



キッチンから、笑顔をつくろう

# Announcement of FY 2022 Year-End Results

May 26, 2023



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# I . Results Outline

# 1. Outline of Consolidated Results for the Period Ended March 2022

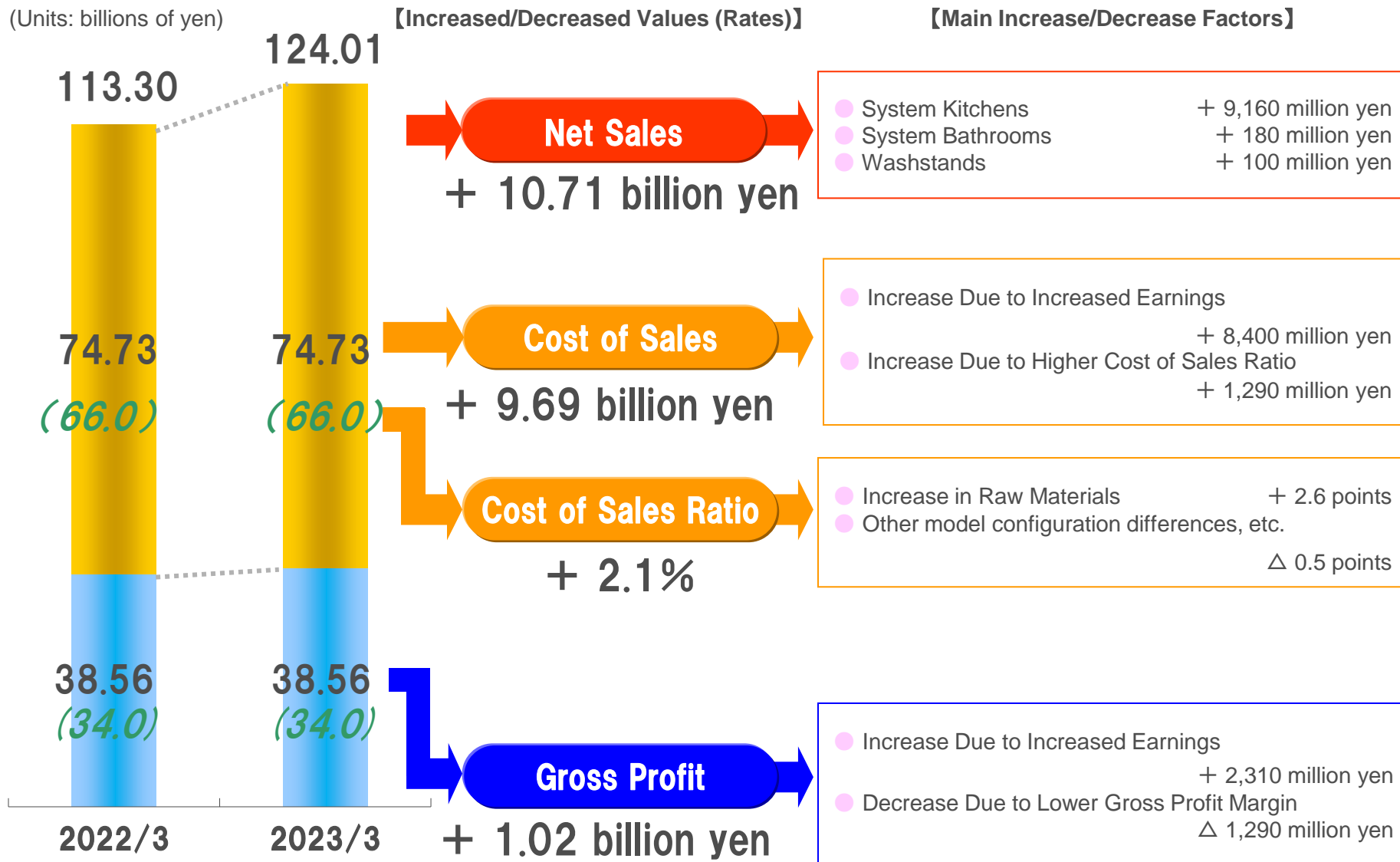
(Units: millions of yen)

	2023/3 (Actual Results)	2022/3 (Actual Results)	Change From Prev. Period	2023/3 (Revised Forecast)
Net Sales	124,012	113,305	+9.4%	118,000
Operating Income	3,014	3,795	△20.6%	4,000
Ordinary Income	3,562	4,261	△16.4%	4,470
Profit attributable to owners of parent	2,523	3,155	△20.0%	3,200
Net Income Per Share	68.41 yen	85.55 yen	△20.0%	86.74 yen

\* Revised Forecast : Announced May 10 2022

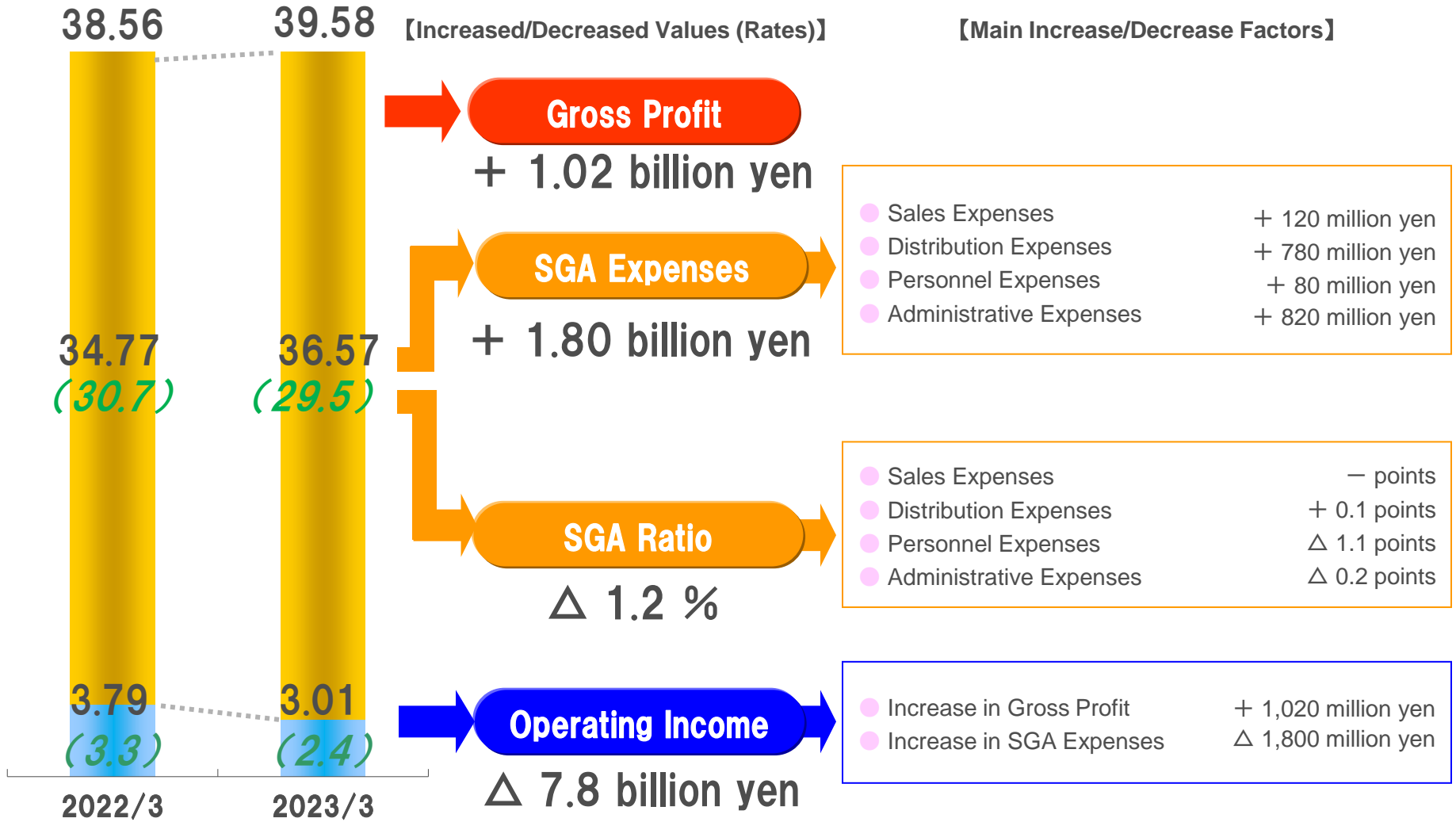
## 2. Consolidated Profits (1) Net Sales, Gross Profit

(Units: billions of yen)

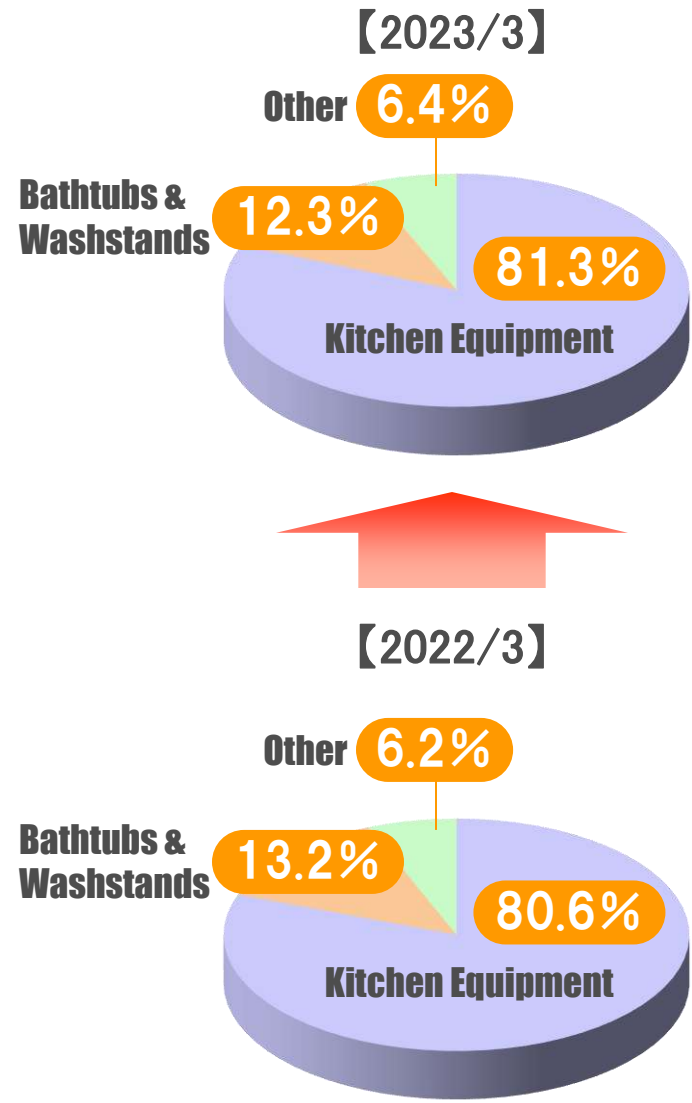
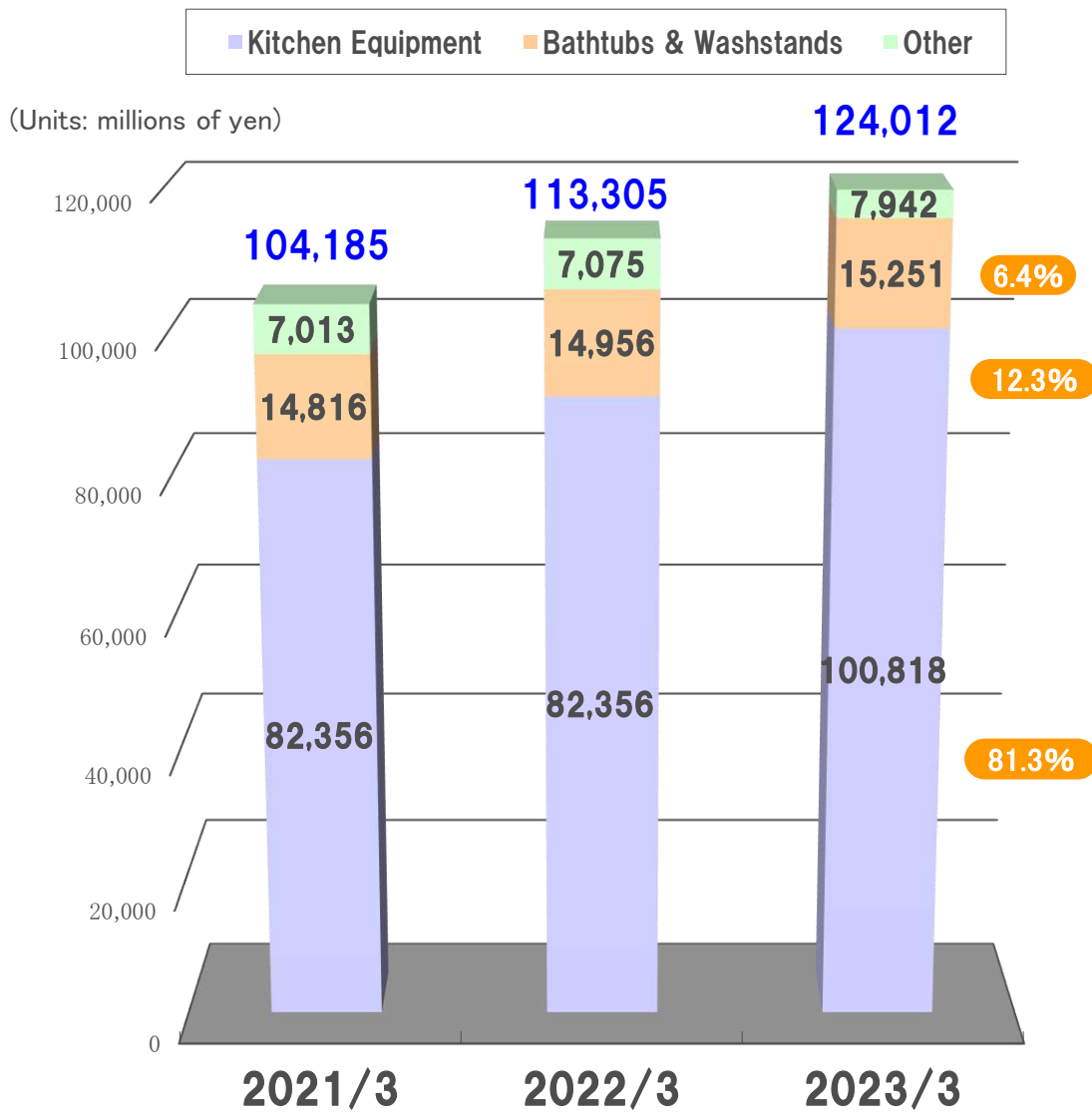


# 2. Consolidated Profits (2) SGA Expenses, Operating Income

(Units: billions of yen)



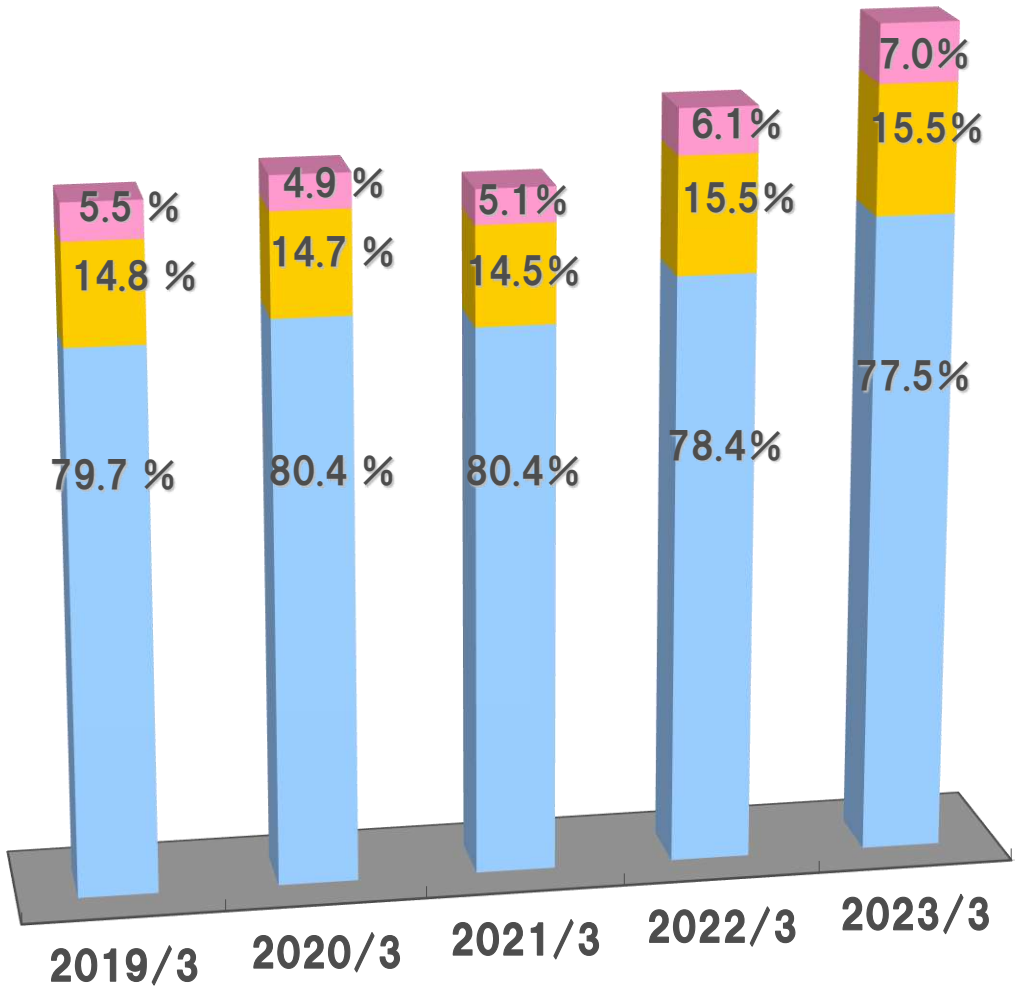
# 3. Sales Composition (1) By Segment (Consolidated)



# 3. Sales Composition (2) By Sales Route (Non-Consolidated)



- Direct-Sales (Condominium owners)
- Housing Constructors
- General Routes (Construction Contractors - Home builder)



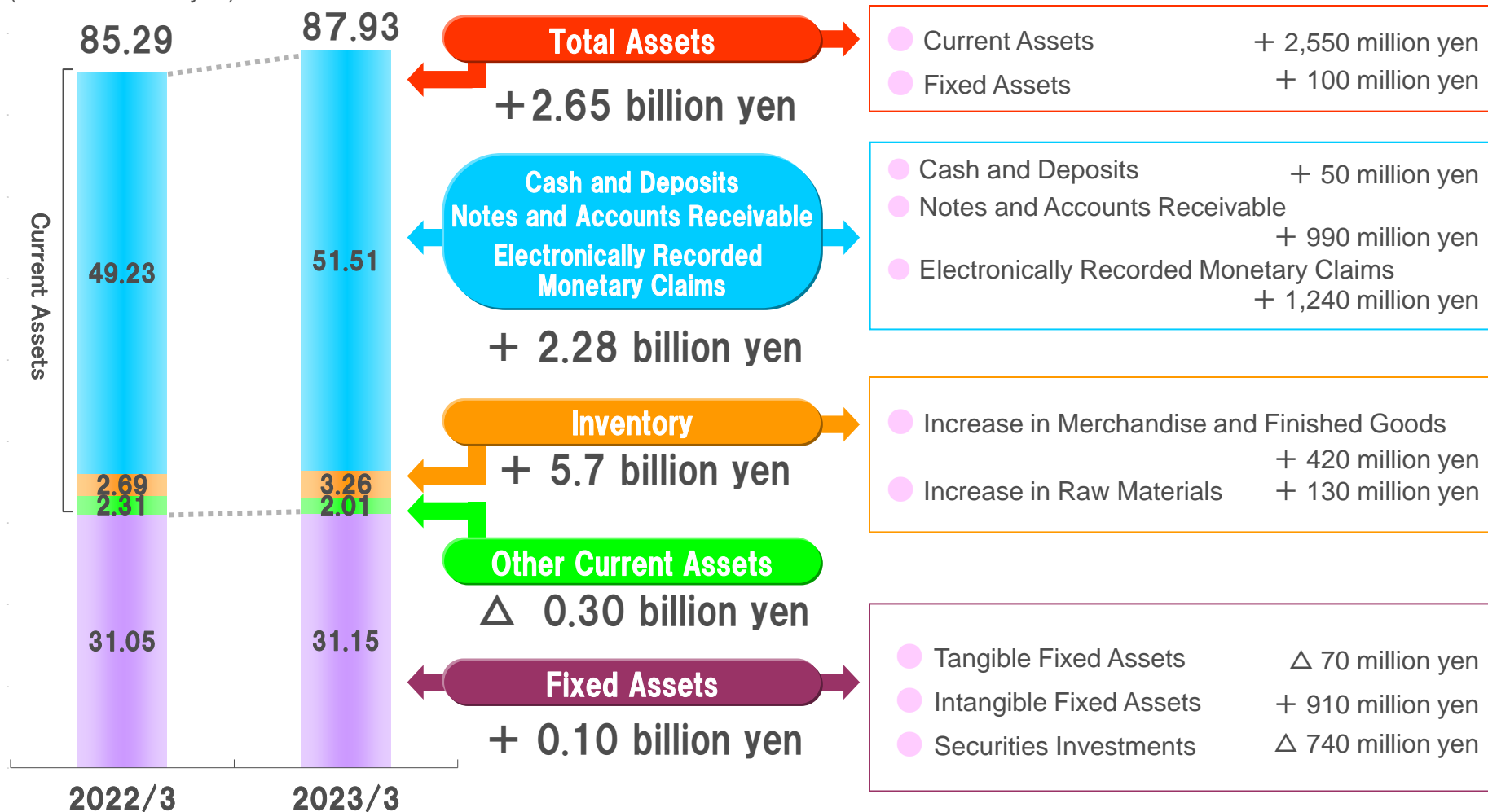
# 4. Consolidated Balance Sheet Summary – 1/2

## 【Assets】

【Increased/Decreased Values (Rates)】

【Main Increase/Decrease Factors】

(Units: billions of yen)





# 4. Consolidated Balance Sheet Summary – 2/2

## 【Liabilities/Net assets】

(Units: billions of yen)



## 【Increased/Decreased Values】

## 【Primary Reasons for Increase/Decrease】

**Current Liabilities**  
+ 0.01 billion yen

- Accounts Payable - Trade + 870 million yen
- Short-term Borrowings Δ 1,500 million yen
- Current Portion of Long-term Borrowings Δ 650 million yen
- Electronically Recorded Obligations – Operating + 980 million yen
- Contract Liability + 280 million yen

**Long-Term Liabilities**  
+ 1.41 billion yen

- Long-term Borrowings + 1,350 million yen

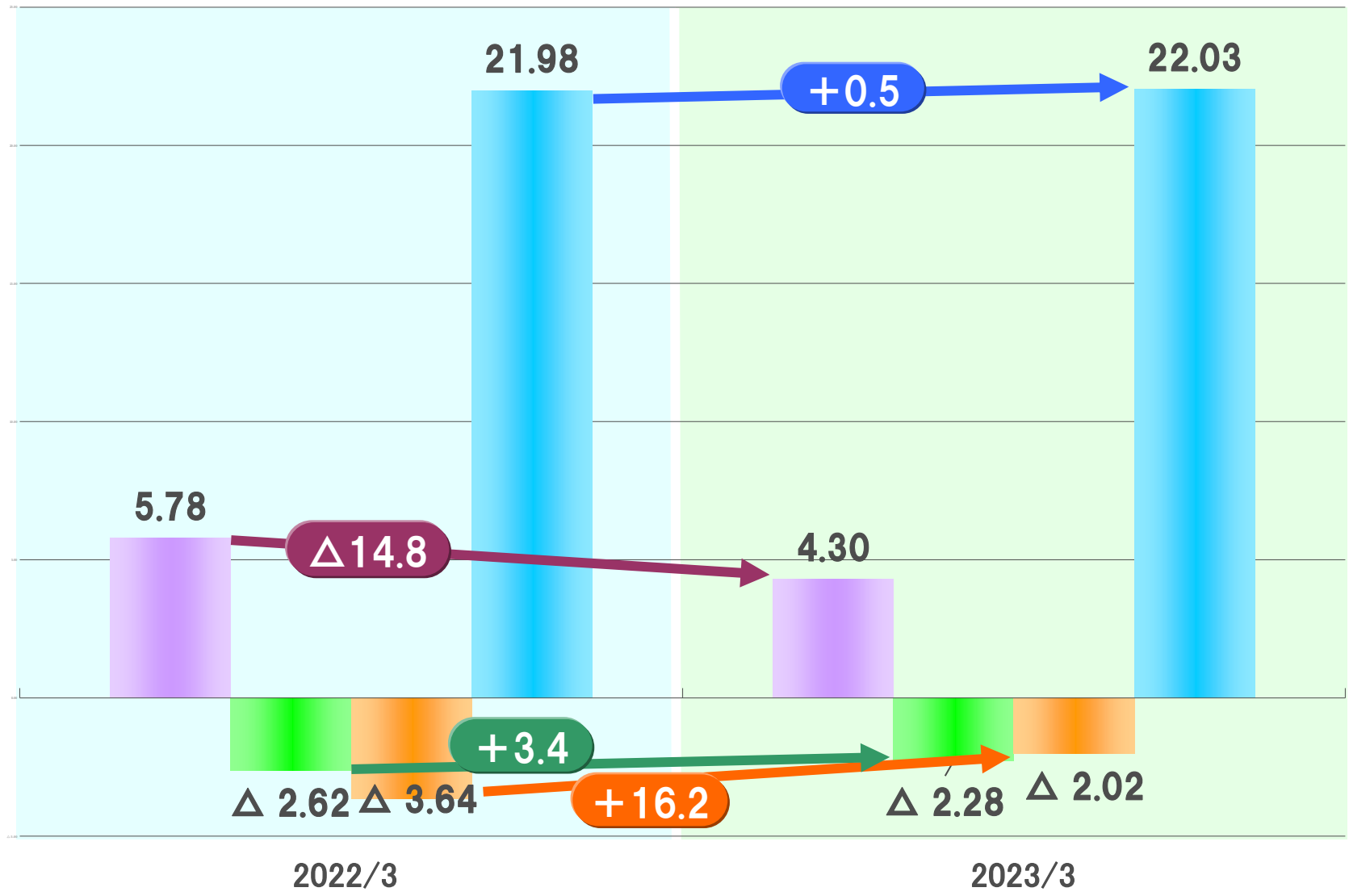
**Total Net Assets**  
+ 1.22 billion yen

- Net Income + 2,520 million yen
- Dividends Δ 960 million yen

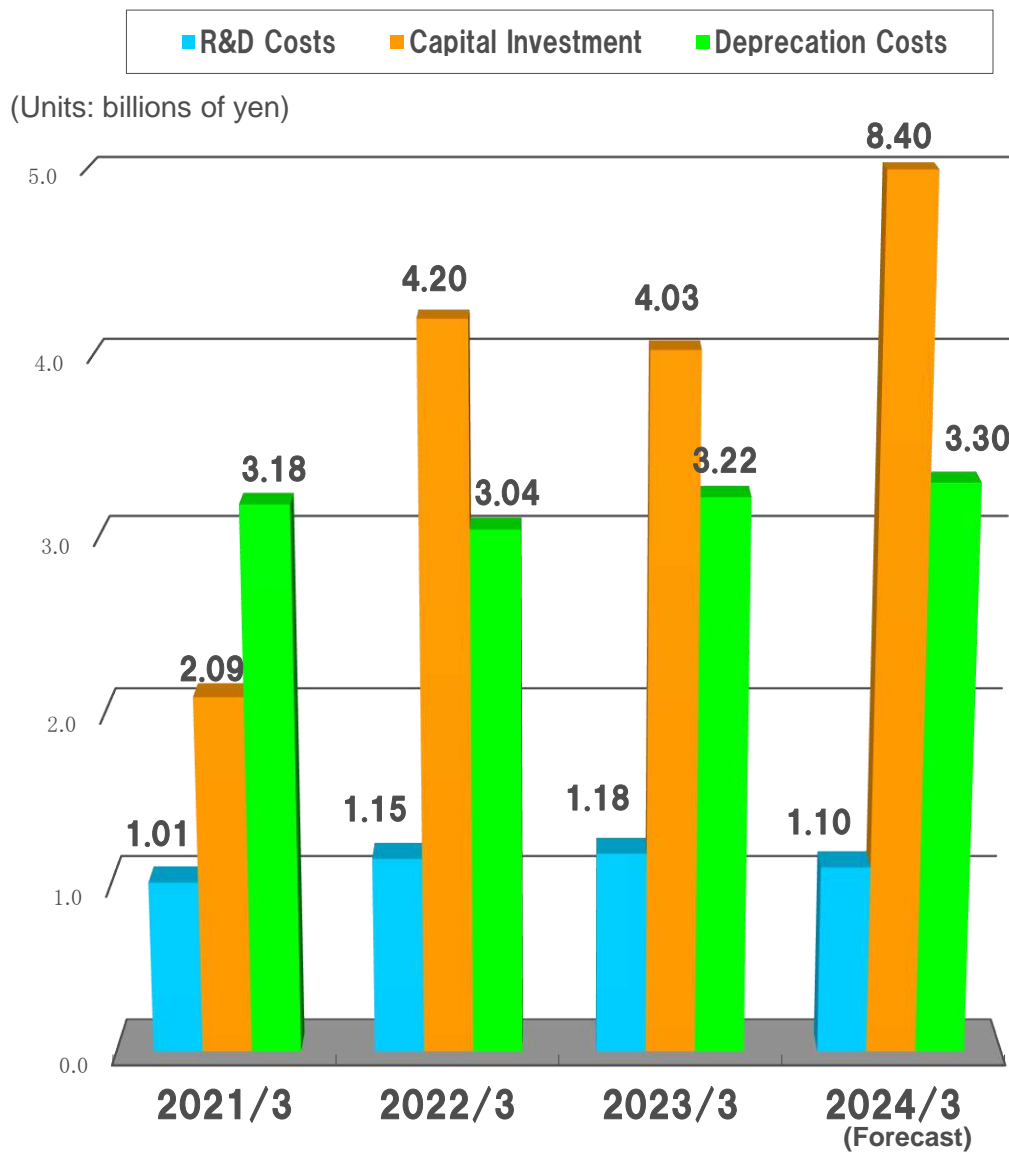
# 5. Consolidated Cash Flow Statement Summary

(Units: billions of yen)

- Cash Flow from Operating Activities
- Cash Flow from Investing Activities
- Cash Flow from Financing Activities
- Year-End Cash & Cash Equivalents Balance



# 6. Capital Investments (Consolidated)



## 【Major Capital Investment Details】

### FY 2022 Results

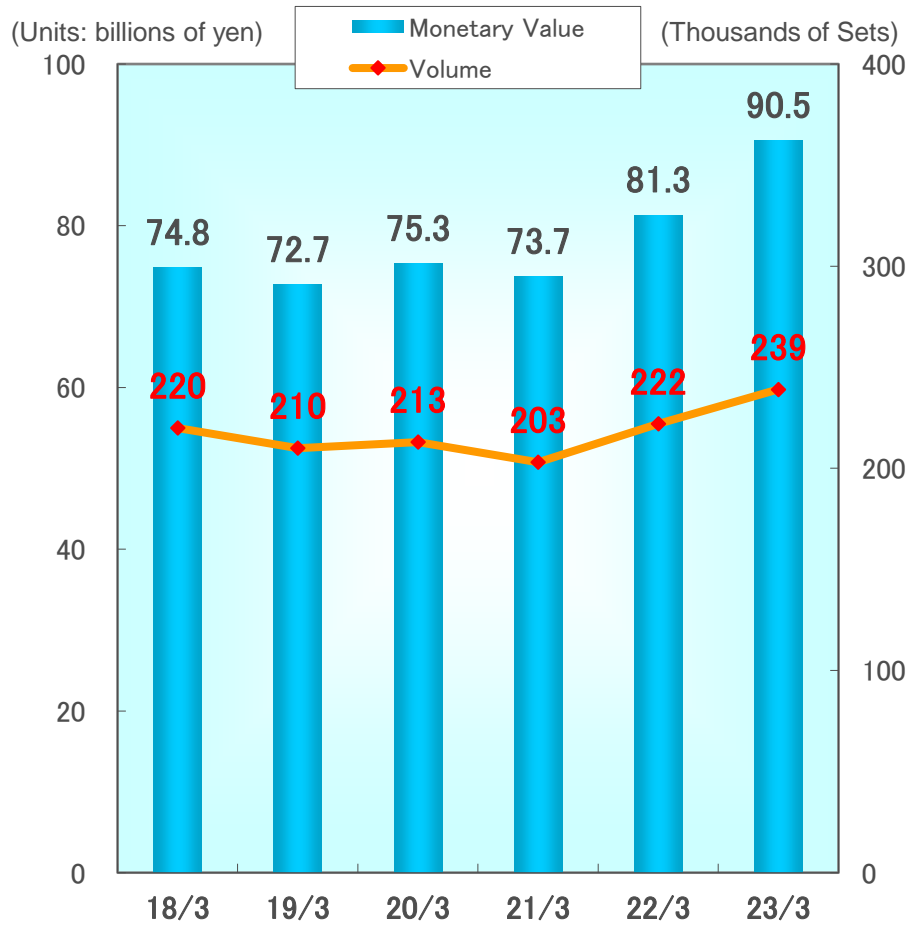
① Production-Related	1,190 million yen
② Operations-Related	490 million yen
③ ESG-Related	150 million yen
④ Information-Related	2,070 million yen
⑤ Others	120 million yen

### FY 2023 Plan

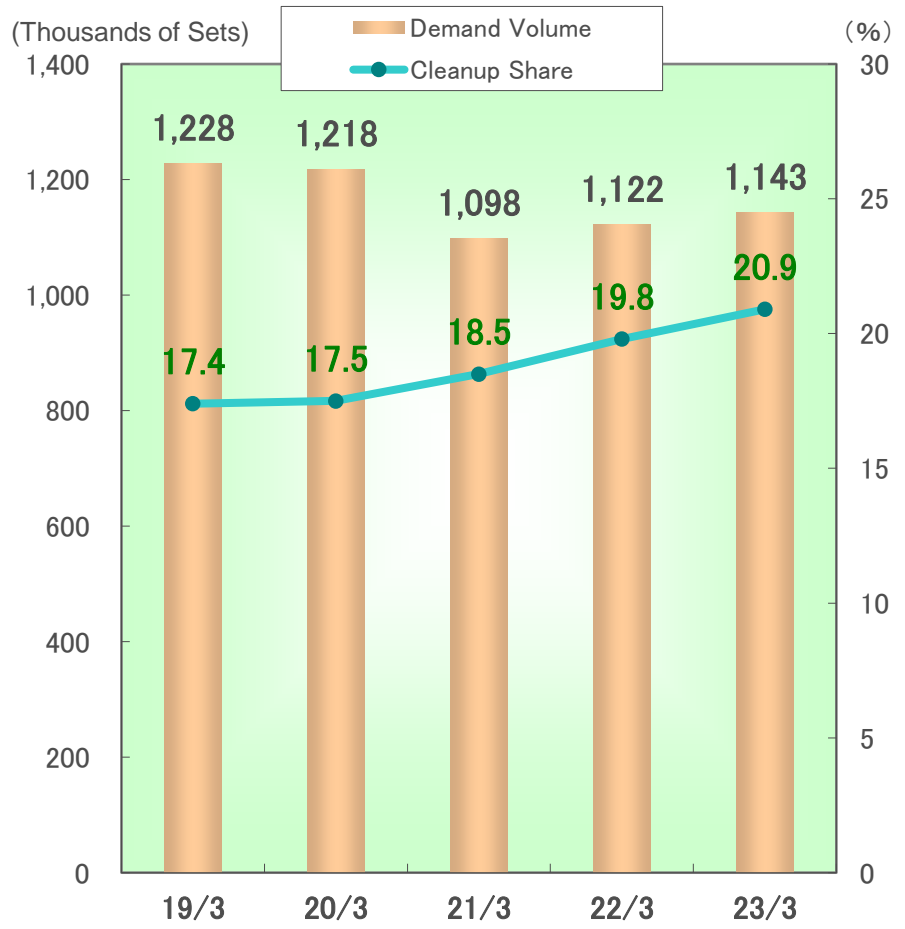
① Production-Related	3,410 million yen
② Operations-Related	1,400 million yen
③ ESG-Related	250 million yen
④ Information-Related	2,780 million yen
⑤ Others	560 million yen

# 7. Sales Results For Major Products and Cleanup Market Share - 1/3

## Complete System Kitchen Sales Results



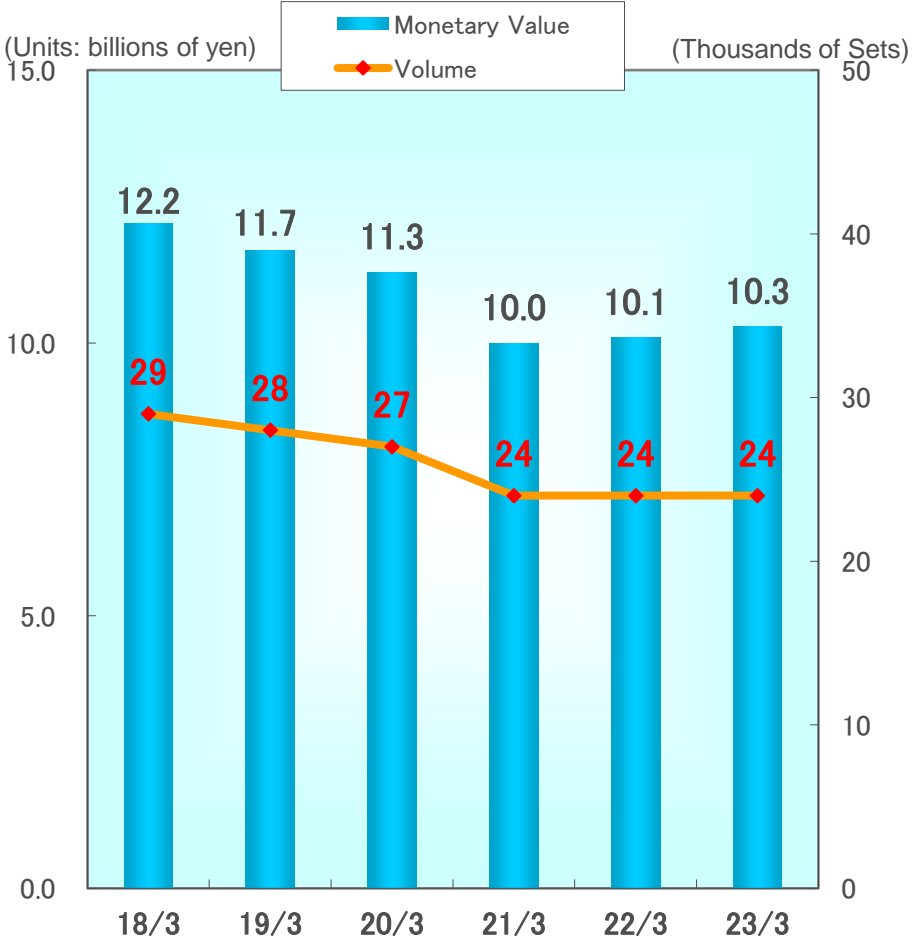
## Demand Trends and Market Share



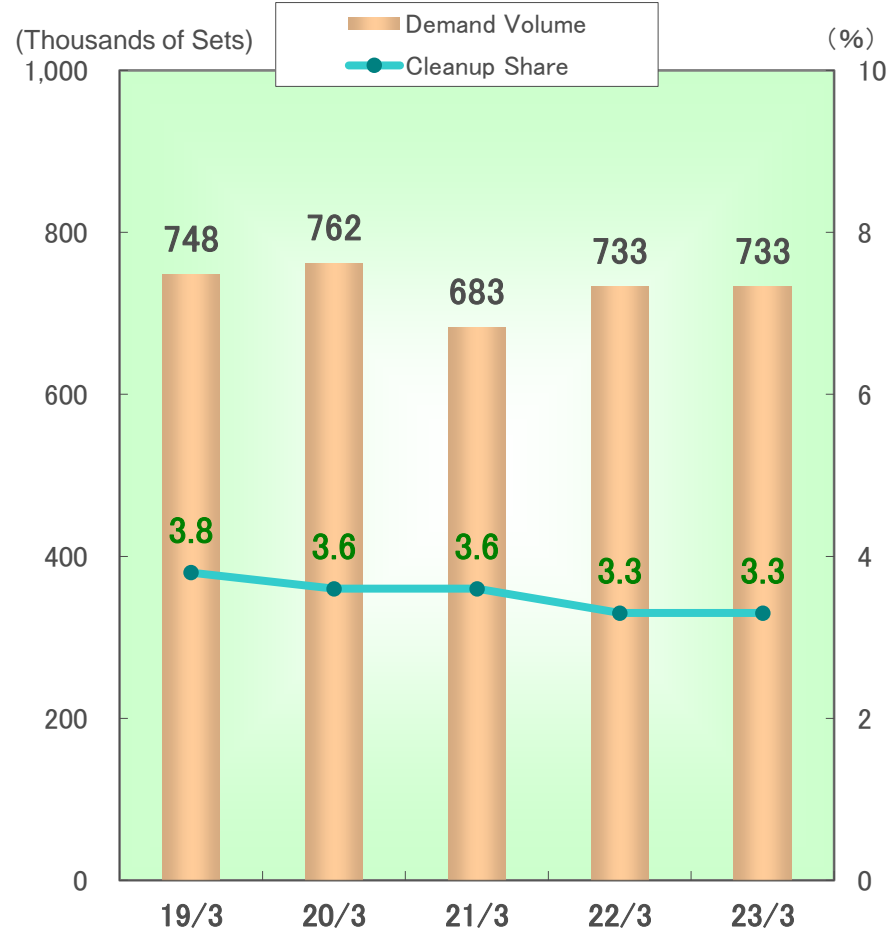
# 7. Sales Results For Major Products and Cleanup Market Share - 2/3



## Modular System Bathroom Sales Results



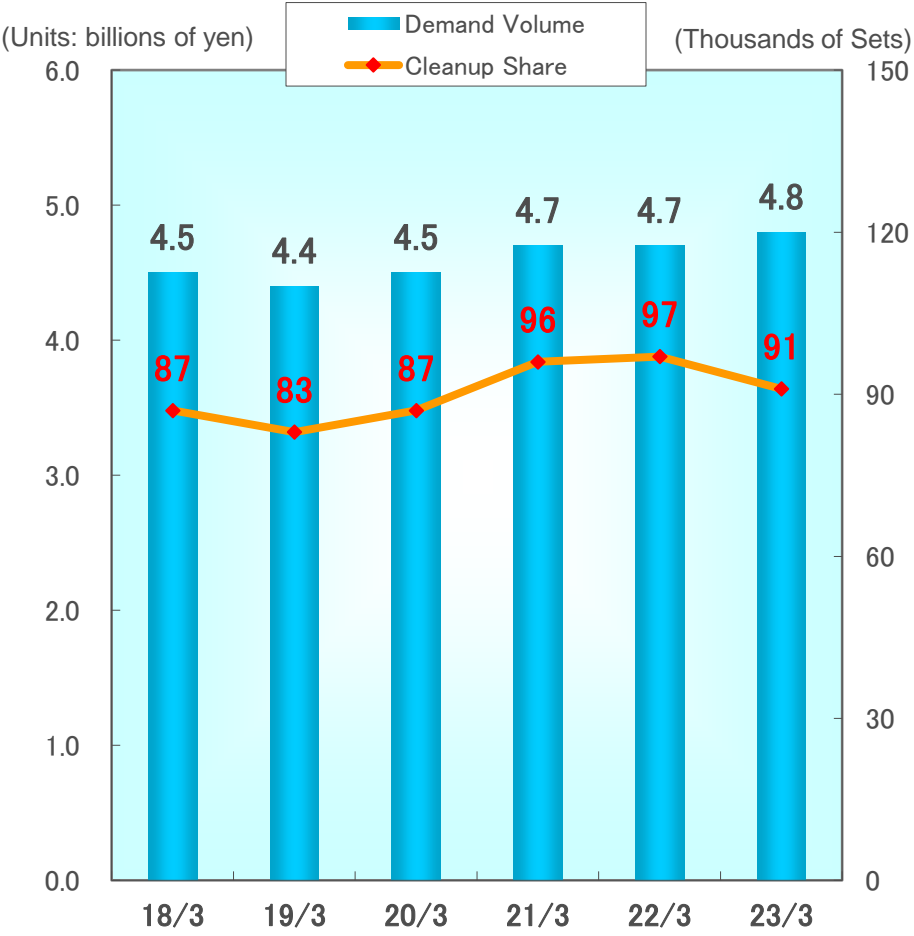
## Demand Trends and Market Share



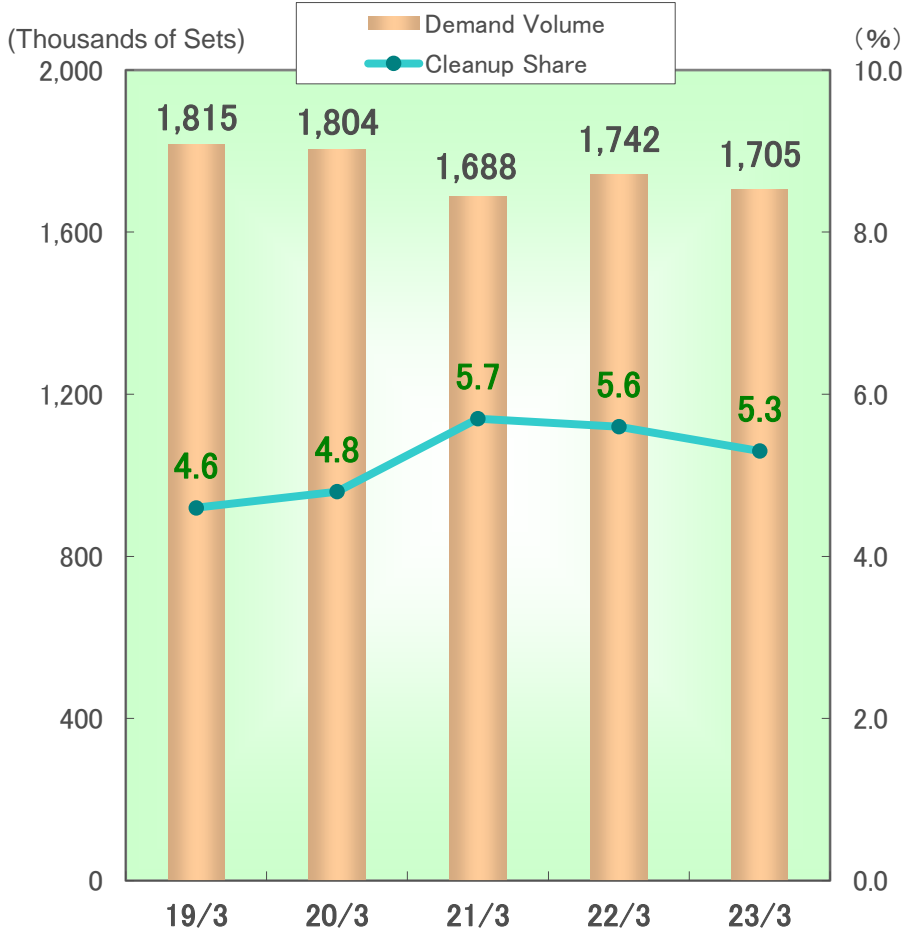
# 7. Sales Results For Major Products and Cleanup Market Share - 3/3



## Washstands/Vanities



## Demand Trends and Market Share



## 8. Forecasted Consolidated Results for the Period Ending March 2024

(Units: millions of yen)

	2023/3 (Actual Results)	2024/3 (Forecast)	Change From Prev. Period
Net Sales	124,012	131,000	+5.6%
Operating Income	3,014	4,400	+46.0%
Operating Income Margin	2.4%	3.4%	-
Ordinary Income	3,562	5,000	+40.4%
Ordinary Income Margin	2.9%	3.8%	-
Profit attributable to owners of parent	2,523	3,300	+30.8%
Net Income Margin	2.0%	2.5%	-



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## **II. Future Strategy**

### **Progress of Medium-Term Management Plan**



# 1. Management philosophy: Mission of Cleanup Group

Cleanup Group has been striving to contribute to the creation of abundant residences of our customers through our business activities, with the “Five Concepts” as the core of our management. We will continue to create and propose “new lifestyle values”, as we advance to attain our corporate philosophy on “creating cheerful smiles in the family”.



The company formulated the “Long-term Vision” in April 2021 and the Medium-term Management Plan is currently proceeding to achieve this vision.

### 【 Long-term vision 】

## Cleanup Sustainability Vision 2030 (CSV30)

### “Leading the way to the future for people and their lifestyle”

At Cleanup we are the pioneers of fitted kitchens as we endeavor to become the company that continues to be selected by families all around the world, through our efforts to broaden the potential of new living and dining spaces before we create them.

#### ■ Important Guidelines

1. We take on the challenges of new business domains to build a stable revenue base as a kitchen manufacturer.
2. We respond to the diversification of customer contacts and digitization, as we continue to remain a presence selected as a more familiar choice.
3. We utilize our personnel assets and create workplaces where people can exhibit their capabilities to the maximum extent.
4. We are a company that contributes to building a sustainable society.

## Basic policy of 2021 Medium-term Management Plan

We utilize the strengths of Cleanup Group to achieve “sustainable growth”.

1. Improve profitability of existing businesses
2. Expand business domains
3. Enhance management base for growth

### Strategy 1

Develop demand for existing businesses and turn them around from a low-income structure

- Engage in the following business activities, with the aim of securing a stable income from the business of three wet area ranges (kitchens, bathrooms and washrooms):
  - ① Enhance the sales capabilities for medium to superior quality products, improve the baseline of system bathrooms and acquire demand for renovations
  - ② Expand external sales businesses in service and distribution fields by utilizing know-how nurtured in the business operations of the three wet areas
  - ③ Reduce costs with core drivers of production reforms and CPS, improving the efficiency of indirect work operations, while improving profitability

### Strategy 2

Create new customers through new businesses

- The following activities shall be implemented with the aim of creating new customers, as a part of our medium to long-term growth strategy:
  - ① Roll out measures for new products and services, as well as new channels to our implementation plans
  - ② Promote the enhancement of three business models for our overseas business strategy

### Strategy 3

Enhance management base from perspective of ESG/SDGs

- Engage in pursuits to resolve important issues (ESG and SDGs) towards the creation of a sustainable society, through our business activities

### Strategy 1

Develop demand for existing businesses and turn them around from a low-income structure



#### ■ Progress status

##### Product Measures 1

▶ Substantiation of sales expansion strategies with the new “STEDIA”

##### Product Measures 2

▶ Model change for our top model, “CENTRO”

##### Marketing Measures

▶ Creating a new system that integrates real and online experiences

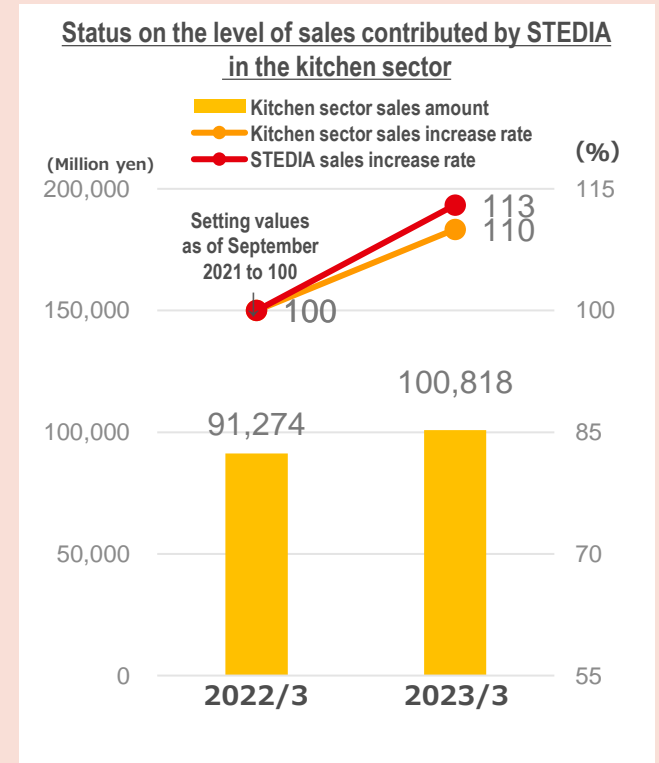
##### Renovation Measures

▶ Continuing enhancements for the development of the “Water Section Workshops”

▶ Substantiation of sales expansion strategies with the new “STEDIA”

Large scale model change in February 2022

Substantiation of contribution towards earnings by the new “STEDIA” starting from FY2022



### ▶ Model change of our top model, “CENTRO”

SYSTEM  
KITCHEN **50**<sup>th</sup>

A model change was implemented for the occasion of the 50th anniversary, since the release of our first system kitchen

The new concept is “turning aspirations into joy”



# CENTRO

Product launched June 2023

- Strengthening the interior and design features, while maintaining the performance and quality levels of the kitchen
- Substantiating assortment of doors, worktops and sinks, as well as door colors and handles
- Catering to diverse lifestyles and interior needs



Commemorating the 50th anniversary since the release of our first system kitchen

Broadcasting of our new television commercial entitled “An opportunity to choose our kitchen will happen one day”

<Intensive broadcasting of spot advertisements>



<Posting of advertisements in newspapers>



## ▶ Creating a new system that integrates real and online experiences 1 / 3

### [ Real (offline) ] Showrooms



- Purposed for expanding the recognition of new products and sales promotions
- Introduction of leading products (CENTRO, STEDIA, Aqualia-Bath, etc.)



### [Online] Online showrooms



Online consultation

- Features ranging from the introduction of Cleanup products to tips on selecting kitchen components



▶ Creating a new system that integrates real and online experiences 2/ 3

## Showrooms (real)

Four showrooms were relocated or renovated in FY2022

Completely renovated and opened

Kawagoe



Tsu Showroom



Relocated and opened

Kyoto



Yamagata



Very first exhibit of “double-row type” kitchen at our showrooms



Kitchen studio



Proposal corner features CENTRO

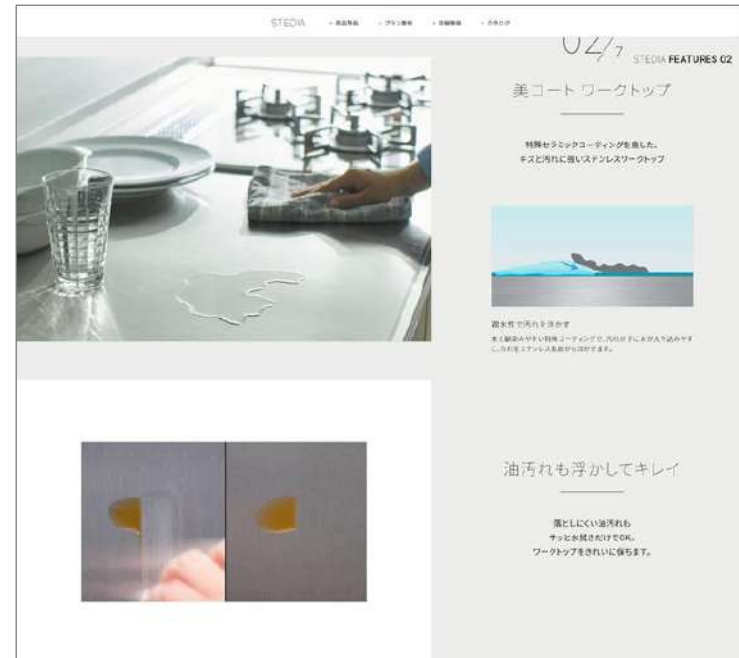


Kitchen studio

▶ Creating a new system that integrates real and online experiences 3/ 3

## Renewal of web pages

Articles about selecting kitchens and information on products and showrooms are substantiated



▶ Further enhancement of organization and information disseminating capability of the “Water Section Workshops” 1/2

17<sup>th</sup> year since starting in 2006



Number of participating merchants



[Five features]

1

Community-based



2

Reliable technologies and services



3

Total support provided for projects, starting with the proposal through to construction work



4

Budget formulated to accommodate requirements and responsive action that gives peace of mind



5

Dissemination of the latest information



## ▶ Further enhancement of organization and information disseminating capability of the “Water Section Workshops” 1/2

### Sustaining enhanced appeal of the official website “Water Section Workshops” (Most recent renewal in March 2022)



Further enhancing customer contacts and public relations for members of the Water Section Workshops on the internet

- Introducing renovation case examples
- Introducing Water Section Workshops nationwide
- Invitations for renovation fairs nationwide
- Point program membership guide, etc.

Introducing renovation case examples



Introducing Water Section Workshops nationwide



Invitations for renovation fairs nationwide



### Strategy 2

## Create new customers through new businesses



#### ■ Progress status

**Kitchen 1** ▶ Luxury kitchen business for the high-end class

**Kitchen 2** ▶ New lifestyles with kitchen “HIROMA”

**Overseas business** ▶ Expansion of Overseas Business Operations

## ▶ Luxury kitchen business for the high-end class

Luxury Italian kitchen brand : Overseas luxury brand



**Valcucine**



This luxury brand is rolled out to 55 countries around the world.  
Digital implementations targeting high-end and extremely high-end classes  
Implementation of direct business model, with direct approaches to clients and major architectural offices

A brand delivered through a joint venture with Valcucine of Italy  
: Domestic premium made-to-order kitchen



**Valcucine<sup>JP</sup>**



Availability of the brand is limited to Japan, with designs supervised by Valcucine

Licensed production at our manufacturing plants  
Sales at routes, houses and direct sales offices of Cleanup  
Entering into domestic luxury market zone

## ▶ New lifestyle with kitchen “HIROMA”



Proposing a new concept and lifestyle in the living room, dining room, kitchen layout



- Collaboration with Hida Sangyo, a long-established manufacturer of furniture
- Simplify the elements of the kitchen, as much as possible and merge them with the dining table

2021

[Full-scale sales started from October 2021]  
Creating new movement in the market

[November 2021] Online sales also start  
HIROMA online shop opens to public

2022~

[Further increasing brand exposures from 2022]

- Participation in the exhibit “50 Shapes” at the Hiroshima T-Site
- Participation in the exhibit “Renovation Industry Fair 2022”
- Participation in the exhibit “Good Life Fair 2022”

Even broader implementations, since the latter half of 2022, through such avenues as collaboration with the “Future Kitchen Project”



“Renovation Industry Fair 2021”  
Scene from the exhibit

“Renovation Industry Fair 2022”  
Scene from the exhibit



“50 Shapes” exhibit at the Hiroshima T-Site  
Scene from the exhibit

## ► Expansion of overseas business operations 1/2

### Creating new markets

- Exports and sales of kitchen products made with stainless steel, are considered key items, primarily for Asian destinations.
- Starting Thai model system kitchen local production (⇒ see next page)
- Intensifying sales activities and sales channel expansions further, by making visits to local sites
- New plans implemented through such efforts as the development of product specifications for overseas



Exhibit in Hong Kong



Exhibit in Taiwan



## ▶ Expansion of overseas business operations 2/2

Through business partnership with National Furniture:

# Thai model system kitchen local production started (October 2022)

Further responsive action is taken for customer needs in the future, through such means as “export and sales of luxury models”, as well as “local production of Thai models”



Locally produced model was developed using stainless cabinets, catering to local lifestyles



Our exhibition booth at "Baan Lae Suan 2022"

The booth exhibited "CENTRO" (1 set) and "STEDIA" (2 sets), exported from Japan, attracted the attention of visitors and local media.

### Strategy 3

Enhanced management base from the perspective of ESG/SDGs



#### ■ Progress status

##### Target

▶ Pursue non-financial goals and materiality

##### ESG activity 1

▶ Work towards the realization of a sustainable society

##### ESG activity 2

▶ A “Sustainability Report ” is issued

## ▶ Three non-financial targets set from FY2022

FY2030 non-financial targets	<b>Environment related KPIs</b>	<b>Human resources related KPIs (three new additions starting in FY2022)</b>		
	Greenhouse gasses reduced by 50%, in comparison with FY2013	Female manager ratio 15%	Child care leave acquisition rate for males 100%	Paid vacation acquisition rate 60%

### ■ Important issues and activities at Cleanup

Important issues	Important activities aimed at resolving issues	Relationship with the implementations of the 2021 Medium-term Management Plan	SDGs item
Provide value for lifestyles through our products and services	<ul style="list-style-type: none"> <li>➢ Implement new products, services and solutions for areas where cultures of food and residences cross.</li> <li>➢ Provide value that is useful for consumers and society (health, as well as saving energy, resources and water)</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize the implementation of the respective following strategies                             <ul style="list-style-type: none"> <li>• Develop demand for existing needs</li> <li>• Create new customers through new businesses</li> </ul> </li> </ul>	
Create pleasant workplaces	<ul style="list-style-type: none"> <li>➢ Workplaces where the ability to work is maximized by providing rewarding work and facilitating various working styles</li> <li>➢ Utilize various personnel resources by promoting diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Build a personnel system that enables “rewarding work”</li> </ul>	
Environmental conservation and reduction of environmental load	<ul style="list-style-type: none"> <li>➢ Promote a reduction of CO<sub>2</sub> emissions, environmental loads and energy saving techniques in business activities</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain and update ISO14001 certification</li> <li>• Consider the purchase of electrical power derived from renewable energy</li> </ul>	
Fair and honest corporate activities	<ul style="list-style-type: none"> <li>➢ Aim to resolve social issues through our supply chain as a whole (encourage CSR procurement)</li> <li>➢ Promote social contributions through business activities, seeking to pursue progress as a member of the local society</li> </ul>	<ul style="list-style-type: none"> <li>• Promote CSR procurement</li> <li>• Provide employment opportunities for disabled persons and the continuation of relevant projects</li> <li>• Contribute to building a sustainable aging society through our nursing care business operations</li> </ul>	

### ▶ Work towards the realization of a sustainable society

Activities for achieving a reduction in greenhouse gases by 50%, in comparison with FY2013

Measure for boiler fuel ▶ Conversion to fuel with low CO<sub>2</sub> emissions

Switch heavy oil and LPG, used for boilers at manufacturing plants, to LNG

- Cooperate with the construction of LNG satellite bases, within industrial parks
- Aim for CNL (Carbon Neutral LNG)



**Crete Factory**  
(Operations starting in August 2023)



**Kashima System Factory**  
(Operations starting in August 2024)



**Kashima Factory**  
(Operations starting in August 2025)

## ▶ A “Sustainability Report” is issued

# ESG activities

**Cleanup Sustainability Report 2022**  
クリナップ サステナビリティレポート 2022

The “Sustainability Report” issued  
Our activities, intended to achieve a sustainable  
society, are introduced.

### Motivality 2 働きやすい職場づくり

働きやすい職場づくりに  
向けたクリナップの考え方

※ 明瞭な働き方提案  
※ 人の多様性、働き方意識を100%一年間の課題  
※ 働きやすさの達成、人の多様性を活かす社会の発展

### Motivality 1 製品・サービスなどを 通じた暮らし価値の提供

暮らし価値の提供を通じた暮らし価値の提供

※ 暮らし価値の提供  
※ 暮らし価値の提供を通じた暮らし価値の提供

### ダイバーシティ & インクルージョン

女性活躍推進  
ダイバーシティ推進

※ 女性活躍推進  
※ 女性活躍推進

### クリナップのものづくり

暮らし価値の提供を通じた暮らし価値の提供

※ 暮らし価値の提供  
※ 暮らし価値の提供

### クリナップらしさを追求し、社会課題の解決に つながる製品・サービスを創出していきます

暮らし価値の提供を通じた暮らし価値の提供

### 女性活躍推進

女性活躍推進

### SDGs 社会の課題・サービス設計

暮らし価値の提供を通じた暮らし価値の提供

### クリナップの取り組み

暮らし価値の提供を通じた暮らし価値の提供

### クリナップの取り組み

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### クリナップの取り組み

暮らし価値の提供を通じた暮らし価値の提供

## 5. Starting the “Future Kitchen Project”

“Create a future with spiritual abundance, starting from the kitchen”

Aiming to realize targets of the “Cleanup Sustainability Vision 2030”

The project started on February 22, 2023, to pave the way for a future with new ideas that are not limited by existing concepts.



未来キッチン  
PROJECT

Promoting three actions

1  
Industry-academia joint efforts made to address social issues with the “Future Kitchen Lab”

2  
Kitchens sold in the past were utilized for the “Recycling Program”

3  
Ideas are solicited from children who will lead the future “Future Kitchen Illustration Contest”

# 5. Starting the “Future Kitchen Project”

## ▶ Action ① “Future Kitchen Lab”

### Cleanup Collaborates with Musashino Art University



A social experiment is performed, with “shedding the concept of LDK (living room-dining room-kitchen configuration concept)” as the topic, by creating a place for communication for local communities, where people can help each other in an emergency offering new kitchens that can be transported by car and used at locations where electricity and water supplies are not available, in collaboration with Musashino Art University.



Collaborating with the exhibition, held by Professor Kazuhiko Yamazaki of Musashino Art University, by supplying system bathrooms and HIROMA

# 5. Starting the “Future Kitchen Project”

## ▶ Action ② “Future Kitchen Lab”

### Cleanup Collaborates with Water Section Workshops



- Collection of used kitchens and handover to recycling operators, are promoted when Water Section Workshop members perform renovations, using our “Stainless Steel Cabinet Kitchens”
- End users who participate in the program are presented with benefits, according to their level of involvement

The newly purchased stainless steel cabinets are made of stainless steel, which proudly features a recycling rate of over 80%, instead of the conventional wooden frame, thereby enabling effective use of resources for the future.



# 5. Starting the “Future Kitchen Project”

## ▶ Action ③ “Future Kitchen Lab”

### Cleanup collaborates with elementary school children nationwide

#### Activities utilized to create innovation by exploring the future of kitchens with children

- Aiming to create an even more abundant food culture, by commercializing new kitchens that transcend the framework of system kitchens -



Eligibility	Elementary school students in grades one through six
Application period	June 1 to October 15, 2023
Announcement of results	Planned for December 2023
Application rules	To apply use free expression of desirable kitchens of the future, with an illustration, to be submitted, including an explanation text about the illustrations. (Free format, using about one sheet of A4 size paper)

The company shall sustain financial soundness and promote growth investments, intended to improve corporate value, as well as enhance shareholder returns

<p><b>[Utilization of cash and deposits]</b></p> <ul style="list-style-type: none"><li>● Invest in new business developments and promotions</li><li>● Invest in overseas business expansions</li><li>● Enhance management base</li></ul> <p><b>[Review of portfolio assets]</b></p> <ul style="list-style-type: none"><li>● Regularly verify investment securities</li><li>● Promote more efficient and effective utilizations and operations</li></ul>	<p><b>[Liabilities]</b></p> <ul style="list-style-type: none"><li>● Utilize borrowings according to investment opportunities and need for enhancing business foundation</li></ul> <p><b>[Capital]</b></p> <ul style="list-style-type: none"><li>● Enhance shareholder returns based on stable dividends</li><li>● Appropriate acquisitions and depreciation of treasury shares</li></ul>
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 **Efficient and effective capital circulation** 

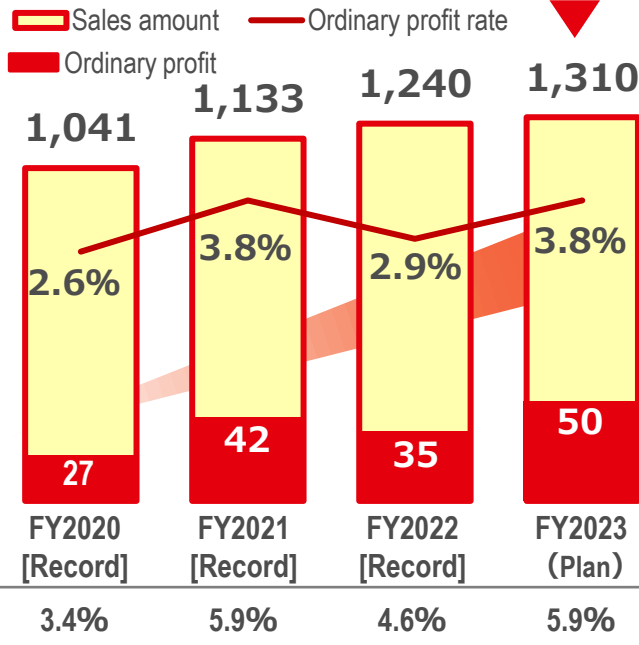


# 7. Toward the realization of the Long-term vision "CSV30"

## New outline of strategic scenario drawn up to achieve CSV30



(Unit: 100 million yen)



\* ROE: Return on equity

\* In order to compensate for the impact of sales discounts, for which a decision was made to be treated as considerations for variations, due to the implementation of the "Accounting Standard for Revenue Recognition", the profit target for FY21 business plan was changed from an operating profit to an ordinary profit.

**Long-term vision**  
(Targets for FY2030)

**Sales amount (consolidated)**  
**150**  
billions of yen

**Operating Profit (consolidated)**  
**9.5**  
billions of yen

**ROE**  
(:Return on equity)  
**8.5%**

## Cleanup Wrestling Club

### Promoting sports through wrestling

Since the establishment in 1992, the Wrestling Club operates as a company sports activity and contributes to the development of wrestling competition in Japan.

#### Affiliated athletes



**Kirin Kinoshita,**  
wrestler

Freestyle 74kg class  
 <Emperor's Cup> 2nd place  
 <Meiji Cup> 2nd place  
 <Men's World Cup (USA)> participation



**Mei Shindo,**  
wrestler

Women's wrestling 72kg class  
 <Bill Farrell Memorial International> 2nd place  
 <Four Days Cup> 3rd place

## Cleanup Kids Iwasaki Wrestling Club

Social contributions are provided to the local community, as well as activities to facilitate the healthy growth of children who carry our future, with support for the creation of a brighter future, which are facilitated through the administration



## Cleanup Foundation

### Awarded a certificate of appreciation from the Japan Federation of KOSEN Association



Scholarship assistance provided since founding. This certificate of appreciation for meritorious services was conferred, based on a recommendation provided by the National Institute of Technology, Fukushima College.



For any questions concerning investor relations, please contact:

## Cleanup Corporation

General Affairs Department, General Affairs / IR Section  
Contact our IR Representative

Phone +81 - (0) 3-3894-4771

URL <https://cleanup.jp/>

## Disclaimer

This material is intended to provide information regarding the FY2022 financial results (April 2022 – March 2023) and does not constitute a solicitation to invest in Cleanup Corporation-issued securities.

Furthermore, this material was created based upon data current as of May 26, 2023. Opinions and forecasts contained within this material were the subjective judgments of Cleanup Corporation at the time of creation. No guarantee or promise is made as to the accuracy or completeness of this information. Additionally, this information is subject to change without prior notice.