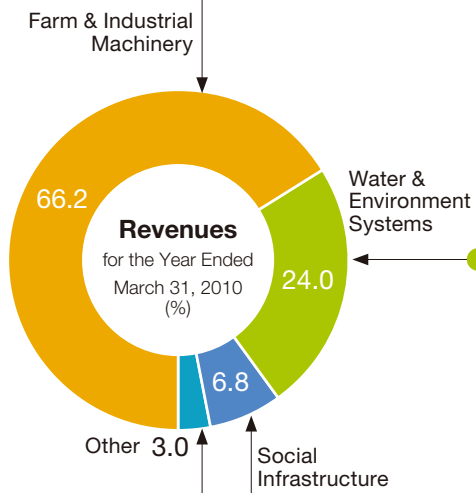


# Company at a Glance

To Our Shareholders and Friends  
An Interview with the President & CEO  
Company at a Glance  
Review of Operations  
Management  
Financial Section  
Directory  
Investor Information



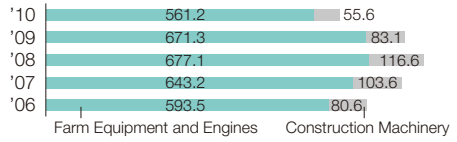
**Farm & Industrial Machinery**



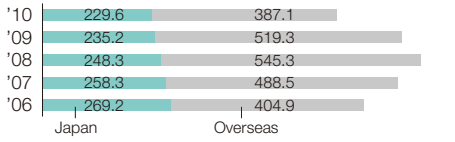
Tractor      Rice Transplanter      Combine Harvester      Four-Seater Utility Vehicle      Mini-Excavator

- Tractors
- Combine Harvesters
- Rice Transplanters
- Utility Vehicles
- Lawn Mowers
- Engines
- Mini-Excavators
- Etc.

**Revenues by Sector**  
(Billions of Yen)



**Revenues by Geographic Segment**  
(Billions of Yen)



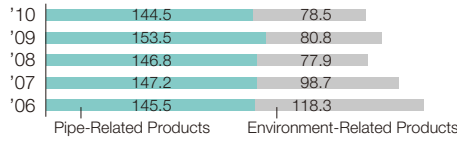
**Water & Environment Systems**



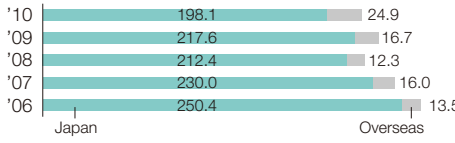
Ductile Iron Pipe      Plastic Pipes and Fittings      Valve      Sewage Sludge Incinerator      Submerged Membrane System

- Ductile Iron Pipes
- Plastic Pipes
- Valves
- Pumps
- Water & Sewage Treatment Plants
- Waste Treatment Plants
- Membrane Solutions
- Wastewater Treatment Tanks
- Etc.

**Revenues by Sector**  
(Billions of Yen)



**Revenues by Geographic Segment**  
(Billions of Yen)



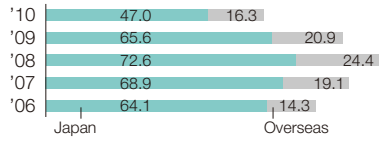
**Social Infrastructure**



Cracking Tubes      Spiral Welded Steel Pipes      Vending Machine      Scale      Air-Conditioning Equipment

- Industrial Castings
- Spiral Welded Steel Pipes
- Vending Machines
- Electronic-Equipped Machinery
- Air-Conditioning Equipment
- Etc.

**Revenues by Geographic Segment**  
(Billions of Yen)



**Other**

- Construction
- Services
- Etc.

**Revenues by Geographic Segment**  
(Billions of Yen)

