

< Caution >

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# Presentation Material for the Fiscal Year Ended March 2025

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May 26 2025



Japan Elevator Service Holdings Co., Ltd.

(TSE Prime Market : 6544)





# Management Review of the FY Mar 2025 Results

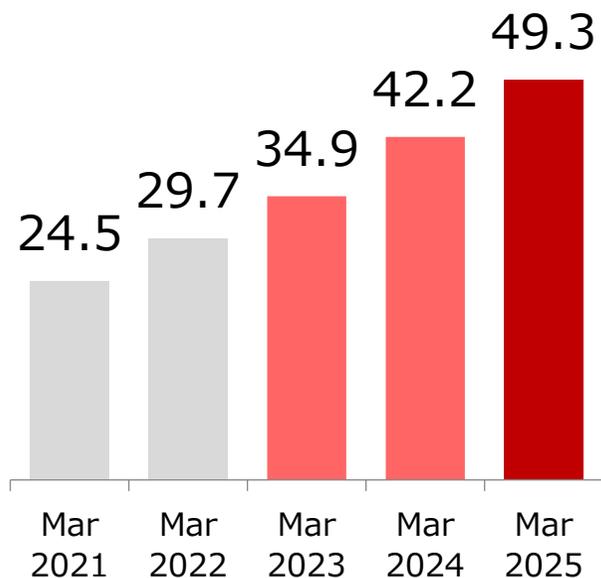
## Record Net Sales and Net Profit

- Good Business environment
- Strong progress in maintenance & repair and modernization
- Up 17.0% YoY to break record

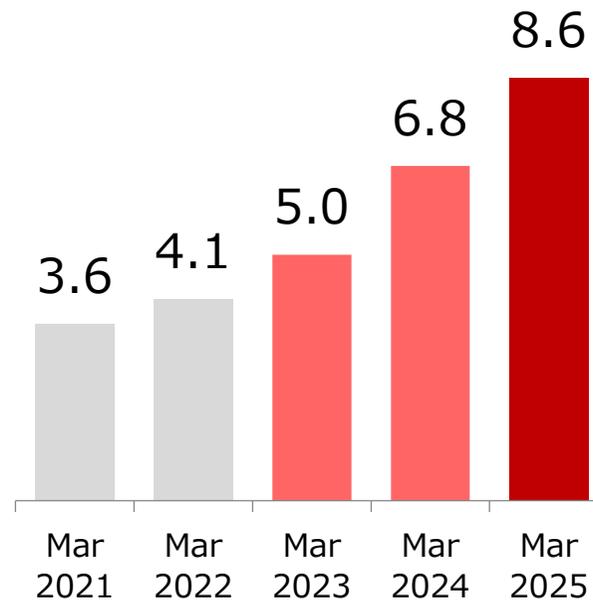
- Significantly exceeded forecast of ¥8.0B
- Up 26.4% YoY to break record
- OP margin improved to 17.5%

- Exceeded forecast of ¥5.1 B due to increase in sales and profit despite extraordinary losses
- Up 22.5% YoY to break record

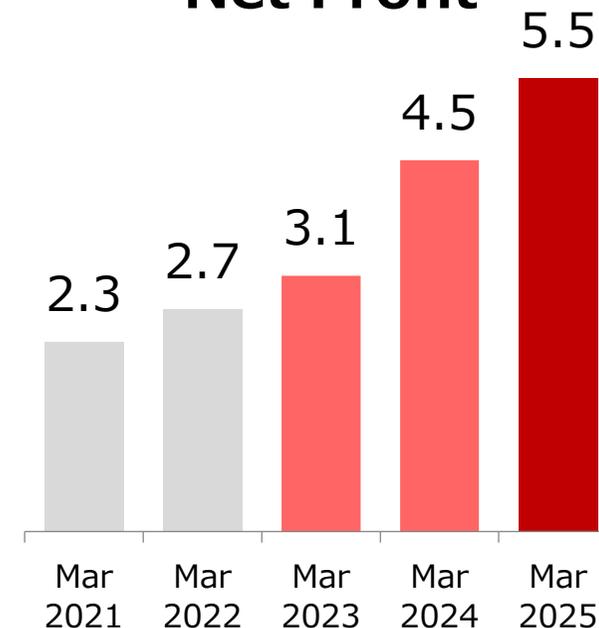
### Net Sales



### Operating Profit



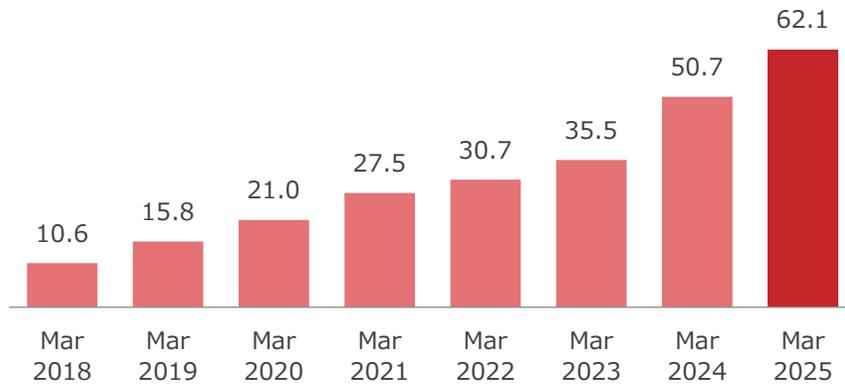
### Net Profit



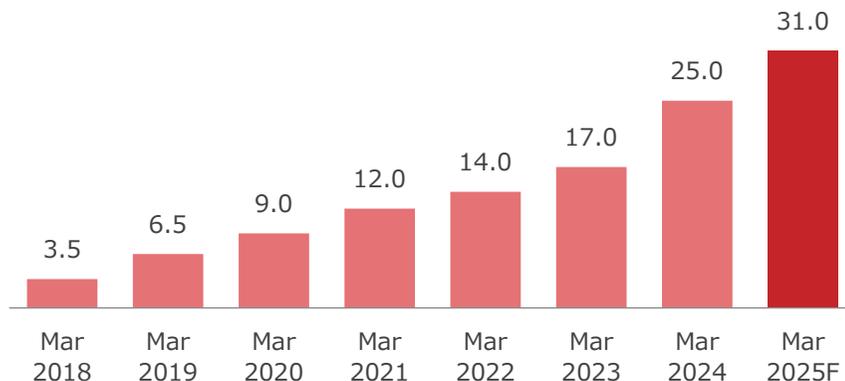
Unit in billion yen

- Our shareholder return policy is based on a dividend payout ratio of at least 40% and aims for stable increases in EPS and DPS
- Dividend for the FY2025 March has been revised upward to 31 yen from 30 yen announced in November 2024 against the backdrop of steady business expansion. An increase of 6 yen YoY and dividend payout ratio shall be 49.9%

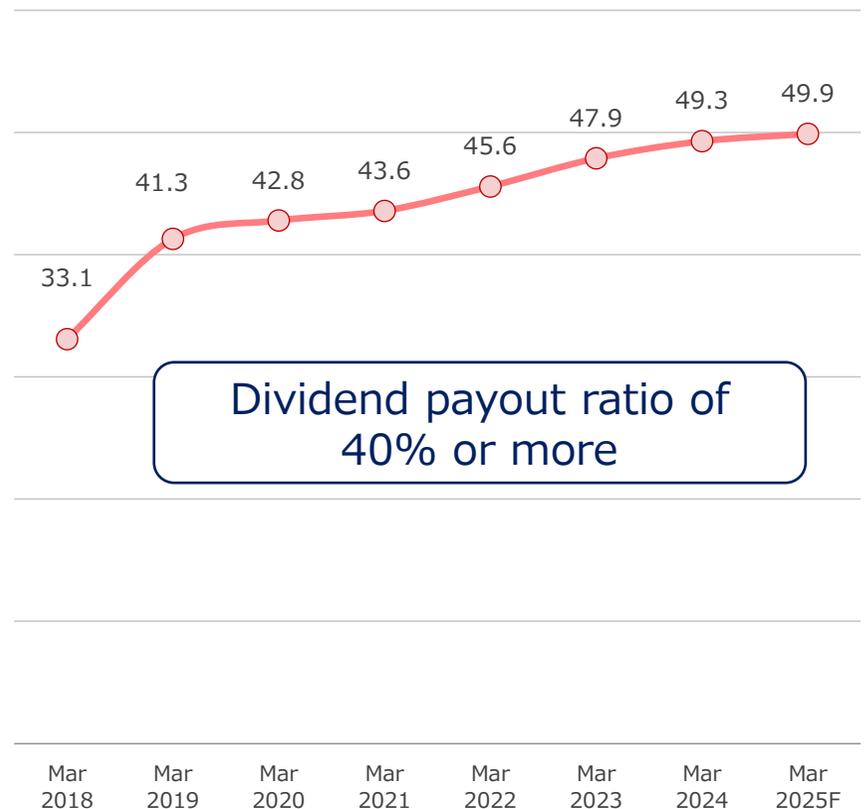
## Adjusted EPS (yen)



## Adjusted DPS (yen)



## Dividend Payout Ratio (%)



- Elevators under maintenance contracts at the end of March 2025 was 113,520 units
- Net organic increase set another record of 13,000<sup>note1</sup> that compares 10,000<sup>note2</sup> in the previous year
- Our estimated market share advanced more than one percentage point to 10%

Note 1 The number was adjusted for 230 contracts through acquisition of Showa Yusoki Tohoku Co., Ltd. on October 1 2024.

Note 2 The number was adjusted for 650 contracts through acquisition of Emic Co., Ltd. on September 1 2023 and 890 contracts through acquisition of Eledoc Okinawa Co., Ltd. on February 8 2024

### <Background>

- ✓ The Company have established business foundation to provide quality service for any brand at any place, and dully increased sales force
- ✓ Diversified sales channel includes building management companies, alliance (financial institutions, business partners), existing customers and auctions
- ✓ Better business environment as prices edges up, OEMs ask for price increases

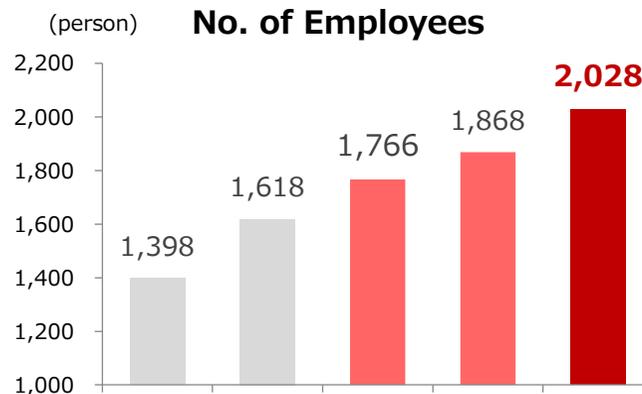
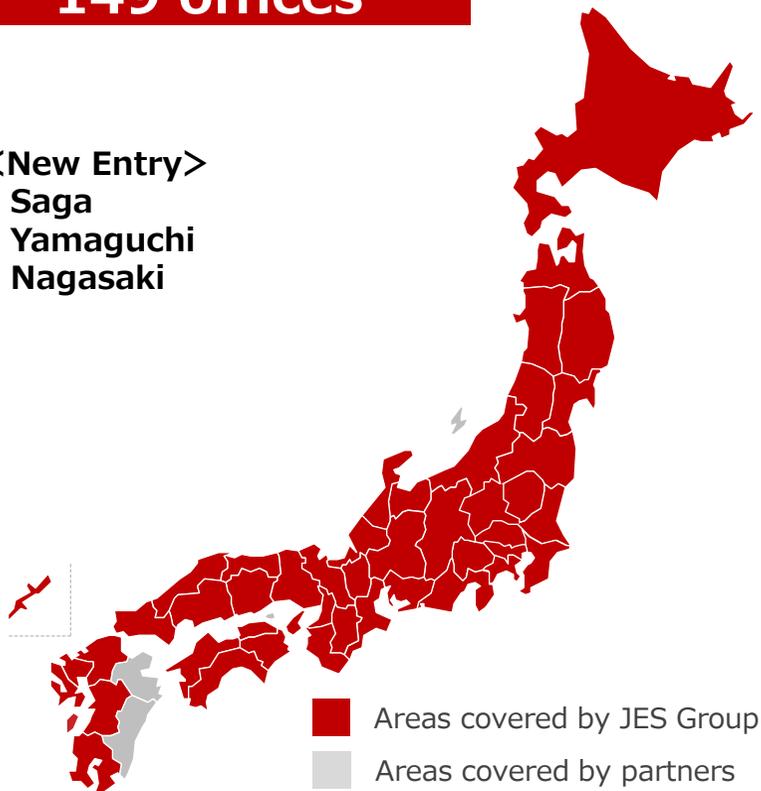


- The number of offices increased from 138 at March 2024 to 149 as of May 2025. New offices were established in **Saga, Yamaguchi and Nagasaki**
- Newly acquired Showa Yusoki Tohoku will be renamed as **JES Tohoku** and merged with Tohoku branch of JES Jyosai, all in order to strengthen our network in Tohoku region
- We are **able to hire over one hundred engineers**, mainly new graduates, on a stable basis, which is expected to support annual growth in the number of maintenance contract exceeding 10K units

**As of May 1, 2025**  
**149 offices**

<New Entry>

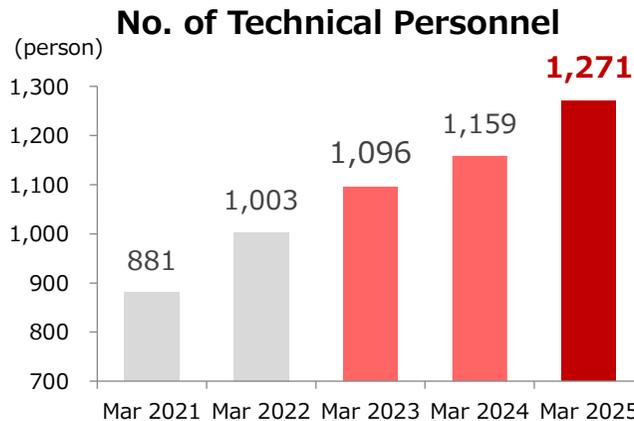
- **Saga**
- **Yamaguchi**
- **Nagasaki**



New graduates joining 2025

**153**

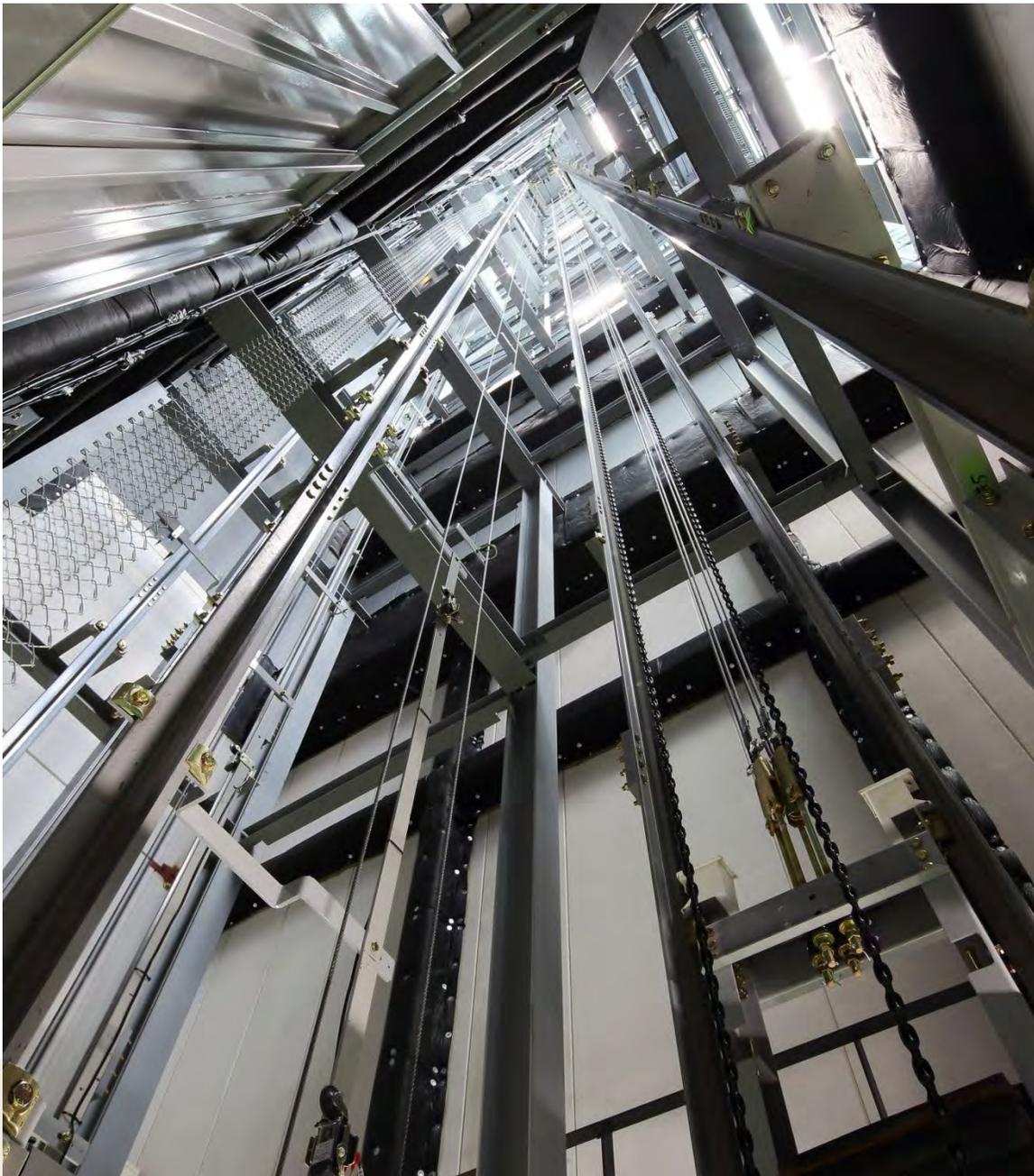
Previous year  
154



Of which tech personnel

**143**

Previous year  
138



# Initiatives for FY Mar 2026

## ■ Improve Productivity for Increased Net Adds

- ✓ Early Mobilization of Sales Staff (New Graduates and Mid-career)
  - Revitalization of sales activities and improvement of productivity by utilizing sales support and customer management systems
  - Enhance training of increased number of new employees (new graduates and mid-career workers) after we strengthened recruitment, making them ready to work immediately

### ✓ Customized Approach by Sales Channel



- Property Management Cos: Stronger ties with key organization & people
- Business Partners: Expand business matching by financial institutions
- Existing Customers: Expand share among larger customers

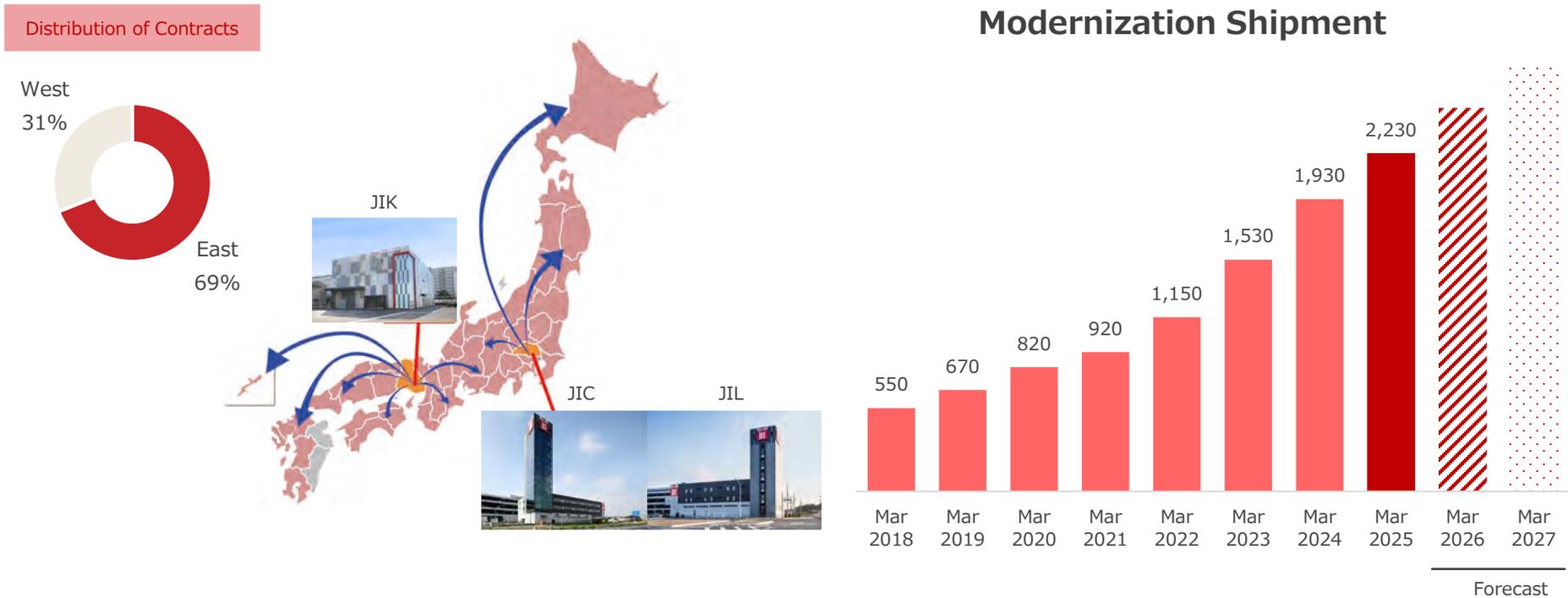
## ■ Continued to Improve Quality of Services

- ✓ Faster Repair Services through Digital Initiatives
  - Asset management software improves efficiency of repair work
  - Use generative AI to learn failure information and improve failure prediction capabilities
- ✓ Improved Repair Proposals
  - Set key proposals for each OEM parts and share information
  - Prevention of failures through early replacement of parts



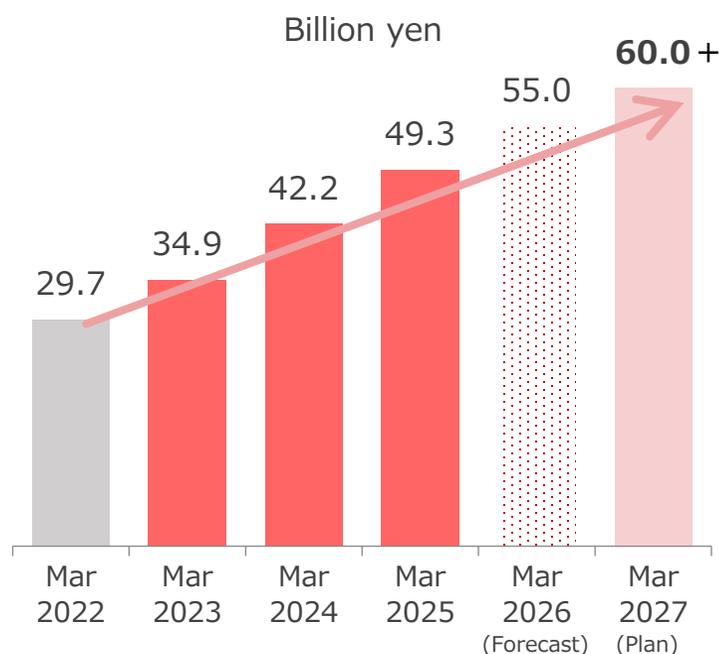
## ■ Continue Growth in Volume, Price and Profitability

- With JIK in operation, shipments should exceed 200 units per month
- Actively propose escalator modernization, which is expanding the number of models compatible with it, and aim to win projects
- Logistics and profitability are improved with an expanded in-house construction team

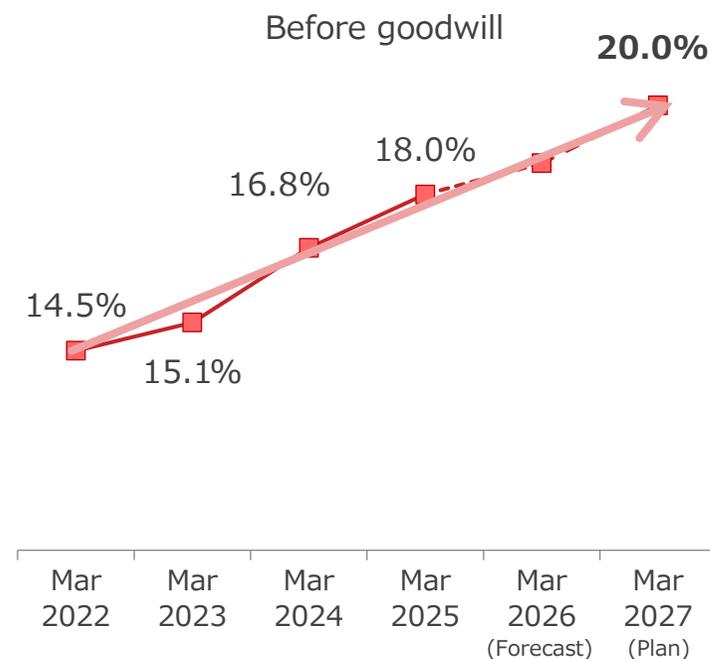


- The medium-term management plan is a reference for management strategy, and is positioned as an indicator that differs from earnings forecasts based on the business environment and management initiatives for each fiscal year
- Yet, considering the steady accumulation of maintenance contracts, strengthening of repair sales, and modernization shipment that are in greater demand than we have expected, the initial target of “sales of 60 billion yen or more” can be achieved
- With productivity improvement and SG& cost control, operating income margin can exceed 20% in the long term, and the medium-term target of 20% is not impossible to achieve

## Net Sales



## OP Margins





FY2025 Results Overview and  
FY 2026 Earnings Forecast

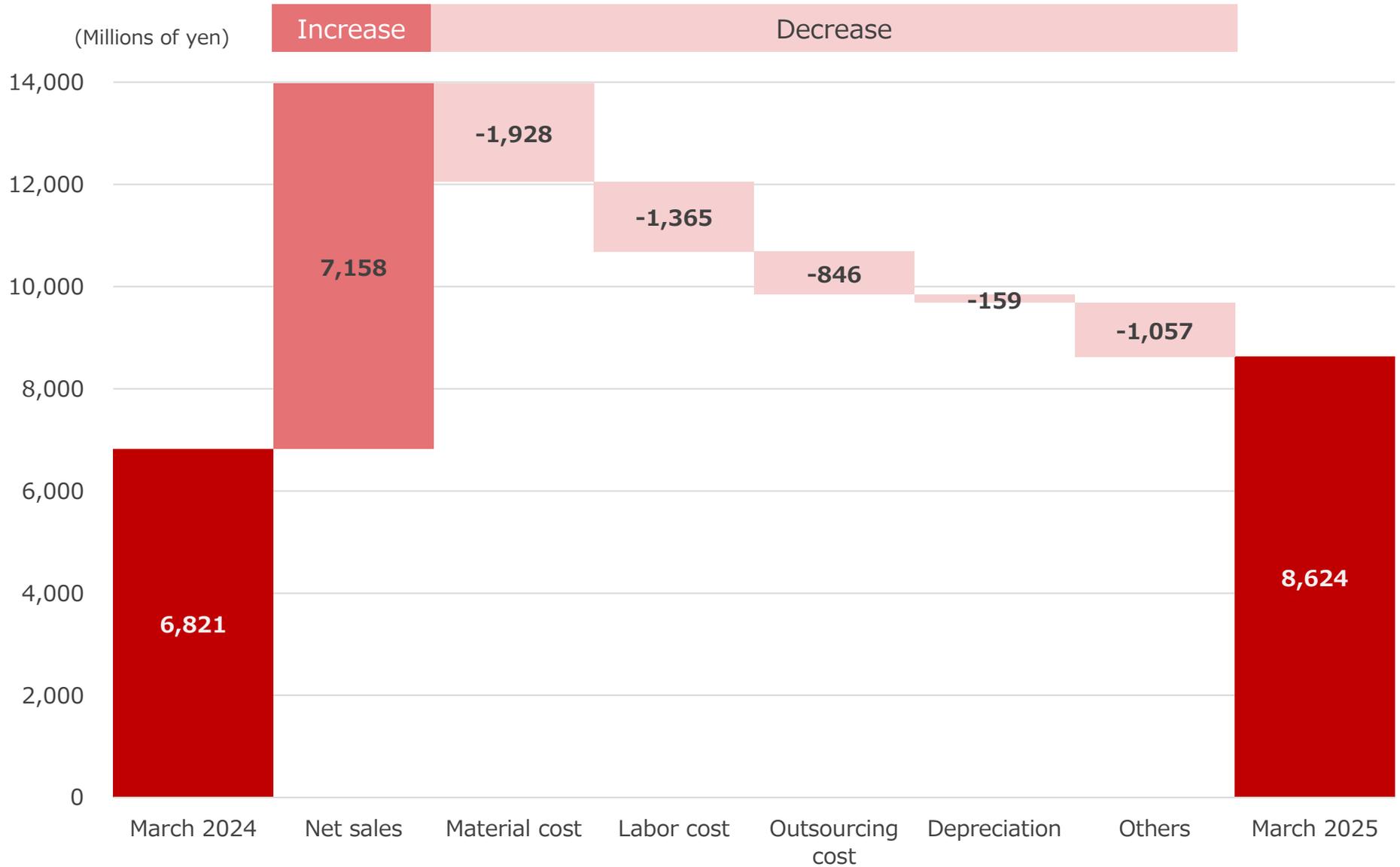
## Performance exceeded the initial forecast and achieved the highest profit in the past due to the demonstration of our abilities in all fields

- Fiscal year ended March 31, 2024 was marked by a significant increase in sales and profit due to changes in the business environment. In fiscal year ended March 31, 2025 the business environment continued to be favorable and each business performed well, especially repair sales, resulting in sales exceeding the initial forecast
- The OP margin improved 1.3% to 17.5% YoY, thanks to productivity gain resulting from an increase in the number of maintenance contracts, a lower labor cost ratio due to the effect of hiring new graduates, and thorough control of SG&A expenses
- Net income attributable to owners of parent exceeded the original forecast of 5.1 billion yen to reach a record high, despite the impairment loss

(millions of yen, yen, %)

	Fiscal Year ended March 2024		Fiscal Year ended March 2025		YoY change	
	Amount	% of sales	Amount	% of sales	Amount	%
Net sales	42,216	100.0	49,375	100.0	7,158	17.0
Operating profit	6,821	16.2	8,624	17.5	1,803	26.4
Ordinary profit	6,851	16.2	8,621	17.5	1,769	25.8
Profit attributable to owners of parent	4,515	10.7	5,530	11.2	1,014	22.5
(Depreciation)	1,403	3.3	1,562	3.2	159	11.3
(Amortization)	269	0.6	276	0.6	6	2.3
OP before amortization	7,090	16.8	8,900	18.0	1,809	25.5
EPS	50.71	--	62.10	--	11.39	22.5

# Factors for Change in Operating Profit



## Record-high net sales and profits are expected due to the steady accumulation of maintenance contracts

- 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. However, the earnings forecast is based on a conservative assumption of the same level as the previous year
- 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 of over 18%. As a result, both sales and profits are expected to reach new highs

(millions of yen, %)

	March 2025		March 2026 Forecast		
	Amount	% of sales	Amount	% of sales	YoY
Maintenance & repair services	30,538	61.8	33,000	60.0	108.1
Modernization services	17,325	35.1	20,600	37.5	118.9
Other	1,511	3.1	1,400	2.5	92.7
Net Sales	49,375	100.0	55,000	100.0	111.4

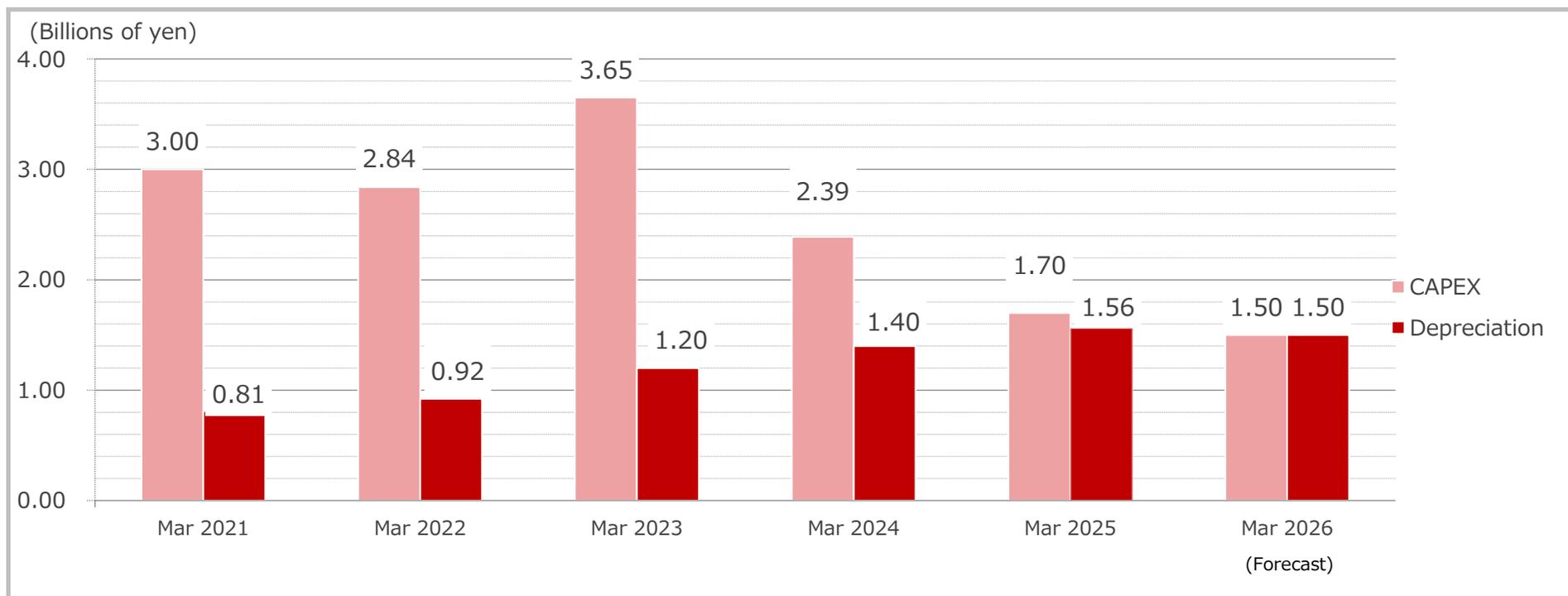
(millions of yen, %)

	March 2025		March 2026 Forecast		
	Amount	Margins	Amount	Margins	YoY
Net sales	49,375		55,000		111.4
Operating profit	8,624	17.5	10,000	18.2	115.9
Ordinary profit	8,621	17.5	10,000	18.2	116.0
Profit attributable to owners of parent	5,530	11.2	6,000	10.9	108.5
(Depreciation)	1,562	3.2	1,500	2.7	96.0
(Amortization of goodwill)	276	0.6	267	0.5	96.9
OP before amortization	8,900	18.0	10,267	18.7	115.4

(Billions of yen)

	FY2024 (Actual)	FY2025 (Forecast)	Items
<b>C a p i t a l E x p e n d i t u r e</b>	<b>1.70</b>	<b>1.50</b>	Investments related to PRIME, a remote inspection service, etc.
<b>D e p r e c i a t i o n</b>	<b>1.56</b>	<b>1.50</b>	

## Capital Expenditures and Depreciation





Medium-term Management Plan "VISION 2027"

## ■ Basic Strategy

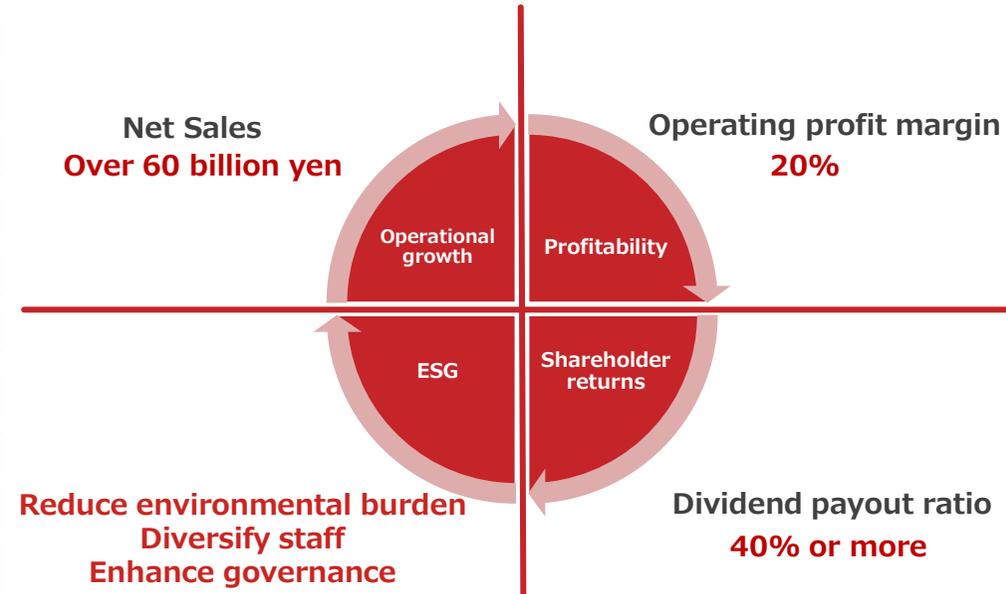
- As a company qualified for the TSE Prime Market, we aim to achieve sustainable growth and increase corporate value, adapting to changes in the social environment, by addressing not only business growth but also social and global environmental issues from a medium- to long-term perspective

## ■ 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**



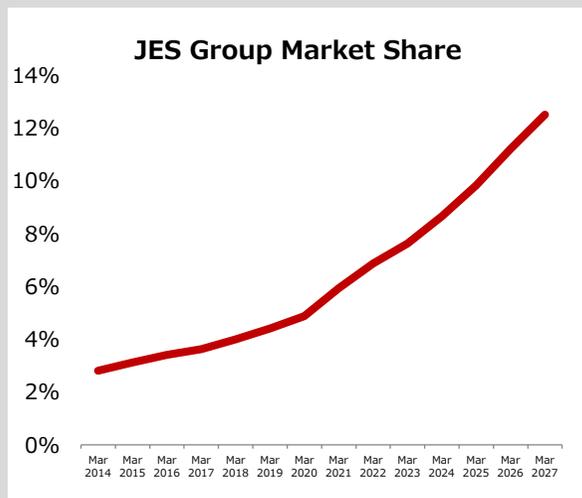
- Growth and profitability metrics to be met by FY Mar 2027
- OP Margin excludes goodwill amortization

## 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

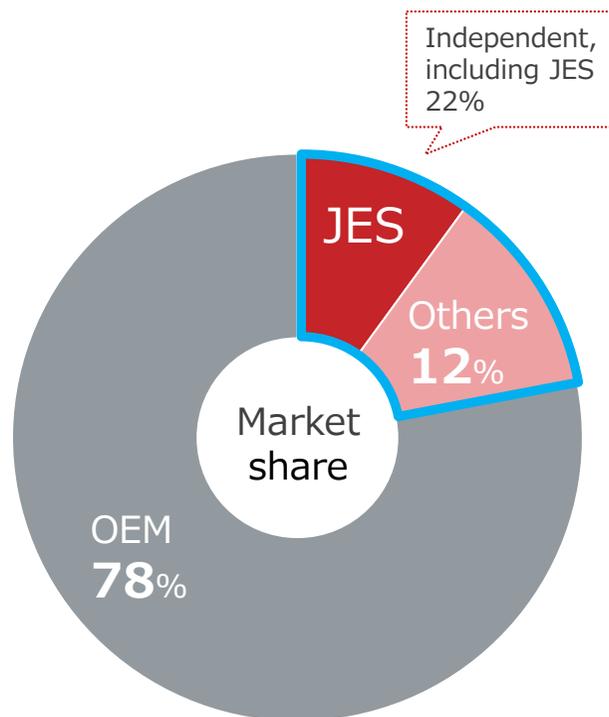
## Market share:

- 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



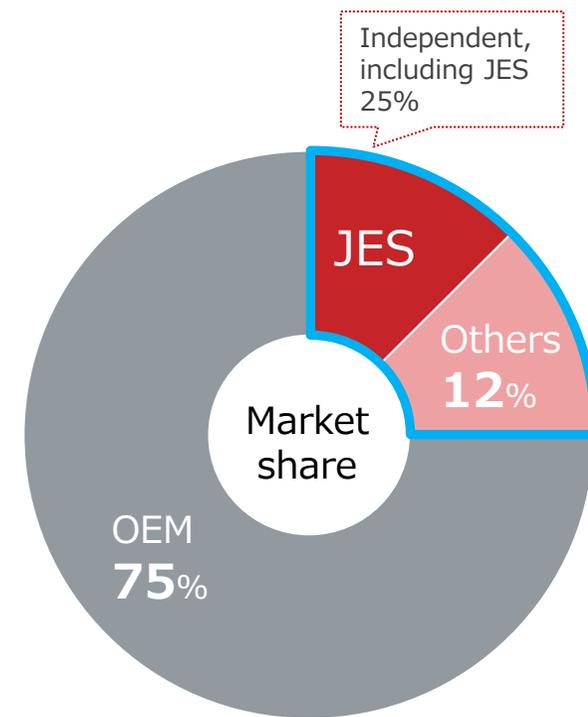
\*Mitsubishi Electric Building Solutions, Hitachi Building Systems, Toshiba Elevator and Building Systems, Otis Elevator Japan, Fujitec

Year ended March 2025



**JES 10%**

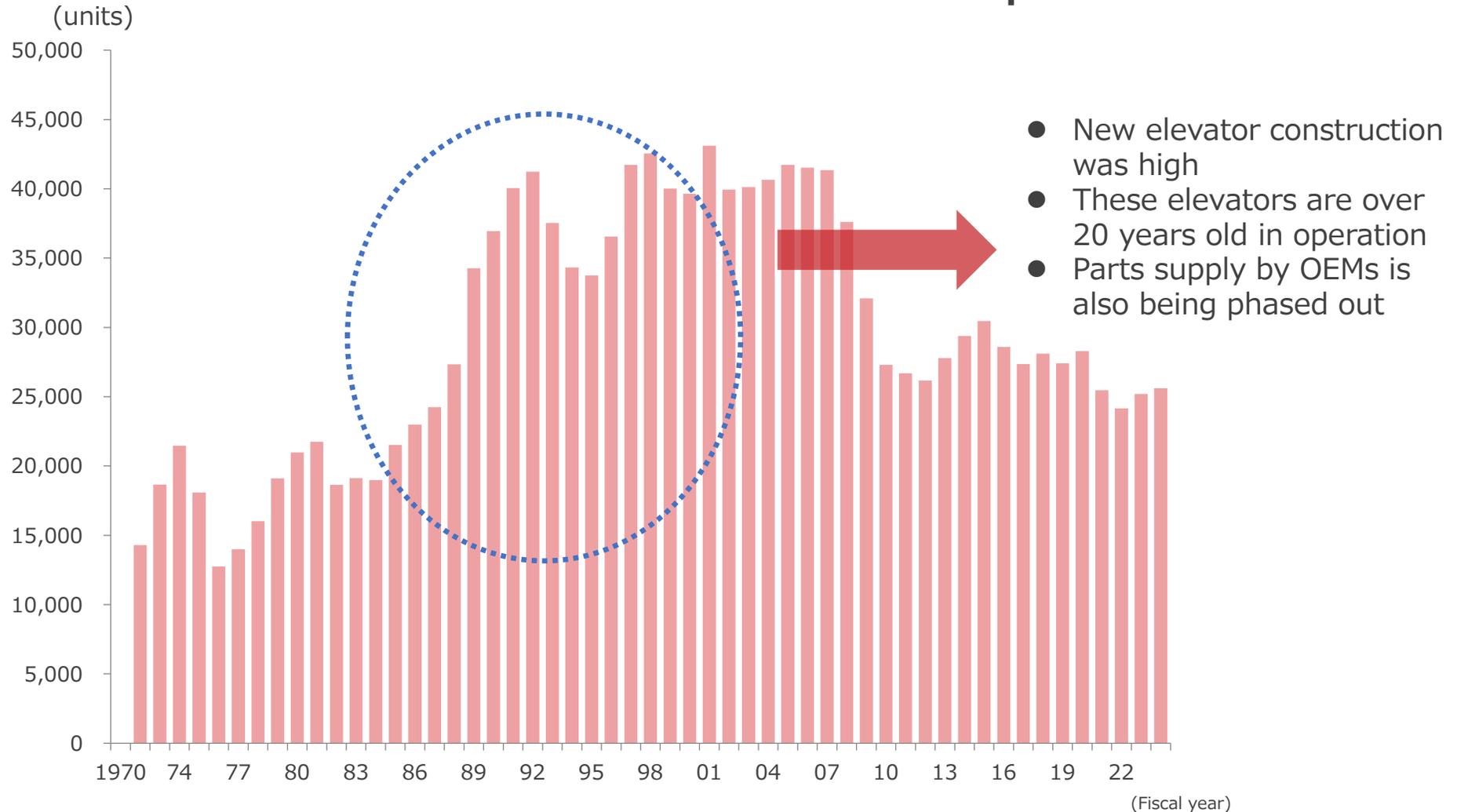
VISION2027



**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

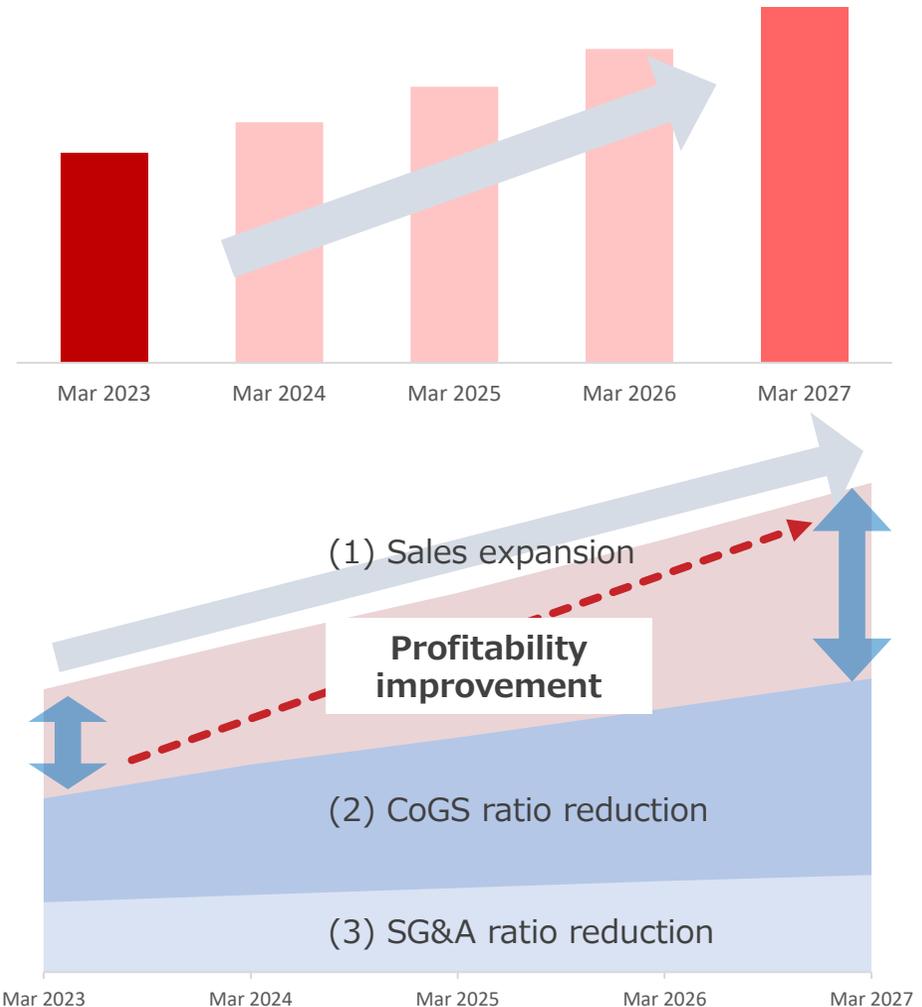
### 1. Achieve net sales of 60 billion yen by expanding the market and increasing share in Japan

- 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

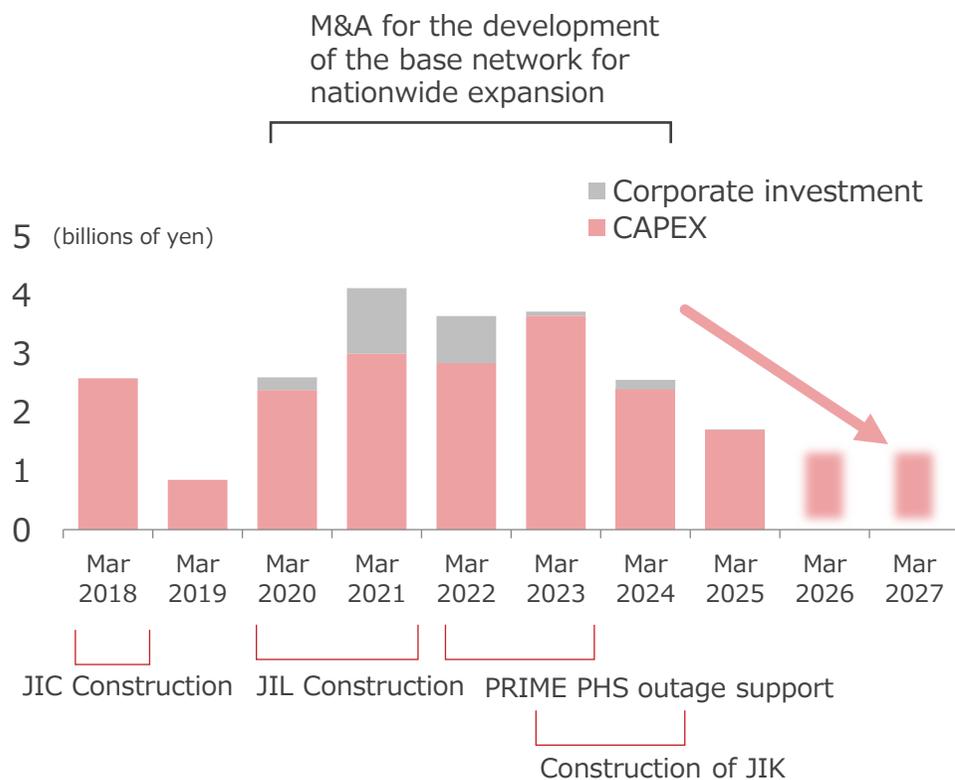
- Increase contribution from high margin maintenance sales  
Improve margins in newly expanded areas with low market share by increasing the number of maintenance contracts
- Reduction in CoGS ratio  
Despite our continued effort to increase the number of technical personnel, costs should be under control 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.



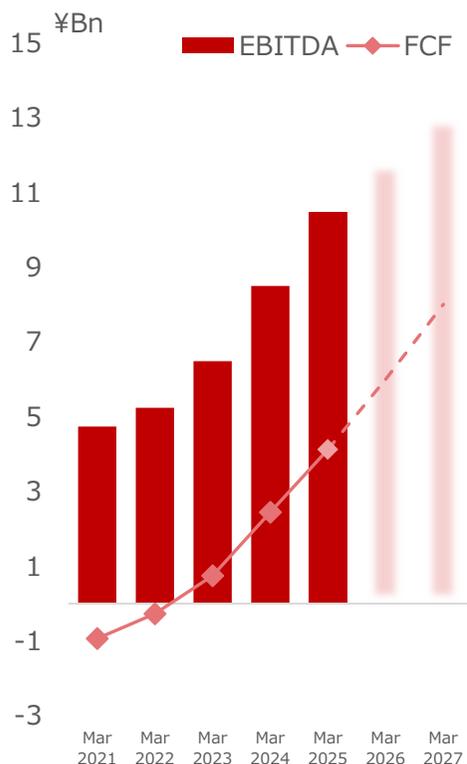
EBITDA and free cash flow expected to trend upward in parallel going forward

(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 49.3% to 49.9%
- Dividend is 31 yen, an increase of 6 yen YoY
- Sharing profit growth with shareholder through dividends

- Aiming for net cash for the time being

#### Investment in inorganic growth

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

- 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

<b>Company Name</b>	Japan Elevator Service Holdings Co., Ltd.
<b>Established</b>	October 3, 1994
<b>Listed Market</b>	TSE Prime Market (6544) since April 4, 2022
<b>Headquarters</b>	Tokyo Tatemono Nihonbashi Bldg. 5F, 1-3-13 Nihonbashi, Chuo-ku, Tokyo 103-0027
<b>CEO</b>	Katsushi Ishida (Born on March 25, 1966)
<b>Number of Employees</b>	2,028 (as of March 2025, consolidated basis)
<b>Paid-in Capital</b>	¥2,493 million (end of March 2025)
<b>Net Sales</b>	¥49,375 million (for the FY2025, consolidated basis)



## Safety Above Anything Else.

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

## No Cutting Corners.

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

## Building on Trust.

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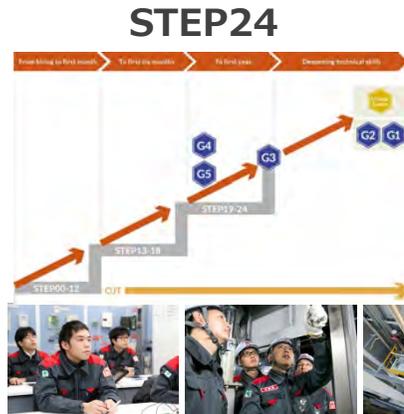
Building relationships of trust with customers based on our position and strengths as an expert specializing in maintenance

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

R&D as % of net sales:  
**1.5%**  
(Average since Mar 2017)

CAPEX on JIC/JIL/JIK:  
**¥6.4B**

Software assets:  
**¥1.1B**



Qualified Inspectors:  
**700**

Technical personnel:  
**1,271**

Total employees:  
**2,028**

**Jan 2017**  
(At the time of listing)

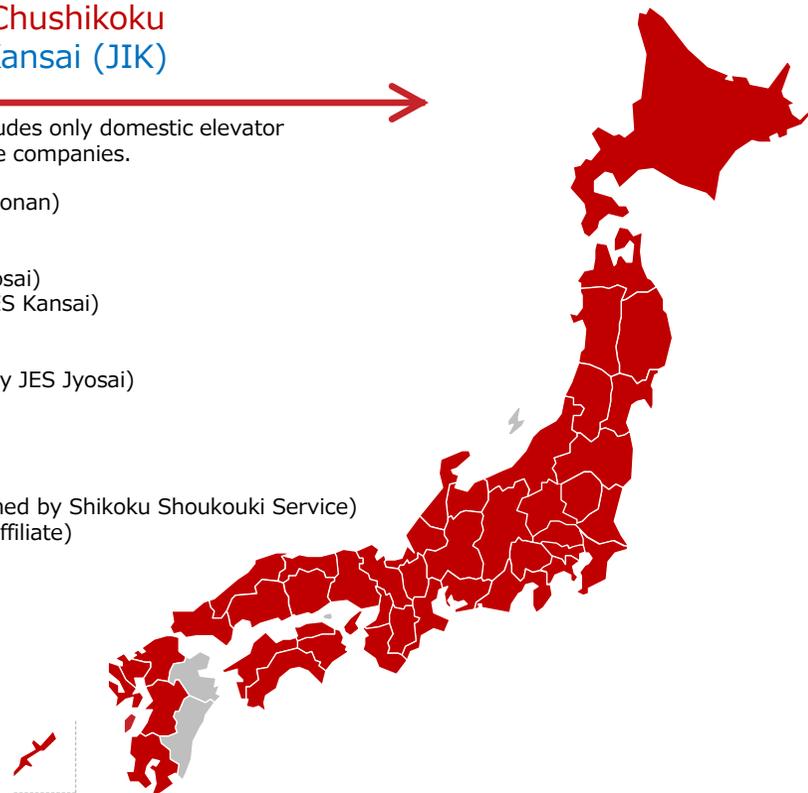
38,000 elevators served  
64 offices  
934 employees



- 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

**Mar 2025**  
(now)

113,520 elevators served  
149 offices  
\*as of May 1  
2,028 employees



[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

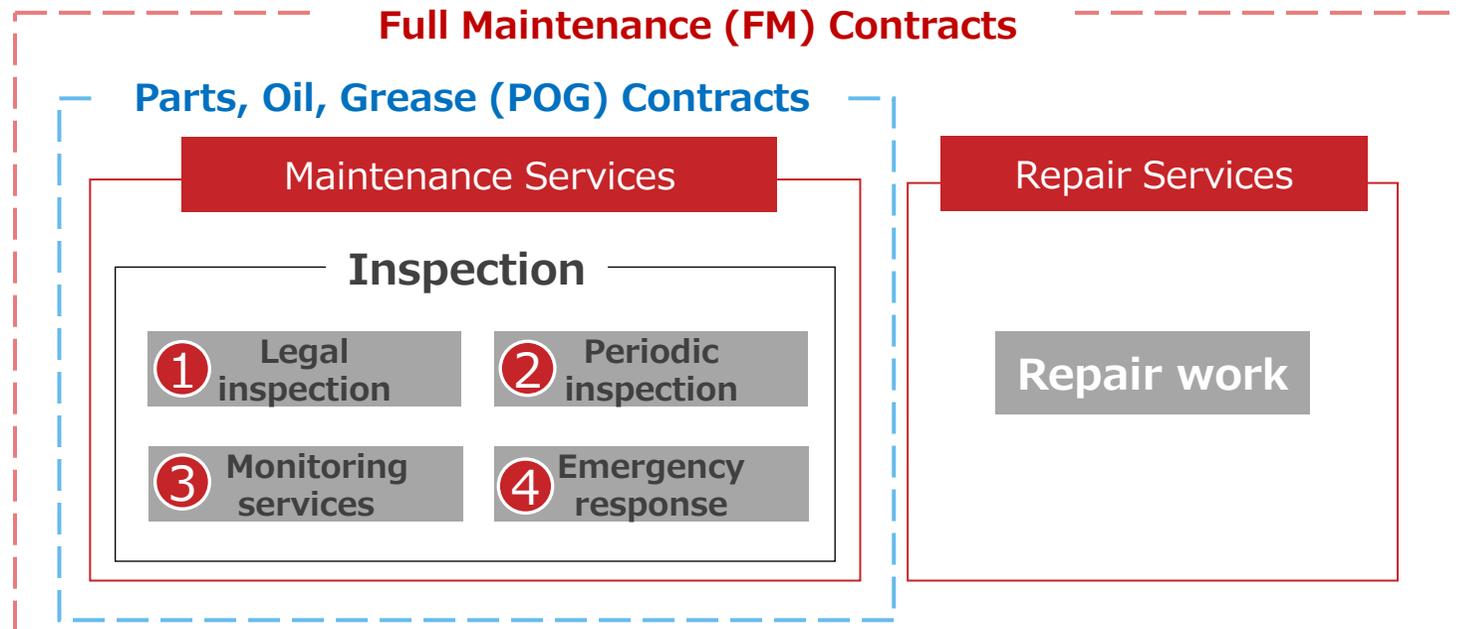
## Maintenance Services



- 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

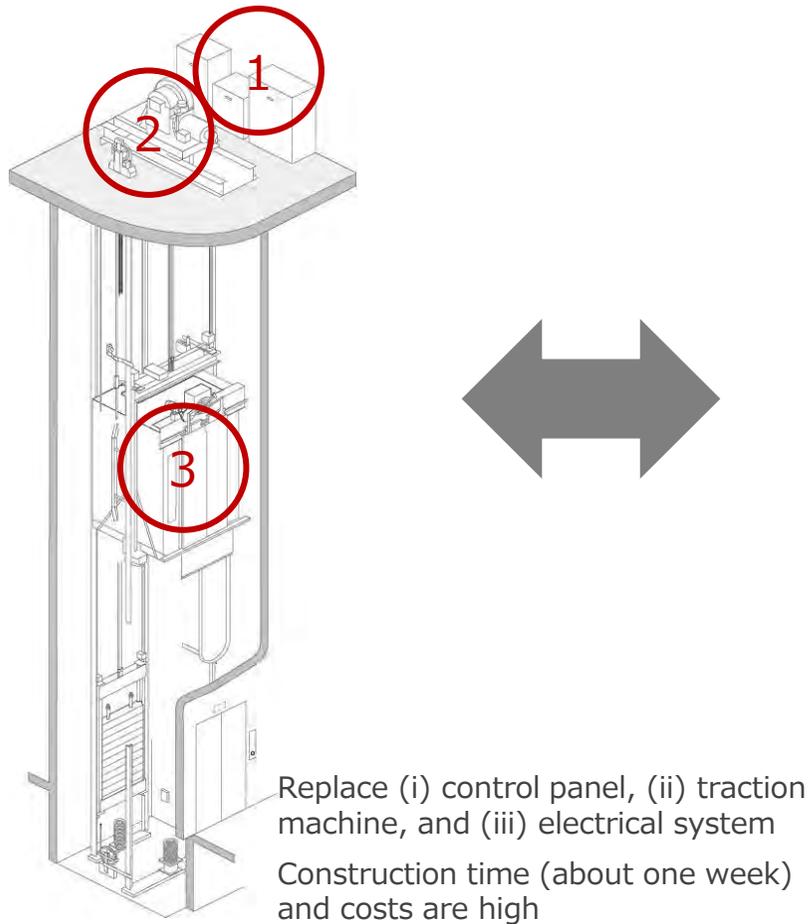


## Stylish

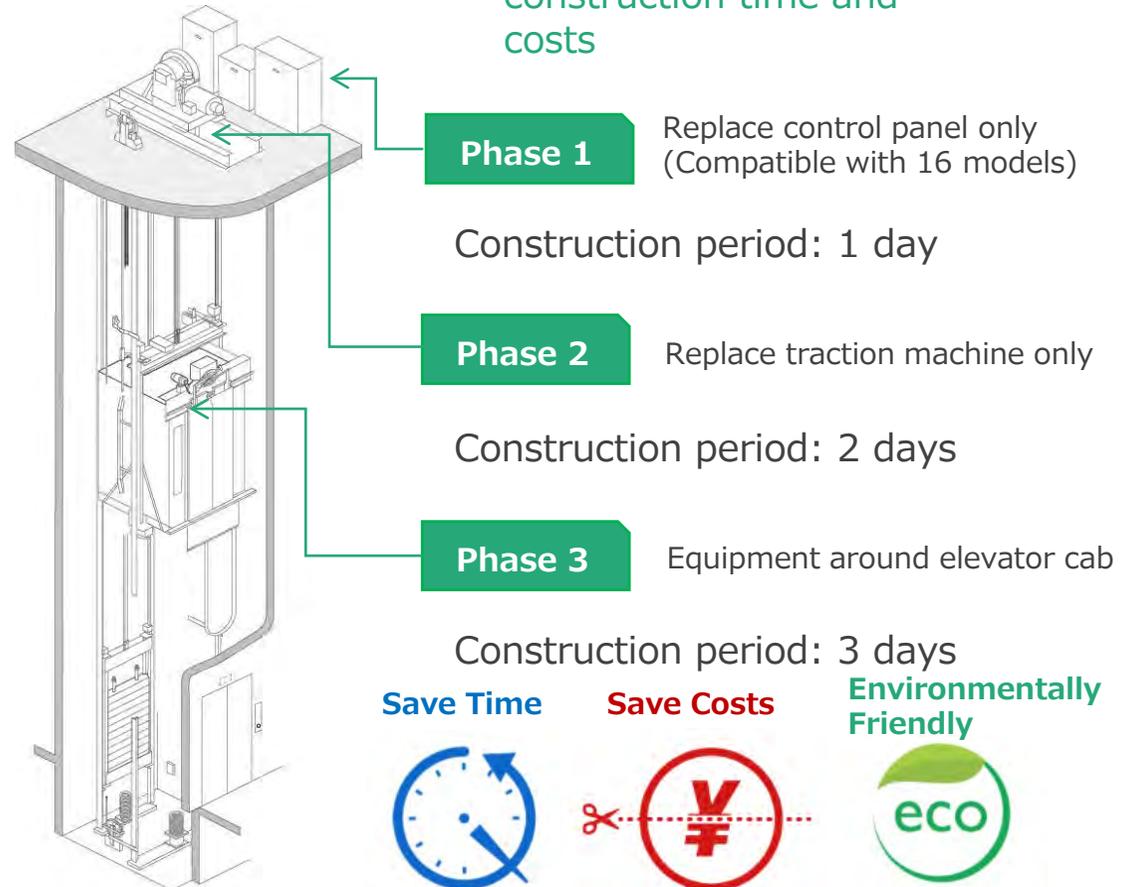
- LED lighting, wall
- Entrance
- Materials or colors of choice

## 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 renewal support for almost any models in the fiscal year ending March 2026

## ES in Elevator Market

## JES



## Training Escalator Experts

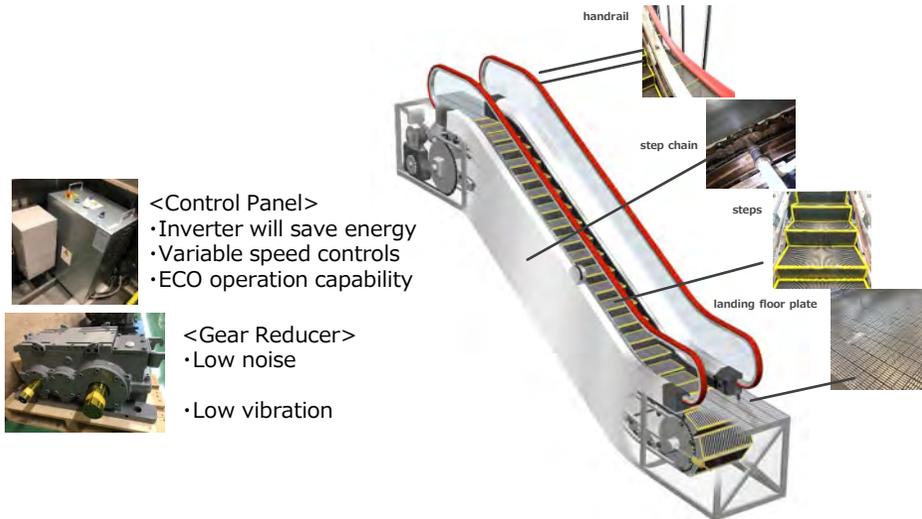
We are accumulating expertise for escalator technology. As the number of escalators to be managed is expected to increase, we will establish a specialized organization and train experts specialized in escalators.

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 number of installations
- We aim to increase installation, mainly in **Tokyo area office and residential buildings**, thereby lift media value and boost advertising revenue
- **The Company started to charge fees for security camera service**



- 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

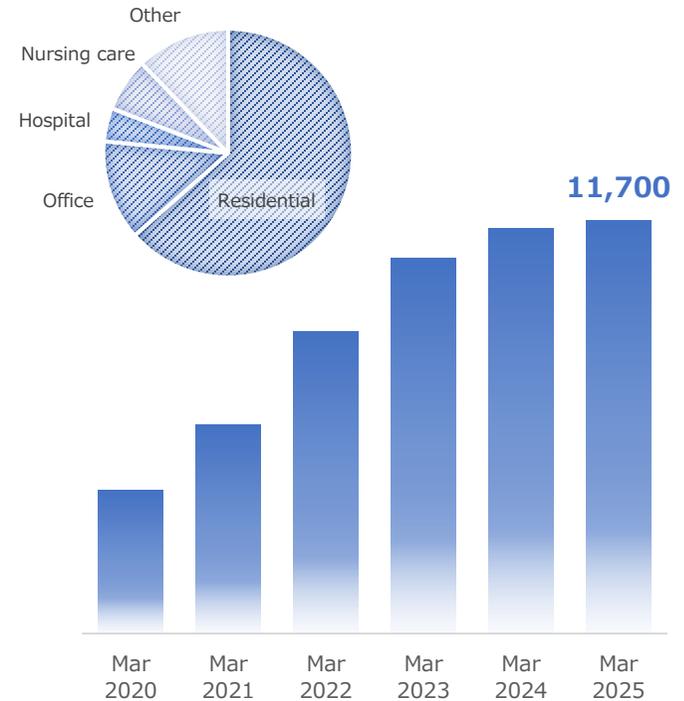
**B to B**

- Marketing
- Job Seeker
- Business Trip

- Sales Support
- Employee Benefits
- Business Events

- Accounting
- Corporate Training
- Public Sector

## Growth in Installed Base

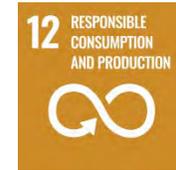




Refurbished parts are products collected during parts replacement, then repaired and refurbished. Components that pass our QA testing are certified as JES Authorized Refurbished Parts. JES Group is focusing on obtaining recycled parts and promoting growth in the refurbished parts business to ensure stable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



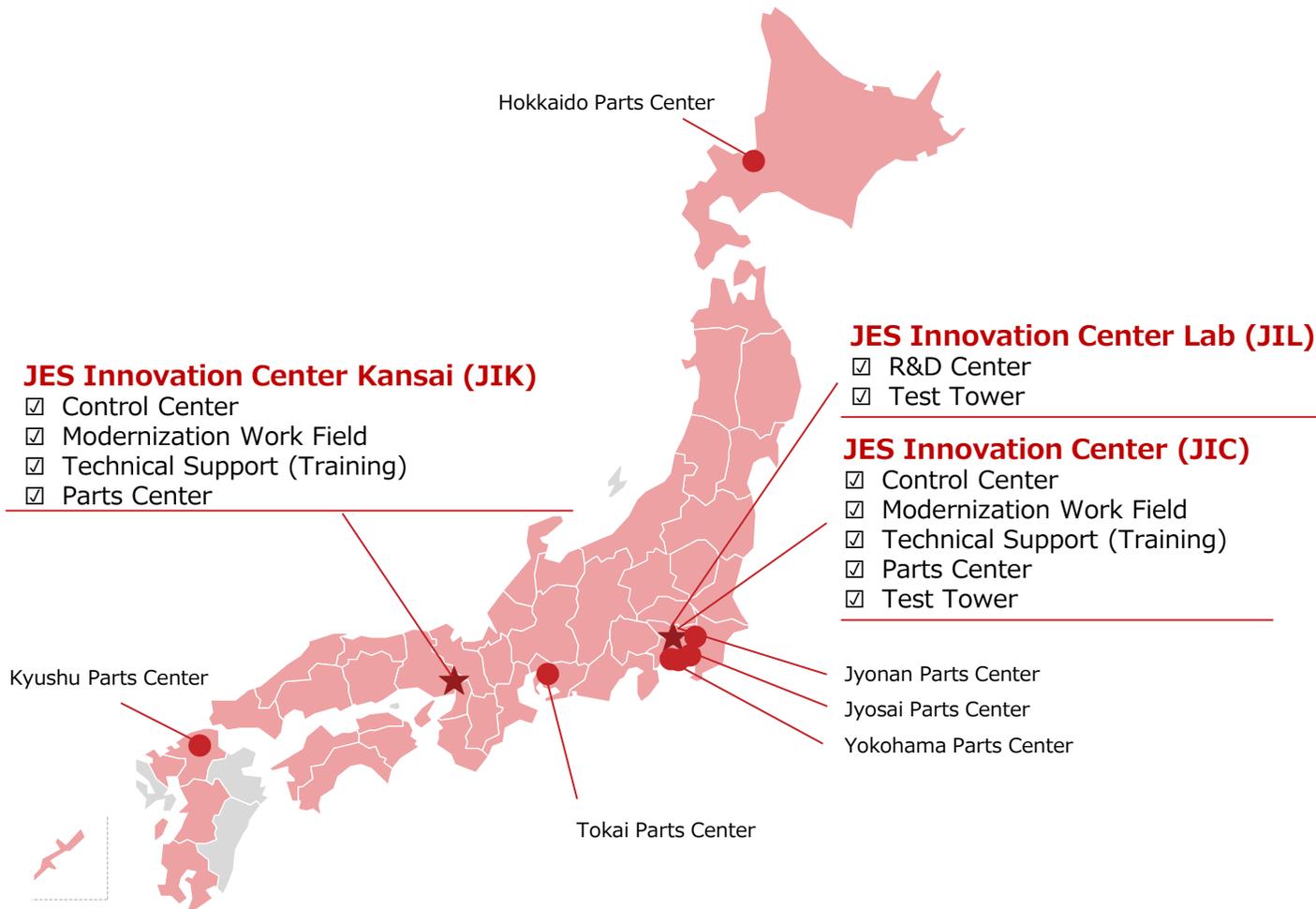
## 2. Resolving social issue of parts shortages

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

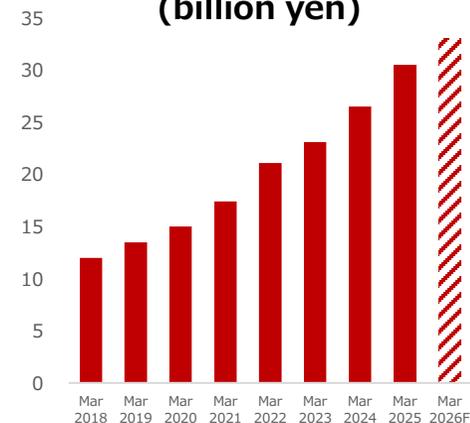
- Rapid response for customers who want elevators back in working order quickly
- Mitigates business risk of delayed supply of JES parts



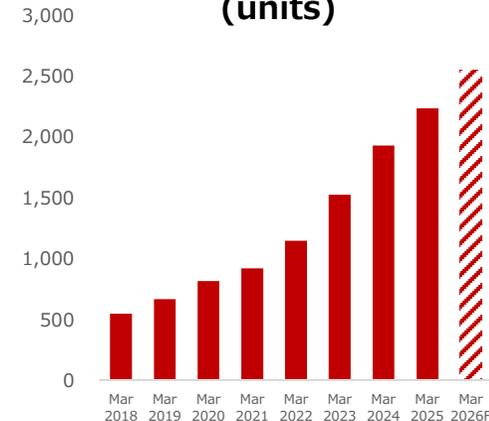
- Capable of rapid troubleshooting nationwide with 8 parts centers, including JIC and JIK
- Capable of responding to modernization demand
- Established R&D center with test tower, the only one of its kind among independent companies, redundant control centers and extensive training system



**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

 **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

 **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

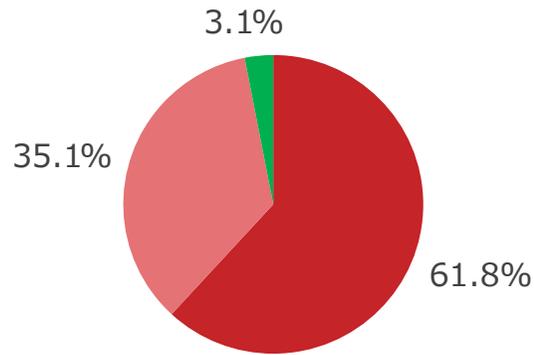
#### **COFRETH (M) SDN.BHD.**

- 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

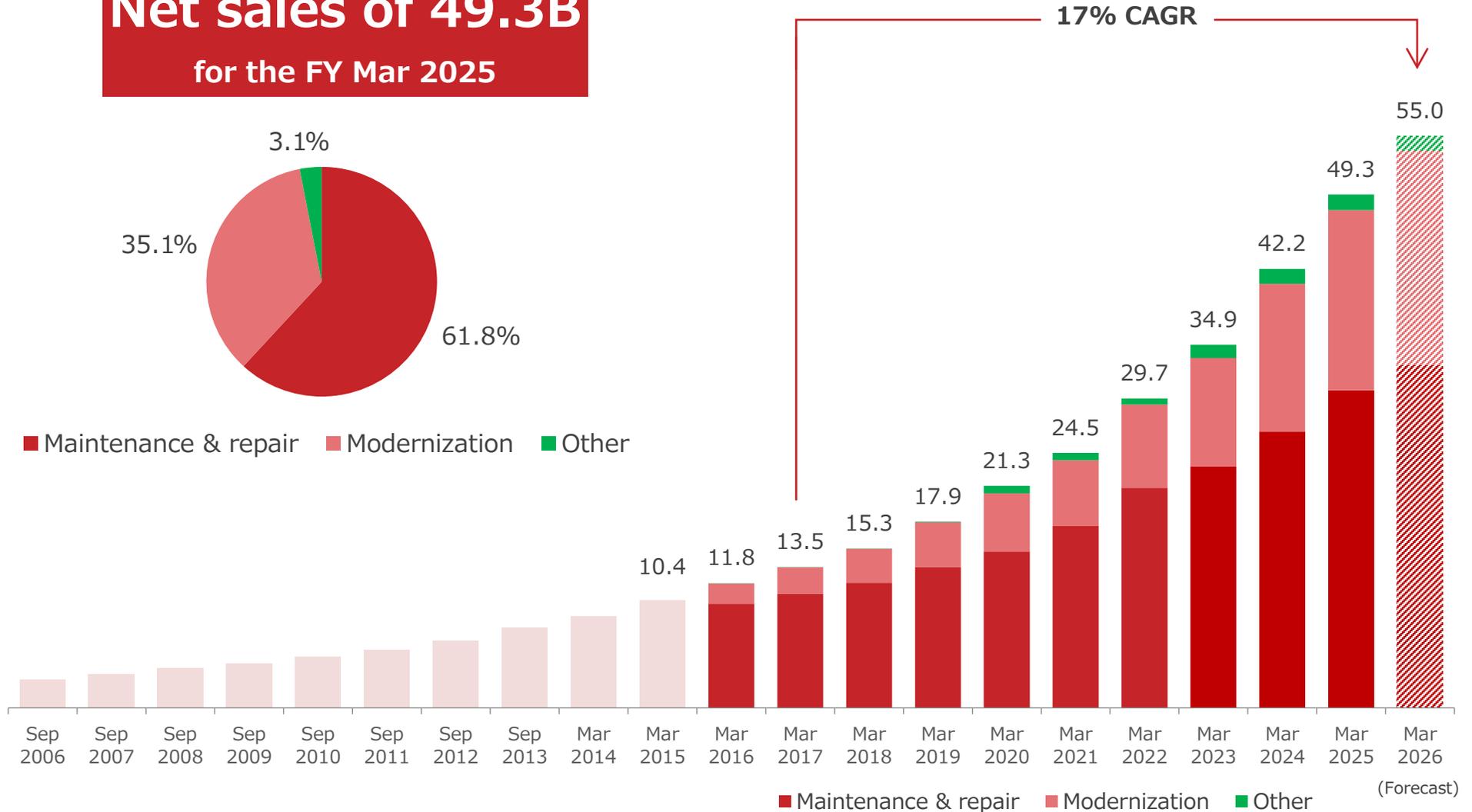


# References

## Net sales of 49.3B for the FY Mar 2025



■ Maintenance & repair ■ Modernization ■ Other

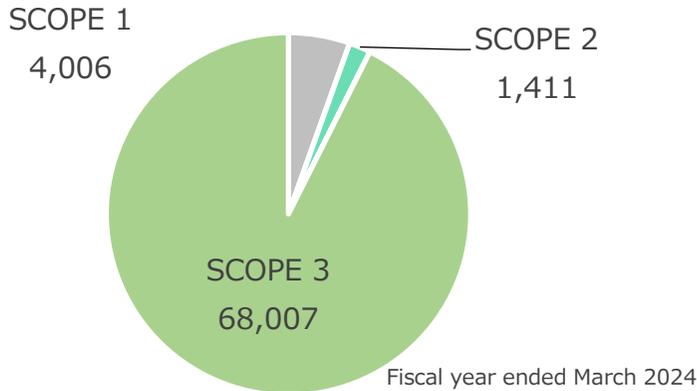


(Note: Due to a change in the fiscal year end, the fiscal year ended March 31, 2014 is a six-month period. The above figures are annualized.)

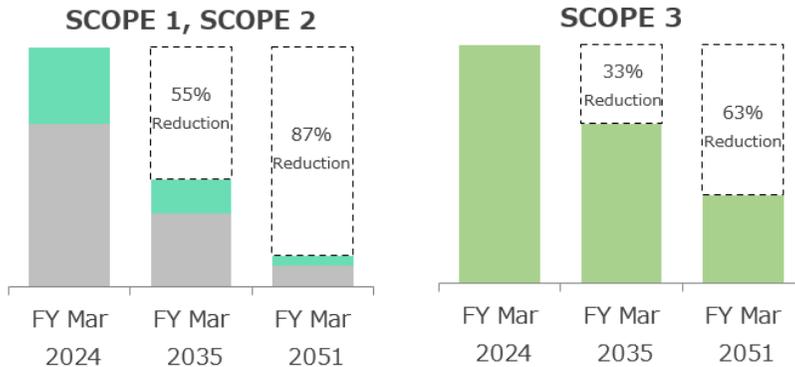
## E Strengthening efforts to maintain the environment

- 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

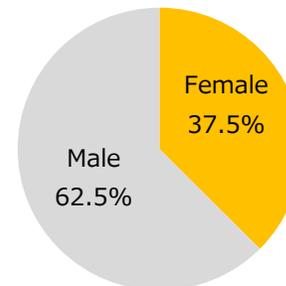
- Expansion of allowances due to revision of the personnel system (e.g. housing allowance)
- Judo Club held a judo class for students



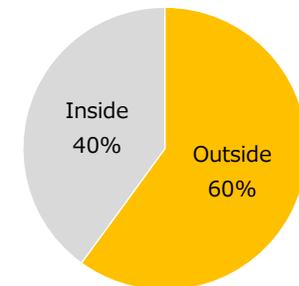
## G Continued efforts to strengthen governance

- 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(CO2)Emissions etc.	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
SCOPE1 (t-CO2)	2,199	2,592	3,208	3,512	4,006
SCOPE2 (t-CO2)	1,051	1,163	1,340	1,648	1,411
Sales unit (t-CO2/net sales (100 million yen))	15	15	15	15	13
Net sales (100 million yen)	213	244	296	349	422
SCOPE3 (t-CO2)	Not calculated	Not calculated	Not calculated	54,239	68,007
C a t e g o r y	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 estimated figures for the period from March 2020 to March 2022  
 ※Japan Elevator Service Holdings Corporation and consolidated subsidiaries actual figures after year ended March 2023  
 ※Categories 8, 9, 10, 11, 12, 14, and 15 excluded from the calculation because there are no related business activities

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 Corporation, Ltd. and consolidated subsidiaries

Other Pollutant Emissions	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
NOx (t)	Not calculated	Not calculated	Not calculated	0	0
SOx (t)	Not calculated	Not calculated	Not calculated	0	0

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

Number of Environmental Incidents (Accidents, Violations, Fines)	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 Corporation, Ltd. and consolidated subsidiaries

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 Corporation, Ltd. and consolidated subsidiaries

Water Consumption and Wastewater Discharge	Mar 2020	Mar 2021	Mar 2022	Mar 2023	Mar 2024
Water intake (m <sup>3</sup> )	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 <sup>3</sup> )	Not calculated	Not calculated	Not calculated	Not calculated	0
Recycled water usage					0
Waste water discharge (m <sup>3</sup> )	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 ocean/wastewater treatment plants (sewerage)					0
Total discharge provided to third parties/other					11,035
Total discharge					11,035

※Japan Elevator Service Holdings Corporation, 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 AM)

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 AM)

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 AM)

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 AM)

※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 working hours/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 AM)

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 AM)

※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
Nomination 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 (million yen)	302	222	231	155	154
Outside	13	13	18	20	20
Audit & Supervisory Board (million yen)	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

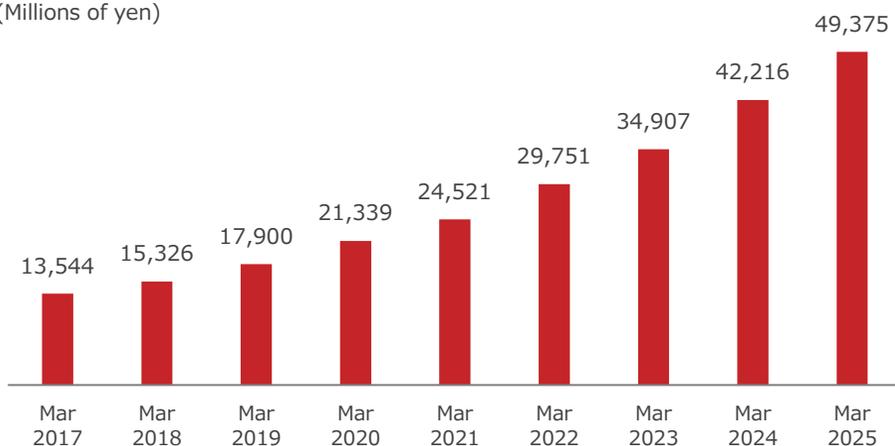
※Japan Elevator Service Holdings Co., Ltd.

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.

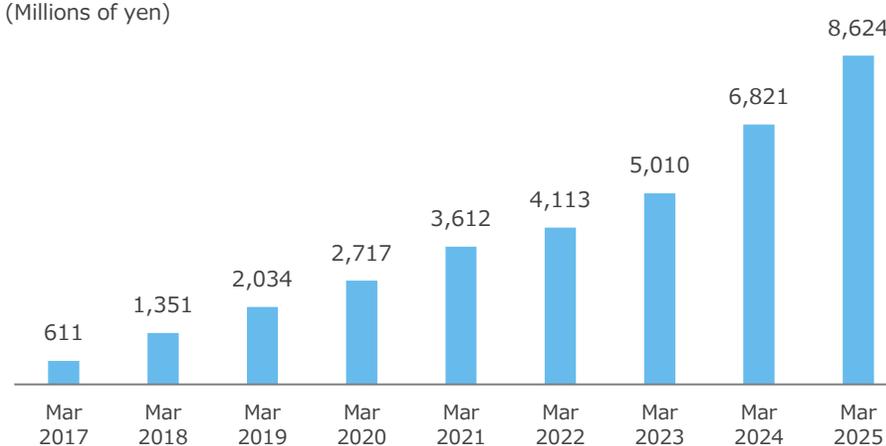
## Net sales

(Millions of yen)



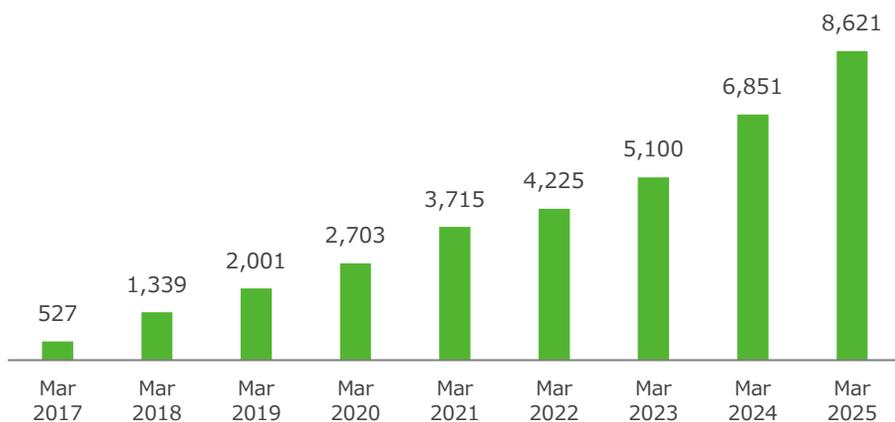
## Operating profit

(Millions of yen)



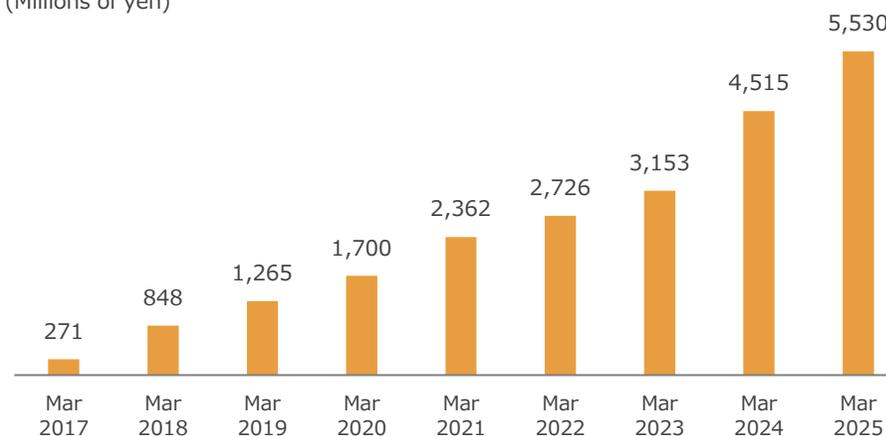
## Ordinary profit

(Millions of yen)

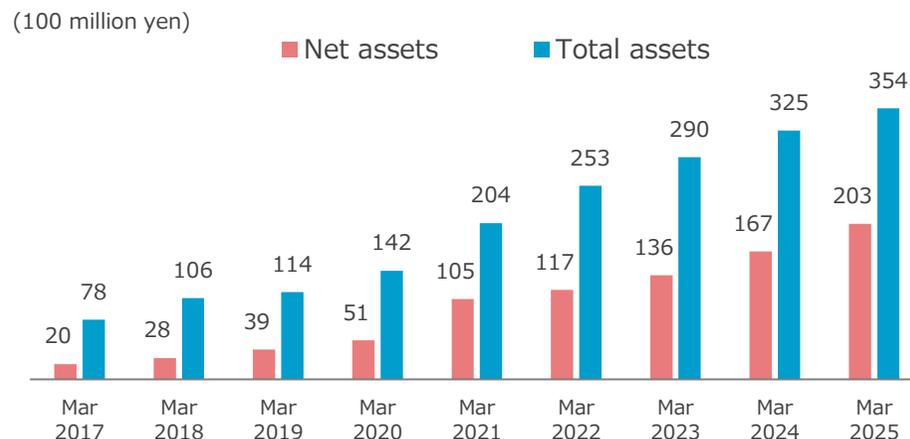


## Profit attributable to owners of parent

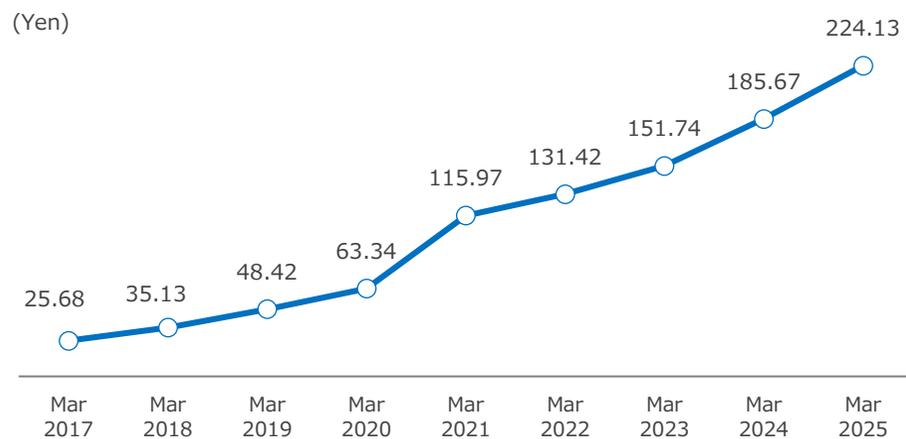
(Millions of yen)



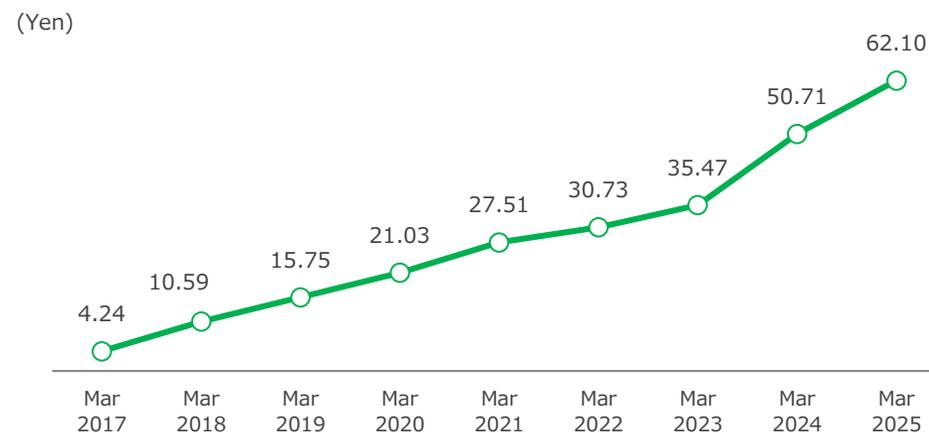
## Net assets / Total assets



## Net assets per share



## Earnings per share



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

## 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.
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