-worktime injuries (cases)				1	3
Walking event participation rate (%)				—	—
Health promotion E-Learning enrollment rate (%)				—	—

※Japan Elevator Service Holdings Co., Ltd.

Composition of the Board of Directors	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Number of Directors	12	9	8	8	5
Female	3	2	2	2	2
External	2	3	3	3	3
Independent	2	3	3	3	3
Audit & Supervisory Board members	3	3	3	3	3
Female	0	0	0	0	1
External	2	2	2	2	2
Independent	2	2	2	2	2
Percentage of female directors (%)	20.0	16.6	18.1	18.1	37.5

※Japan Elevator Service Holdings Co., Ltd.

Status of Meeting Convening	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Board of Directors (times)	19	18	18	18	17
Audit & Supervisory Board (times)	19	16	18	18	17
Nominatinon and Remuneration Committee (times)	-	-	-	1	1

※ Japan Elevator Service Holdings Co., Ltd.

Annual Total Remuneration	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Directors (millionyen)	302	222	231	155	154
Outside	13	13	18	20	20
Audit & Supervisory Board (millionyen)	18	20	21	21	21
Outside	8	9	9	9	9

※Japan Elevator Service Holdings Co., Ltd.

Number of dialogues with shareholders and investors	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
IR Meetings (Number)	-	-	155	190	227
Domestic investors	-	-	69	81	94
Global investors	-	-	86	109	133
New Investors	-	-	31	60	71

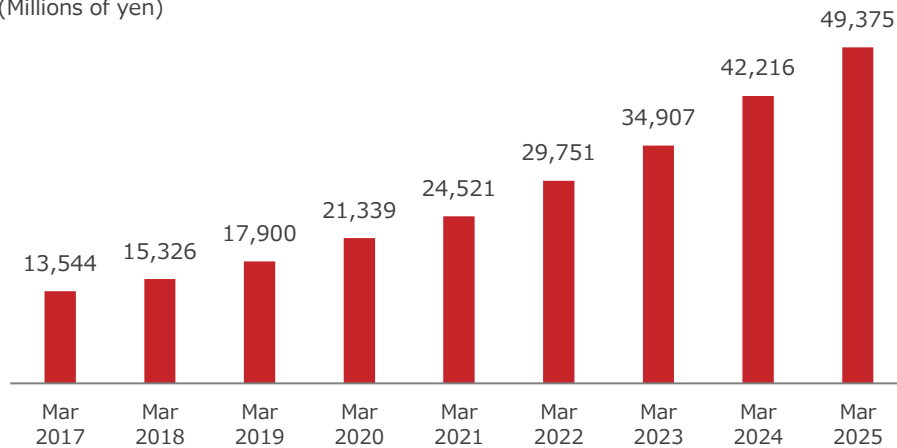
※Japan Elevator Service Holdings Co., Ltd.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
ROE (%)	37.6	30.7	24.9	25.1	30.1

※Japan Elevator Service Holdings Co., Ltd.

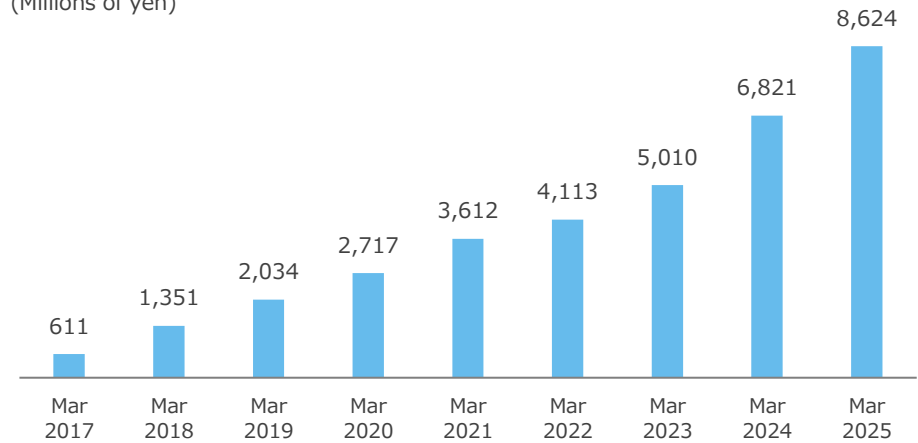
Net sales

(Millions of yen)



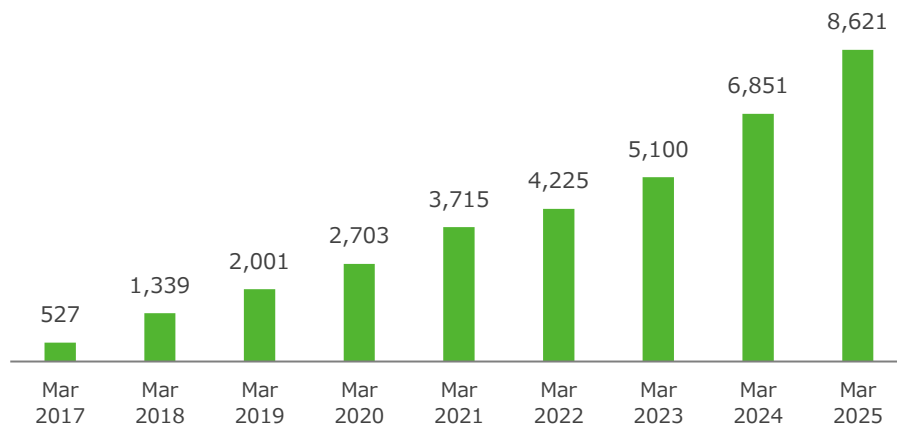
Operating profit

(Millions of yen)



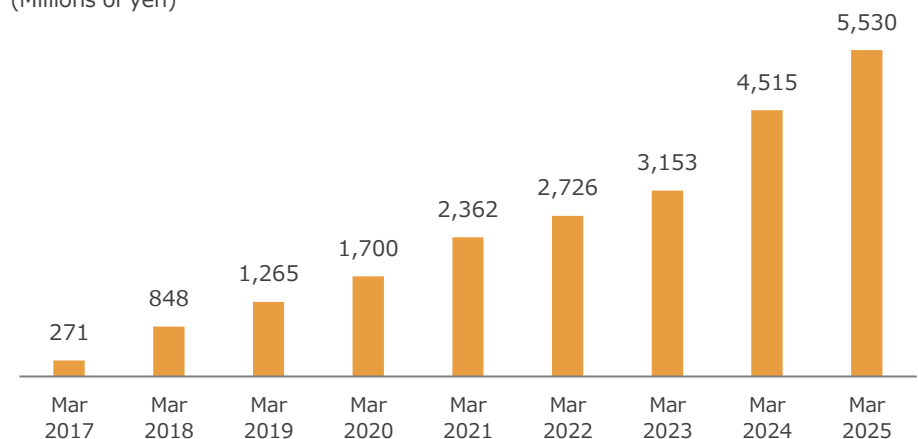
Ordinary profit

(Millions of yen)



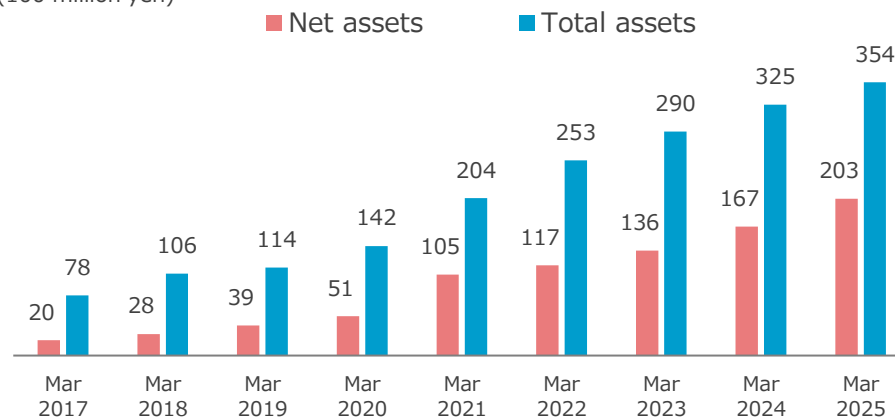
Profit attributable to owners of parent

(Millions of yen)



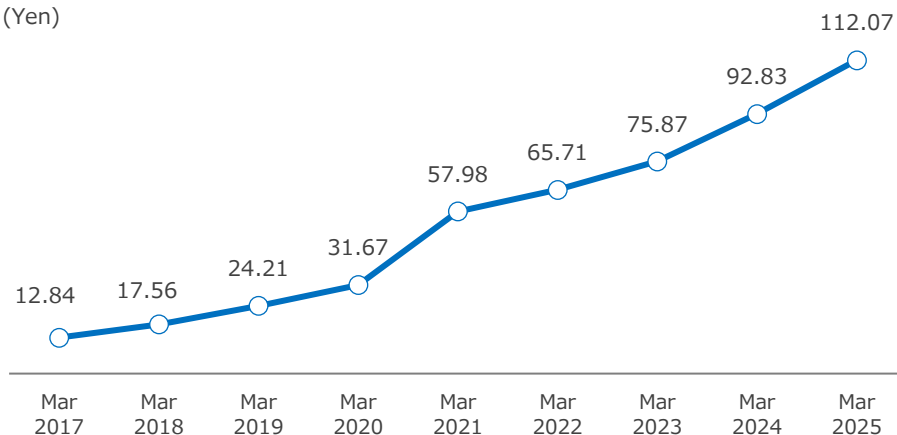
Net assets / Total assets

(100 million yen)



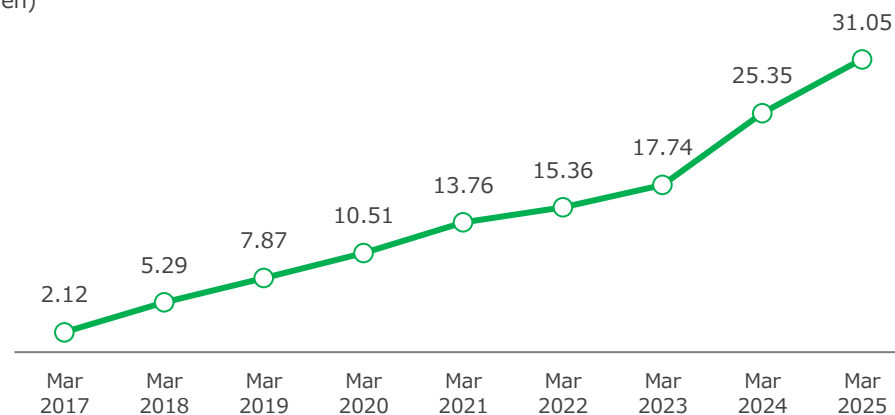
Net assets per share

(Yen)



Earnings per share

(Yen)



Stock splits history: two-for-one effective on October 1, 2017, on October 1, 2018, on January 1, 2021 and on October 1, 2025

Disclaimer

- Japan Elevator Service Holdings (the “Company”) has prepared these materials for your reference, so that you may understand the current status of the Company.
- While these materials have been prepared based on generally-known economic and social conditions and certain assumptions that we have determined to be reasonable, the information contained herein is subject to change without prior notice for reasons such as changes in the business environment.

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- The data and information in this presentation contains forward-looking statements. These statements are based on certain assumptions underlying current expectations, forecasts, and risks, and carry with them uncertainties which could cause actual results to substantially differ from the projected figures.
- These risks and uncertainties include general industry and market conditions, as well as general domestic and international economic conditions, such as changes in interest rates and exchange rates.
- The Company has no obligation to revise the forward-looking statements contained in this presentation at a later date, even if new information and/or future events emerge.