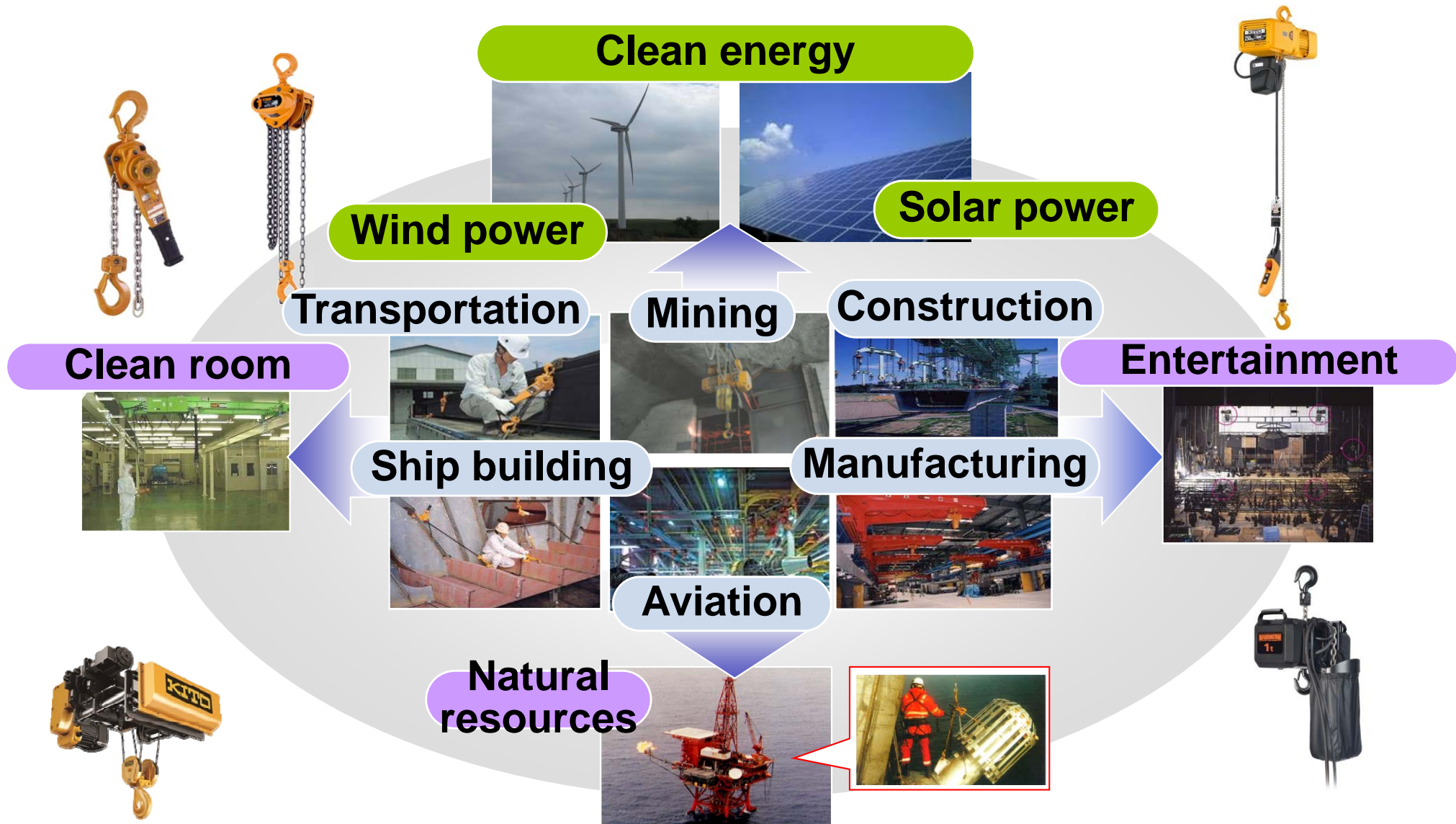


- Kito's Business Structure - MTP Progress



May 20, 2019

Expanding Customer Base



Initiatives by products

Overhead Cranes



Jan. 2018

Acquired ERIKKILA of Finland, manufacturer of light weight cranes.

Started selling light crane products in Japan.

Hoists



Apr. 2018

Van Leusden of the Netherlands joined Kito, specializing anti-corrosion and spark-proof treatment for hoists.



May 2019

Starts selling Wire Rope Hoist in Americas.

Below Hook Devices



Aug. 2014

Acquired Peerless, the largest chain manufacturer in N-America.

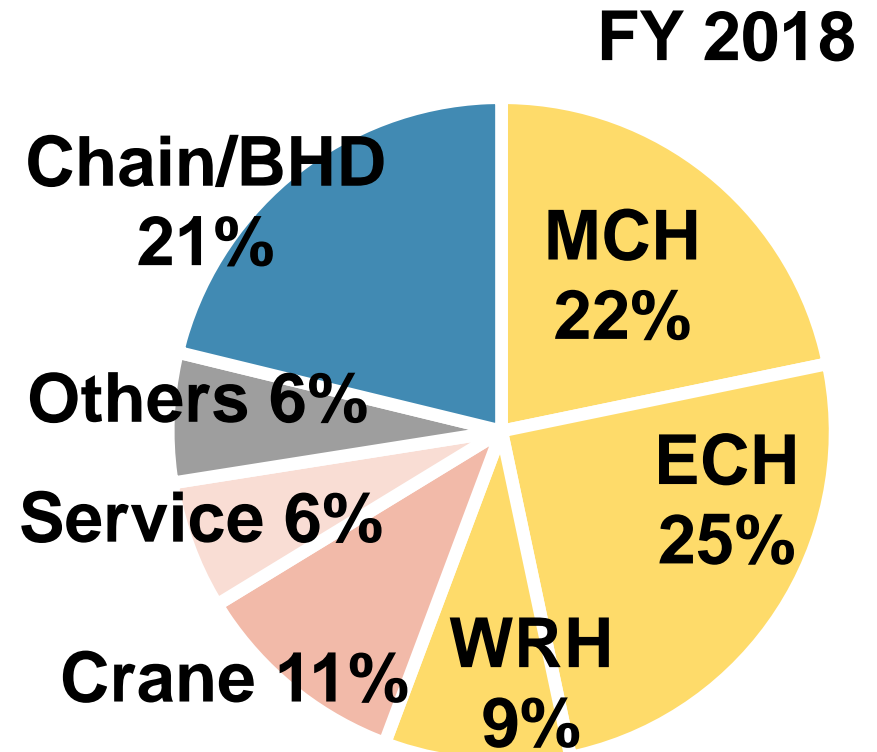
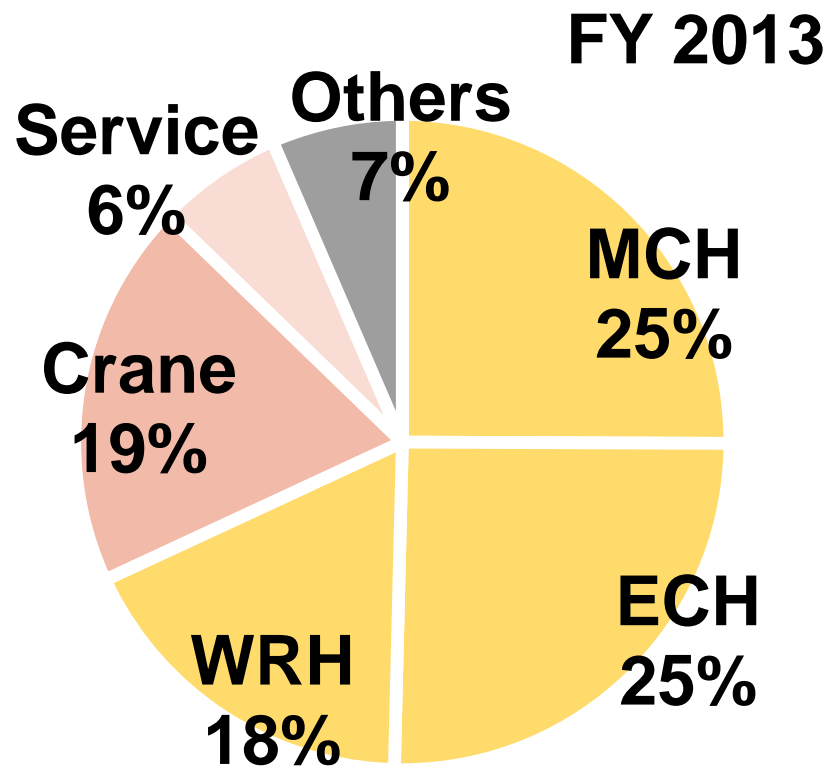
Feb. 2016

Acquired Kito Chain Italia, manufacturing chain related products.



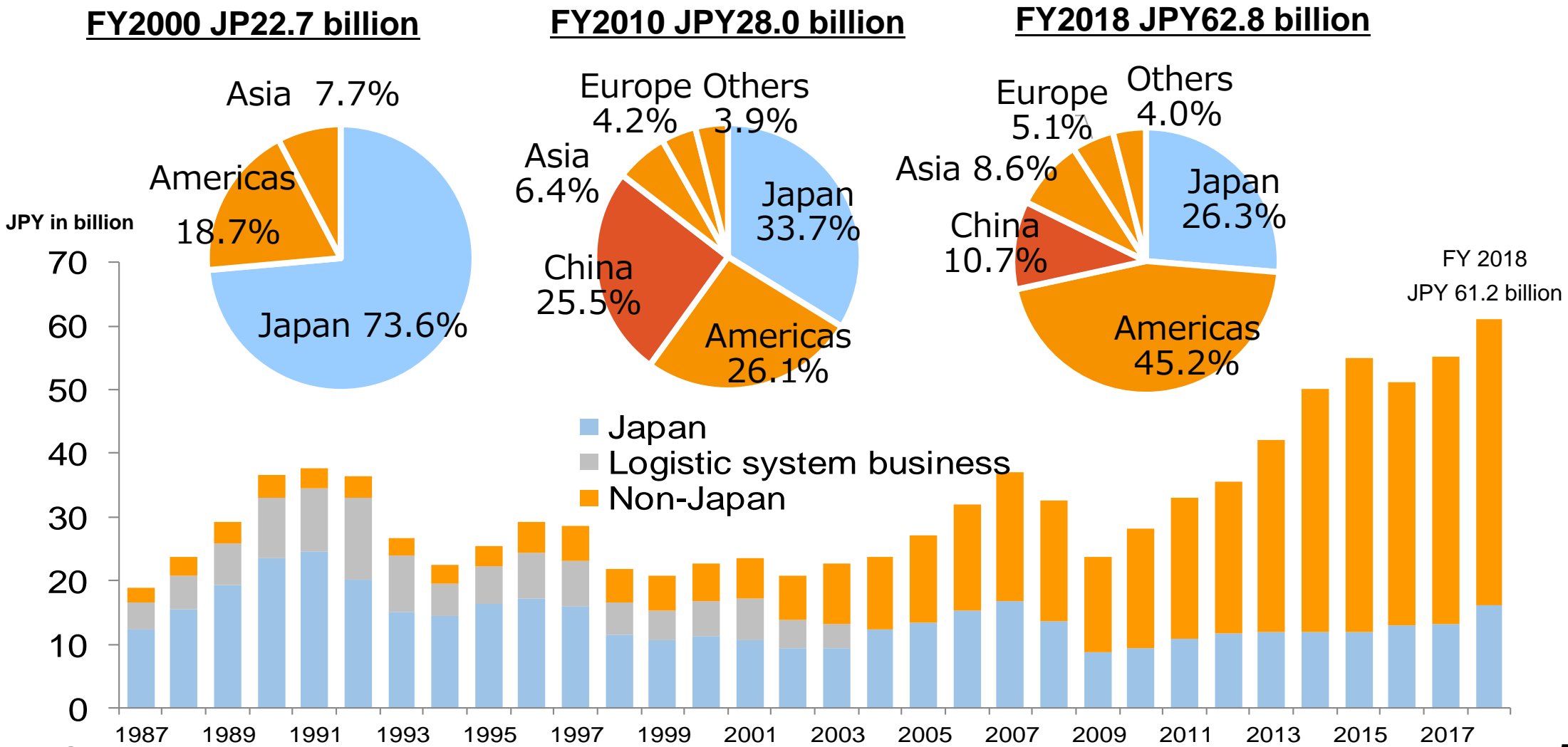
Evolution of product portfolio

- In addition to organic growth, M&A initiatives in the US, Europe and Australia since 2014 have expanded our product portfolio.
- Hoist peripherals have been added to increase product diversity.



Sales growth in overseas markets

- Growth in overseas markets helped build a business portfolio with good regional balance.
- Stable growth without depending on demand in any particular region



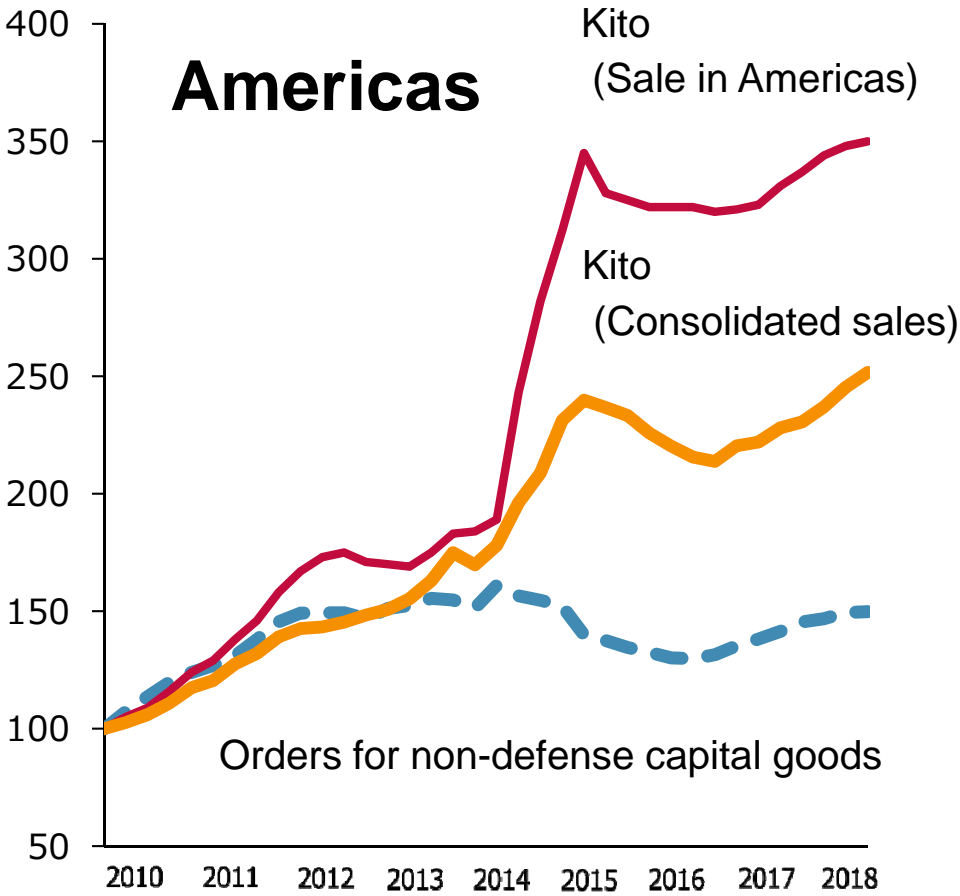
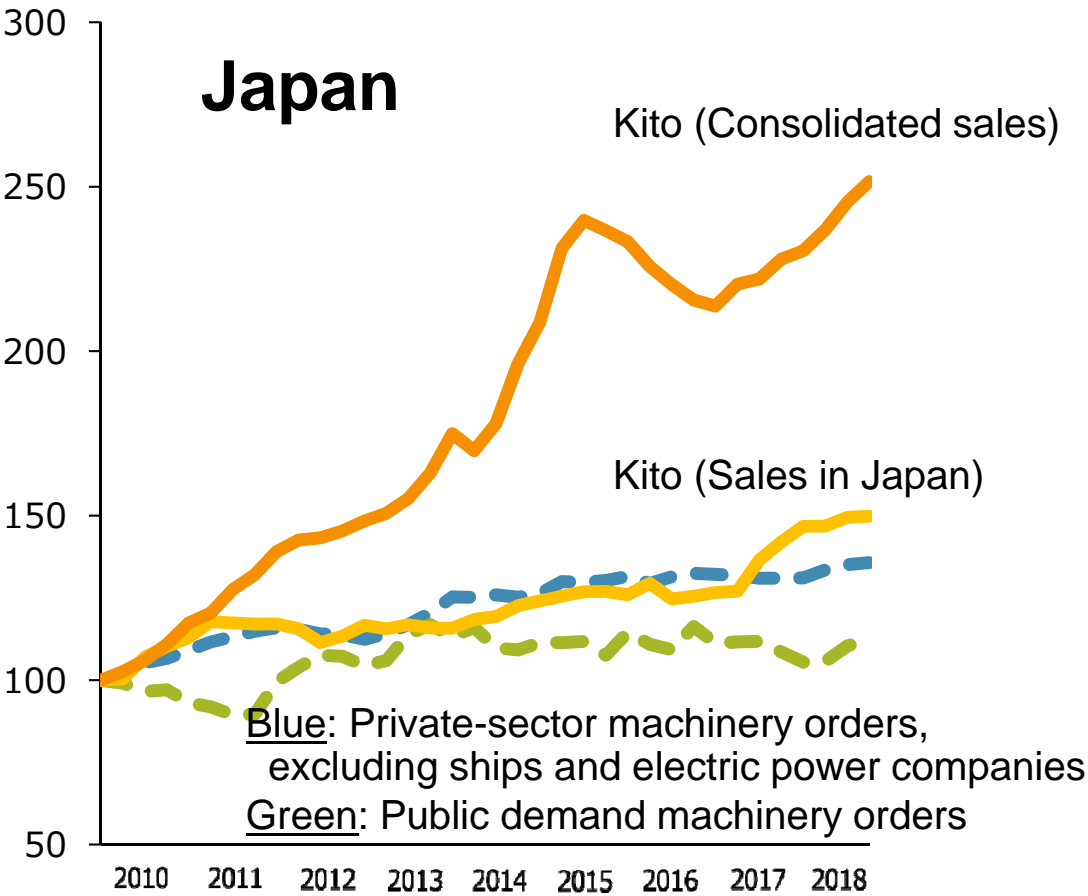
Growth in overseas markets (Chinese operation)

- **We've explored the needs of growth industries despite concern about the nation's economic slowdown.**
- **Market share has grown due to increasing consciousness of safety and quality in the market.**
- **Reliably high levels of profit achieved: operating profit has averaged 10.8% over the past seven years.**
- **Over 90% of made-in-China products are sold in the domestic market.**

	Jiangyin Kito (since 1995)	Shanghai Kito (since 2004)
Products	Local production and sales, mainly of wire-rope hoists	Import sales of made-in-Japan chain hoists
Target	Manufacturers in China in general	Japanese and other foreign firms, and leading Chinese firms
% in total	80~85%	15~20%

Kito's growth power

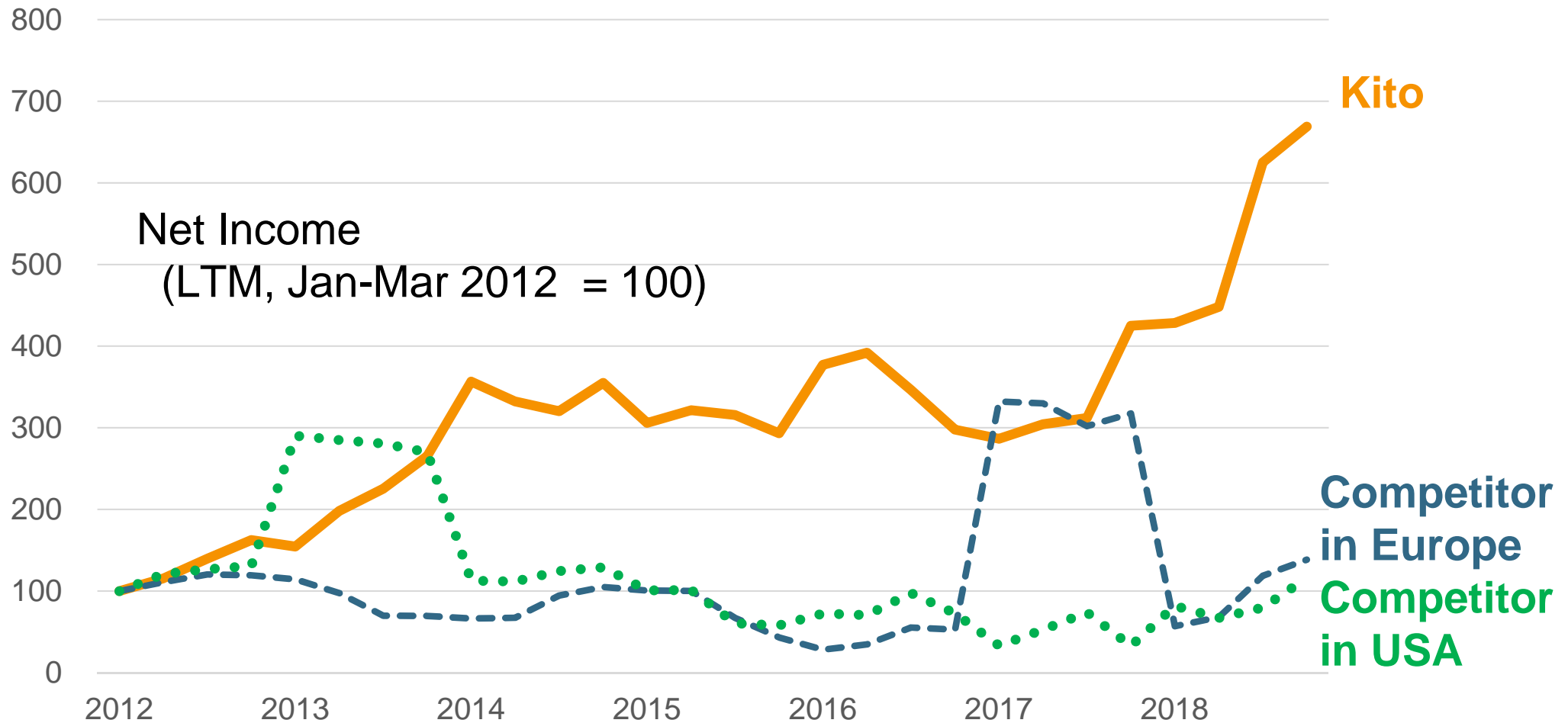
- Kito overachieves key economical index with diversified portfolio



LTM, Oct-Dec 2009 = 100

Kito's growth power

- Solid profit growth built on a well-balanced portfolio in terms of region and industry
- Striking profit growth relative to the rest of the industry



Management Goals

Achieve the Three Management Goals to Double the Profitability

1 Return to a high margin business structure

- Renew production equipment
- Concentrate on high-margin business

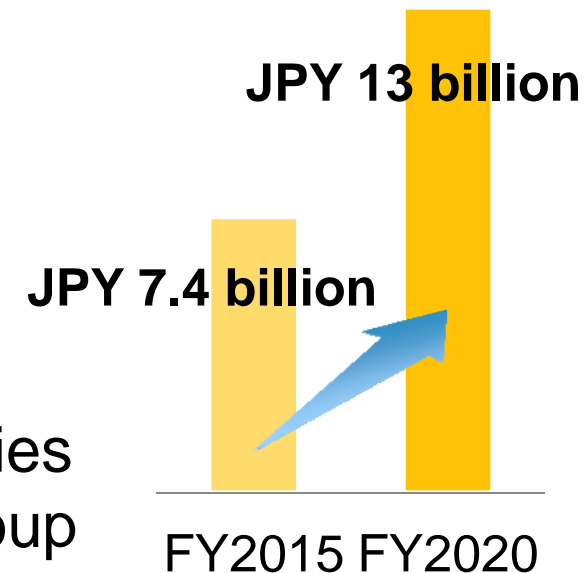
2 Growth through product portfolio expansion

- Develop new products
- Expand product offerings through M&A
- Expedite sales in new markets

3 Evolve into a Globally Integrated Enterprise

- Recruit and develop global HR
- Integrate ERP systems at HQ and primary subsidiaries
- Build a unified marketing database for the entire Group

Financial Target

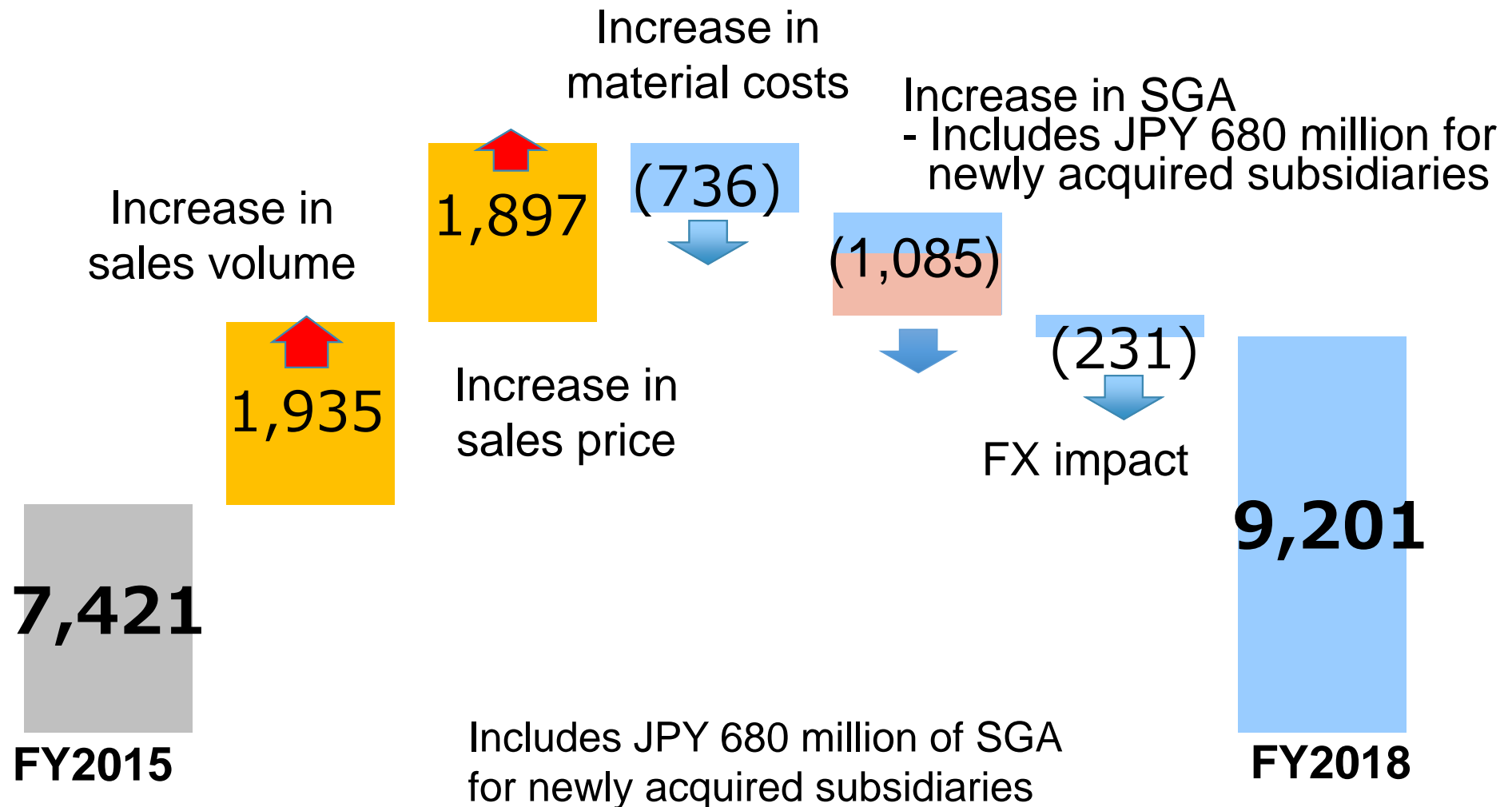


Shift from Phase 1 (Create Strong Platform)
to Phase 2 (Leverage Platform to Grow)

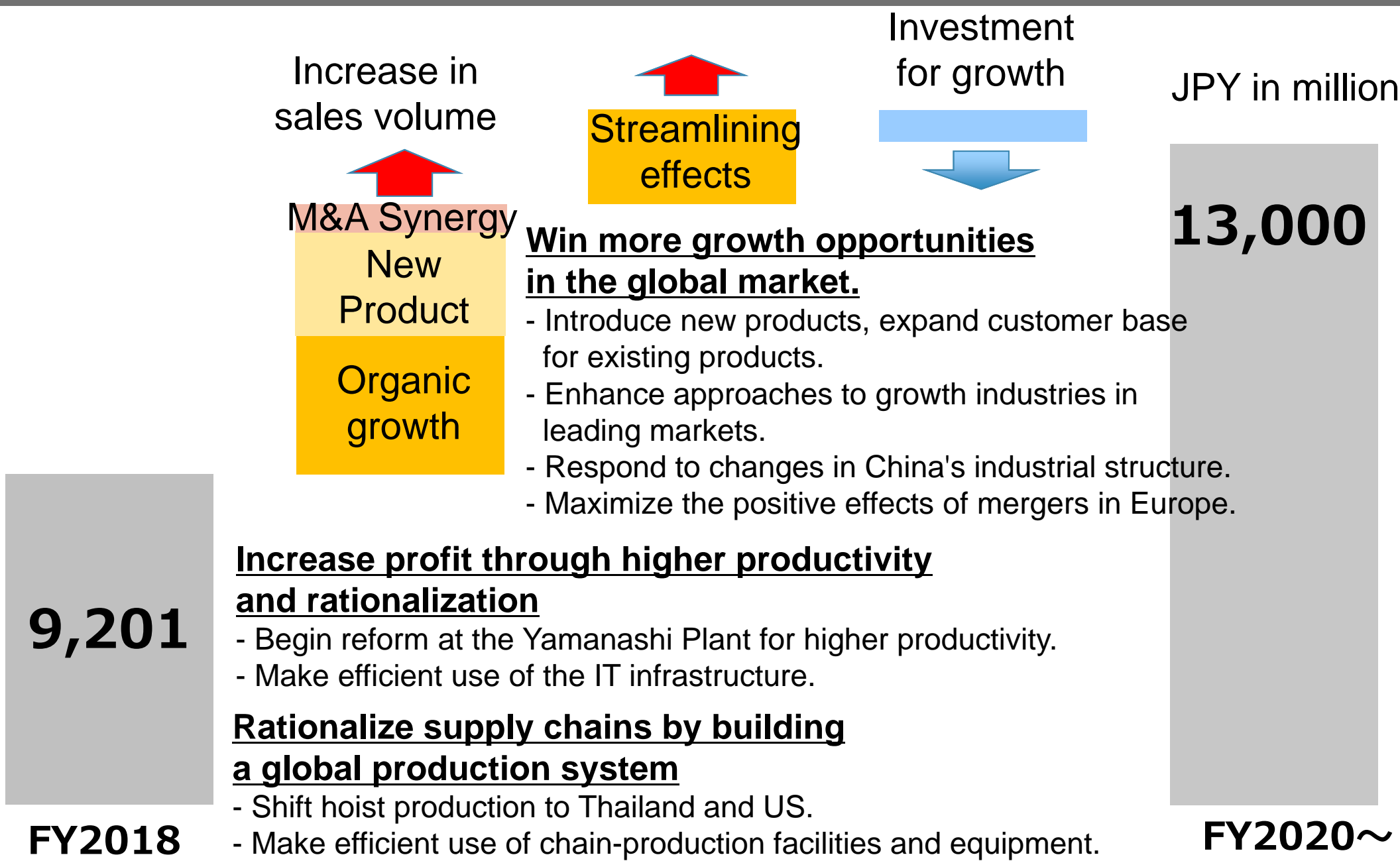
EBITDA trend in MPT Phase 1 (Create Strong Platform)

- Completion of the IT investment for a stronger platform, from stable operation to higher operational efficiency
- Shift from Phase 1 (Create Strong Platform) to Phase 2 (Leverage Platform to Grow)

JPY in million



Measures to achieve MTP goals



“Lifting Expectations”

