

Securities Code: 6302

**The 129th Interim Business and Financial Report
January 1, 2024 through June 30, 2024**

To Our Shareholders

I would like to express our sincere gratitude for your continued support and patronage. I am pleased to present our business and financial report for the first half of the 129th fiscal year (from January 1 through June 30, 2024) as follows.

Purpose

Enhance society and those within it with compassion through our ownership and vision
Please refer to our website for details.

Business Principles

Corporate Mission Statement

We will aim to become a machinery manufacturer that continues to provide excellent products and services to the world.
With integrity being a key principle in the Group, we will contribute towards society by gaining high respect and confidence from all stakeholders.

Our Values

Customer First:

We exceed customer expectations by providing sophisticated efficient products and services, giving the utmost consideration to their needs and requirements.

Embrace Changes:

We will continue to drive and embrace changes without accepting the status quo.

Commitment to Technology and Innovation:

We are passionate about contributing to society by further developing our unique, in-house technologies.

Respect People:

We will nurture an organizational climate that fosters mutual respect, tolerance and learning for growth.

Business Performance during the Half-Year Period under Review

During the six-month period ended June 2024, although the Japanese market experienced a gradual trend of recovery in capital investment, especially in manufacturing industries, weakness was also seen in some areas including a sluggish rebound in semiconductor market conditions. Overseas, capital investment was solid in the United States, but weakness continued in Europe, primarily in the United Kingdom and Germany, from the negative effects of monetary tightening. The economic slowdown in China, triggered by a worsening real estate market, continued and demand remains weak on sluggish recoveries in production and consumption. This is also having a spillover effect across Southeast Asia. There is also continued geopolitical risk, including the Russia-Ukraine issue and the situation in the Middle East, and the overall outlook for market conditions is highly uncertain.

Given this operating environment, the SHI Group worked to improve profitability, enhance capital efficiency, and strengthen new business exploration to develop a robust entity, while also implementing a variety of measures including initiatives to make a greater contribution to the achievement of the UN's Sustainable Development Goals (SDGs) and build on our efforts to reduce our environmental impact, with the aim of continuously enhancing corporate value by addressing social issues through our products and services based on the Medium-Term Management Plan 2026.

As a result of these efforts, orders declined 12% year on year, to ¥453.1 billion, while net sales rose 2%, to ¥520.4 billion.

In terms of profit, operating profit increased 9% year on year, to ¥33.3 billion, while ordinary profit was 3% higher, at ¥33.9 billion, and profit attributable to owners of parent increased 5%, to ¥23.5 billion.

Based on these interim results, we have decided to pay an interim dividend of ¥60 per share, the same as for the year-earlier period.

Launching Medium-Term Management Plan 2026 and Formulating Purpose

The main points of the Medium-Term Management Plan 2026, formulated in February 2024, are to lay the specific groundwork through backcasting the ideal state of SHI in 2030 with financial and non-financial targets, while also formulating a Purpose of “Enhance society and those within it with compassion through our ownership and vision” as an unwavering policy direction toward long-term growth.

Along with launching full-scale segment activities outlined under the previous medium-term management plan and setting respective financial targets, the Medium-Term Management Plan 2026 has the unique feature of implementing both corporate and segment strategies toward our basic policy of “Developing a robust entity.” It also designates four “key investment areas” that will drive growth and plans to invest proactively focusing on these areas in an amount that marks a roughly 50% increase from the previous medium-term management plan.

Under the Medium-Term Management Plan 2026, we will pursue business deepening and exploration toward achieving our ideal state in 2030, and create a business portfolio that addresses social issues.

Our Ideal State in 2030

Purpose		Enhance society and those within it with compassion through our ownership and vision	
Ideal state in 2030		A company that contributes to an affluent society through core technologies and realizes CSV	
Financial targets for FY2030		Material issues of sustainability	Non-financial targets for 2030
Operating profit: ¥130.0 billion	ROIC: 10% or more	E Reduce environmental burden	CO ₂ emission reduction (compared to 2019) • At time of manufacturing products: -50% • At time of using products: -30%
While strengthening the revenue bases for the existing businesses, achieve growth in the following key investment areas based on core technologies in the four segments, thereby aiming to create new value and improve corporate value		S Create better ways to live and work	(Further advancement of automation technology)
Key investment areas <ul style="list-style-type: none"> Robotics/automation fields Semiconductor field Advanced medical equipment field Environment/energy fields 		S Prioritize employee safety, health, and development	• Female manager ratio: more than 8% (on a consolidated basis in Japan)
		S Emphasize coexistence and co-prosperity with local communities	• Spending for social contribution activities: 1% of operating profit
		S Establish a sustainable supply chain	• Survey on high risk suppliers: 100%
		G Strengthen governance	• Ratio of female directors: 30%
		G Ensure high product quality	• Number of serious incidents related to products: 0
Establish financial and non-financial targets to maximize our corporate and social values The financial targets are set to achieve profitability that continuously surpasses capital costs			

Based on our Purpose, we have designated “A company that contributes to an affluent society through core technologies and realizes CSV^{*1}” as our ideal state in 2030, and have set financial and non-financial targets. To achieve the financial targets, we will strengthen the revenue bases for existing businesses and based on our core technologies, have also designated the four key investment areas of “Robotics and automation,” “Semiconductors,” “Advanced medical equipment,” and “Environment and energy.”

^{*1} Creating Shared Value (CSV): The idea that contributing to the resolution of social issues through corporate activities leads to the company’s own sustainable growth.”

Basic Policy and Key Framework

The Medium-Term Management Plan 2026 aims for an “ideal state” in 2030, with a focus on four segments realized under the Medium-Term Management Plan 2023 and a basic policy of “Developing a robust entity” to achieve this. Under the plan, we will also execute both corporate and segment strategies to address the three key issues of “Improving profitability,” “Enhancing capital efficiency,” and “Strengthening new business exploration.”

Basic policy		Develop a robust entity	
Key issues	1. Improve profitability	Deepening	... Strengthen profitability through deepening and implement a management approach that prioritizes profit
	2. Enhance capital efficiency		... Thoroughly implement an ROIC-based management approach
	3. Strengthen new business exploration	Exploration	... Identify business opportunities through exploration
Basic strategy			
Improve profitability, enhance capital efficiency, and strengthen exploration from both corporate and segment perspectives			
Corporate strategy		Segment strategy	
<ul style="list-style-type: none"> Promote business portfolio reformation Capital policy Strengthen new business exploration functions Strengthen the business base (sustainability, human capital, and DX) 		<ul style="list-style-type: none"> Strengthen profitability through deepening Identify business opportunities through exploration Pursue synergies Streamline segment organizations 	

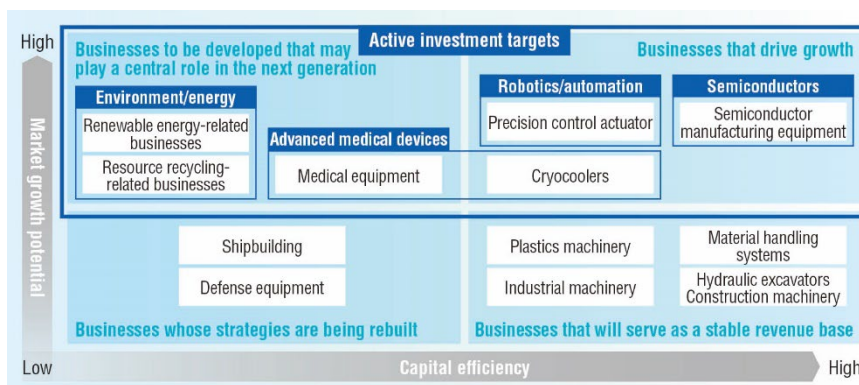
Earnings Results Forecast and Investment Plan

Under the Medium-Term Management Plan 2026, we are aiming for orders of ¥1,280 billion, with net sales of ¥1,250 billion, operating profit of ¥100 billion (for an operating profit ratio of 8%), and return on invested capital (ROIC) of 8%. To achieve these targets, we are planning to make large increases in capital investment, to ¥190 billion, and in research and development, to ¥90 billion, over three years, primarily in the key investment areas.

		"Medium-Term Management Plan 2026" Plans (targets for FY2026)
Earnings results	Orders	¥1,280.0 billion
	Net sales	¥1,250.0 billion
	Operating profit	8.0% (¥100.0 billion)
	ROIC	8%
	(Ref.) ROE	10%
Investments	Capital investment (3 years)	¥190.0 billion (including ¥80.0 billion allocated to key investment areas)
	Research and development (3 years)	¥90.0 billion (including ¥54.0 billion allocated to key investment areas)

Corporate Strategy: Promoting Business Portfolio Reformation

To clarify each business's position and concentrate management resources in key investment areas with growth potential, we have classified businesses into four areas using the axes of "capital efficiency" and "market growth potential." We will proactively invest in businesses with high market growth potential with the expectation that they will become growth drivers, and restructure our strategies for businesses with low growth and low profitability.



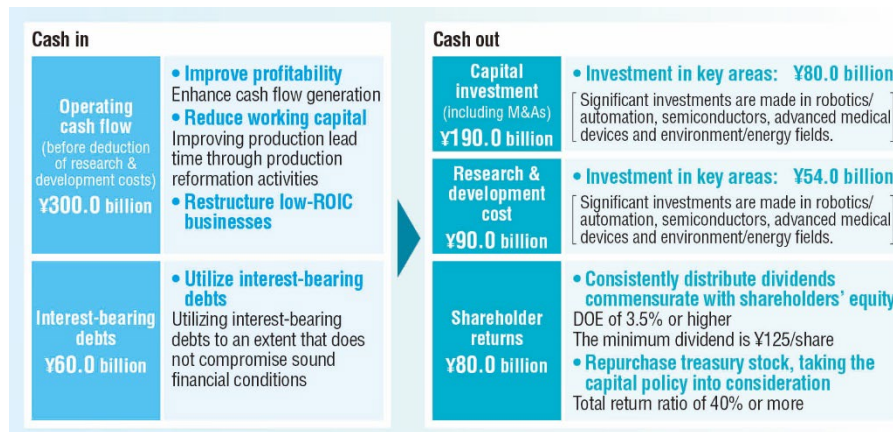
Corporate Strategy: Capital Policy (Cash Flow Allocation)

Under the Medium-Term Management Plan 2026, we will strengthen our ability to generate cash flow while also utilizing interest-bearing debts to an extent that does not compromise our sound financial position, to enhance investments and shareholder returns.

With the aim of paying a stable dividend that corresponds to shareholders' equity, our dividend benchmark uses a DOE.*² With a basic dividend policy of the DOE of at least 3.5%, a minimum dividend of ¥125 per share, and a total return ratio of at least 40%, and assuming we meet our financial targets, we intend to pay shareholder returns totaling ¥80 billion over three years through stable dividend payments and flexible treasury stock repurchases.

We anticipate achieving a total return ratio of at least 50% during the period covered by the Medium-Term Management Plan 2026 by increasing the DOE and consistently repurchasing treasury stock.

*² Dividend on Equity ratio (DOE): A financial indicator calculated as total annual dividend payments as a percentage of shareholders' equity.



Segment Strategy

Segment	Role/Positioning	Direction to pursue	Key investment area
Mechatronics	Segment that drives growth with high profitability	<ul style="list-style-type: none"> • Active investment in the electric equipment control business • Growth in the semiconductor business • Boosting the rollout of electrically powered modules for robotics 	<ul style="list-style-type: none"> • Robotics/automation fields • Semiconductor field
Industrial Machinery		<ul style="list-style-type: none"> • Highly-profitable business entity that uses advanced technologies to respond to the global growth market and features an evolving portfolio • Growth in strategic business areas, such as semiconductor-related sectors and medical devices 	<ul style="list-style-type: none"> • Semiconductor field • Advanced medical equipment field
Logistics & Construction	Core segment that secures stable revenue	<ul style="list-style-type: none"> • Simultaneous realization of social value and corporate value through automation of logistics and construction machinery and minimization of labor and personnel • Product launch in a new market and development of new products through coordination between businesses • Development of products using new technologies, such as electrification and new components 	<ul style="list-style-type: none"> • Robotics/automation fields
Energy & Lifeline	Segment developed for future growth	<ul style="list-style-type: none"> • Creating a new business in the fields of decarbonized energy and resource recycling • Combining competence and synergy within a segment 	<ul style="list-style-type: none"> • Environment/energy fields

Under the Medium-Term Management Plan 2026, as shown in the table above, we have clarified the roles and positions of the four business segments: Mechatronics; Industrial Machinery; Logistics & Construction; and Energy & Lifeline. We have set ROIC targets and plan to implement growth strategies for each segment.

Based on the corporate strategy's four key investment areas, each segment will strengthen profitability through deepening and identify business opportunities through exploration.

In addition to initiatives within each segment, we will pursue synergies across segments and work to achieve our targets with the aim of making each segment's organizational structure more efficient and developing a robust entity.

I ask for the continued understanding and support of our shareholders.

Shinji Shimomura
President and CEO

Interim Consolidated Financial Statements

(Amounts less than 100 million yen have been rounded off.)

Interim Consolidated Balance Sheet (Summary)

(Billions of yen)

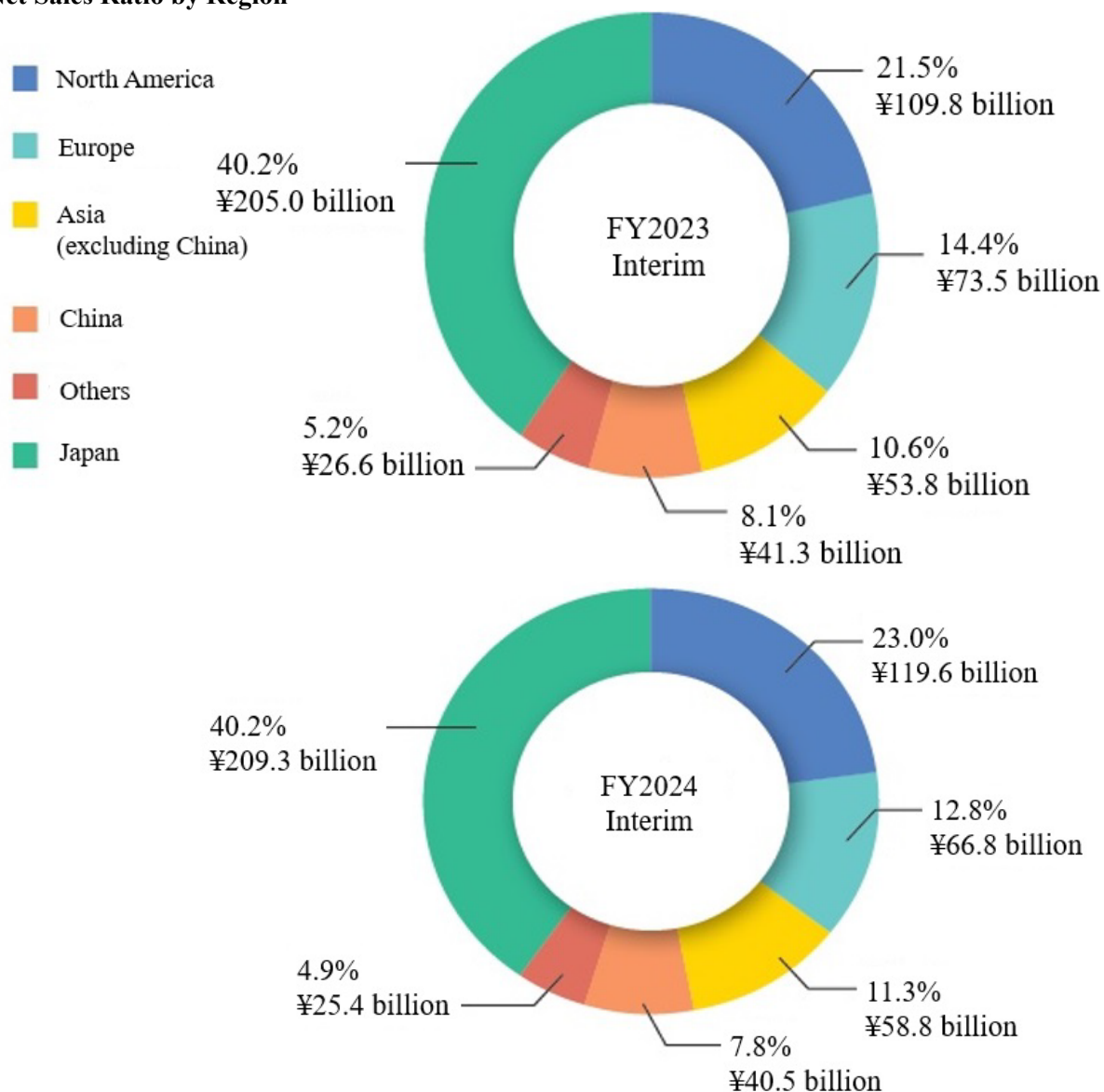
Account Items	End of FY2023 (As of December 31, 2023)	FY2024 End of interim period (As of June 30, 2024)
Current assets	748.3	779.7
Cash and deposits	104.5	103.9
Notes and accounts receivable	289.9	276.5
Inventories	321.1	364.1
Other	32.9	35.2
Fixed assets	452.6	477.1
Tangible fixed assets	330.0	350.0
Intangible fixed assets	45.6	48.4
Investments and other assets	77.0	78.7
Total	1,200.9	1,256.8
Liabilities	573.4	589.4
Notes and accounts payable	180.8	170.0
Interest-bearing liabilities	162.2	195.6
Other	230.3	223.9
Net assets	627.5	667.4
Stockholders' equity	488.5	494.6
Accumulated other comprehensive income	131.3	165.7
Non-controlling interest	7.7	7.1
Total	1,200.9	1,256.8
Net ratio of interest-bearing debts	4.8%	7.3%
Stockholders' equity ratio	51.6%	52.5%

Interim Consolidated Statements of Income (Summary)

(Billions of yen)

Account Items	FY2023 Interim period (January 1, 2023 through June 30, 2023)	FY2024 Interim period (January 1, 2024 through June 30, 2024)
Orders	512.7	453.1
Net sales	510.1	520.4
Operating profit	30.7	33.3
Operating profit ratio	6.0%	6.4%
Ordinary profit	32.9	33.9
Ordinary profit ratio	6.4%	6.5%
Extraordinary gains (losses)	(0.3)	(0.4)
Profit before income taxes	32.6	33.5
Profit attributable to owners of parent	22.5	23.5
Ratio of profit attributable to owners of parent	4.4%	4.5%

Net Sales Ratio by Region



FY2023 Interim

Region	Net sales (Billions of yen)	Net sales ratio (%)
North America	109.8	21.5
Europe	73.5	14.4
Asia (excluding China)	53.8	10.6
China	41.3	8.1
Others	26.6	5.2
Japan	205.0	40.2

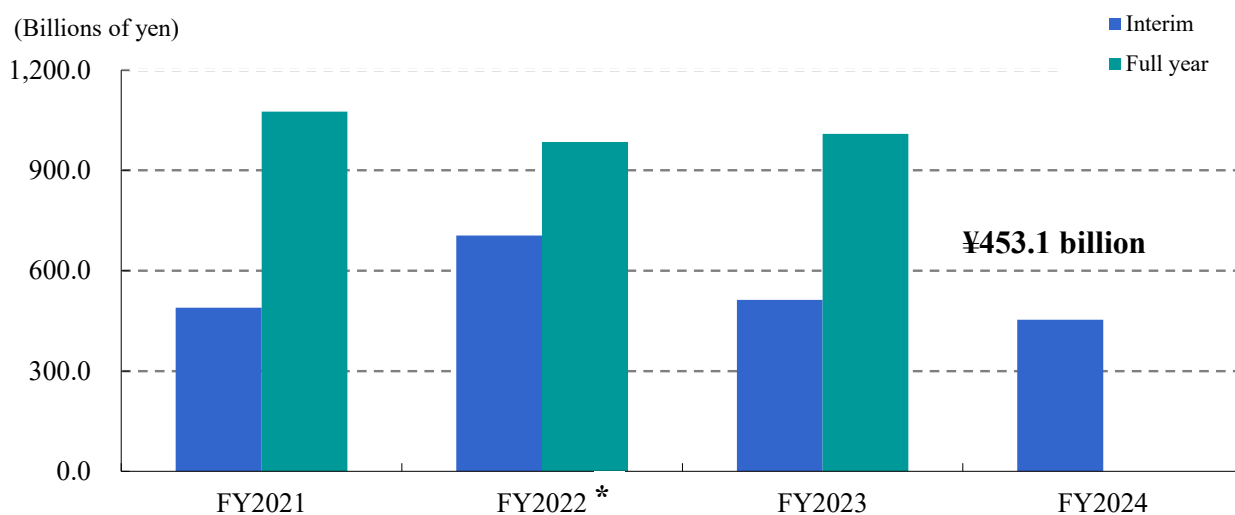
FY2024 Interim

Region	Net sales (Billions of yen)	Net sales ratio (%)
North America	119.6	23.0
Europe	66.8	12.8
Asia (excluding China)	58.8	11.3
China	40.5	7.8
Others	25.4	4.9
Japan	209.3	40.2

Consolidated Financial Highlights

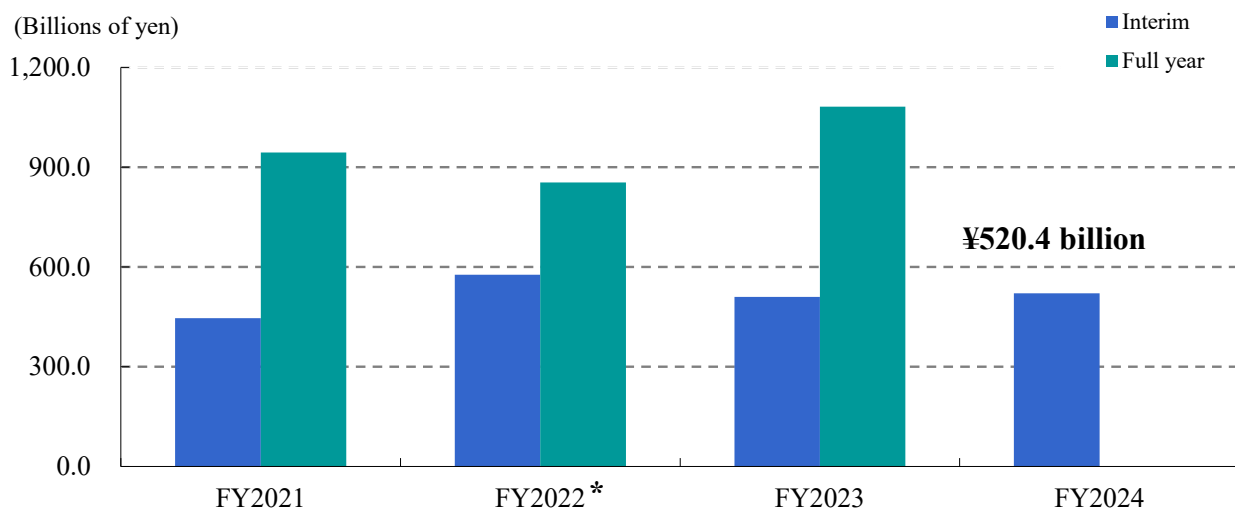
Orders

(Billions of yen)

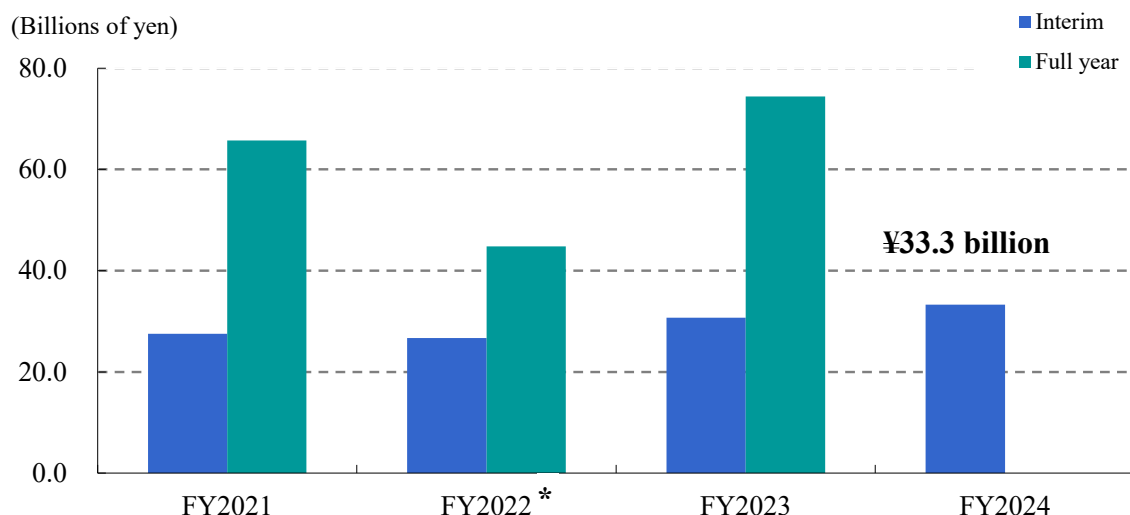


Net Sales

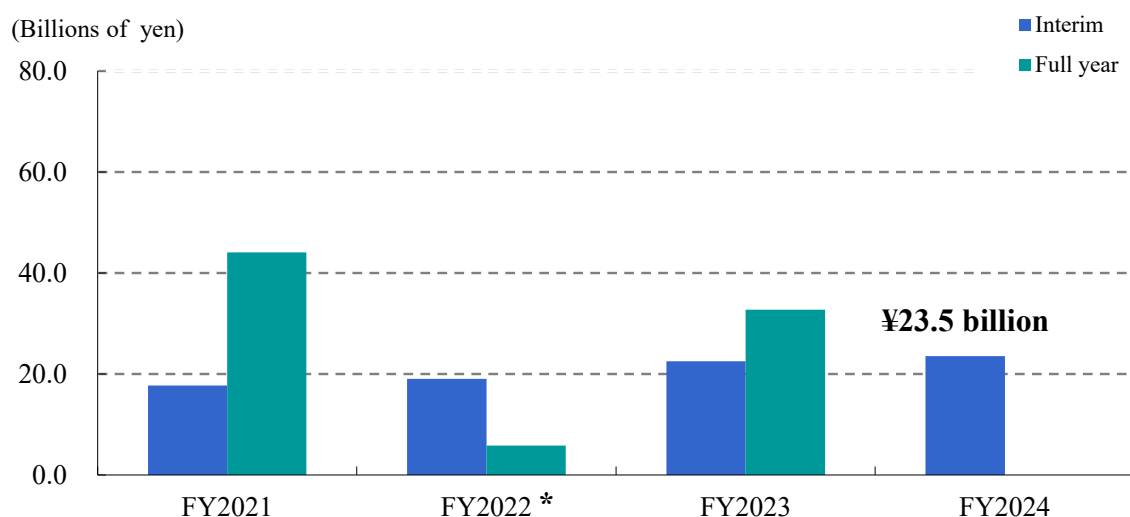
(Billions of yen)



Operating Profit

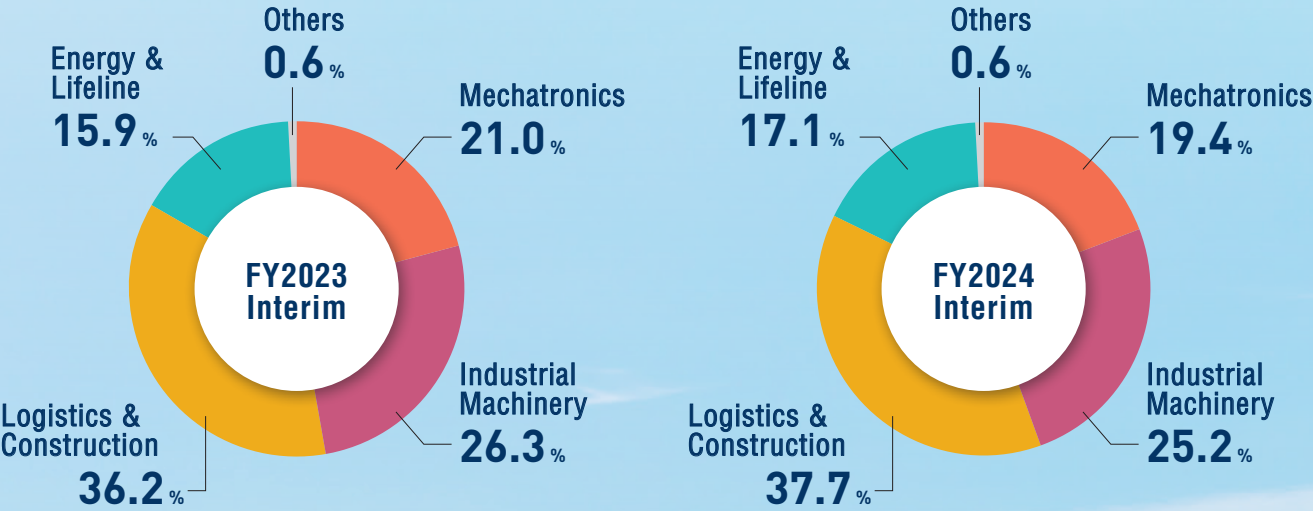


Profit Attributable to Owners of Parent

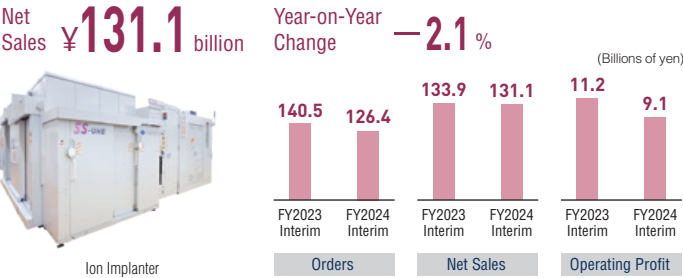


* With the change in the Company's fiscal year, the first half of fiscal 2022 for the Company and consolidated subsidiaries with fiscal years from April 1 through March 31 of the following year was the six-month period from April 1 through September 30, 2022, and for consolidated subsidiaries with fiscal years of January 1 through December 31 of each year, the first half was the nine-month period from January 1 through September 30, 2022. Also, with the change of the Company's fiscal year, fiscal 2022 for the Company and consolidated subsidiaries with fiscal years ending in March was the nine-month period from April 1 through December 31, 2022, and for consolidated subsidiaries with fiscal years ending in December, fiscal 2022 was the 12-month period from January 1 through December 31, 2022.

Net Sales Ratio by Segment



Industrial Machinery



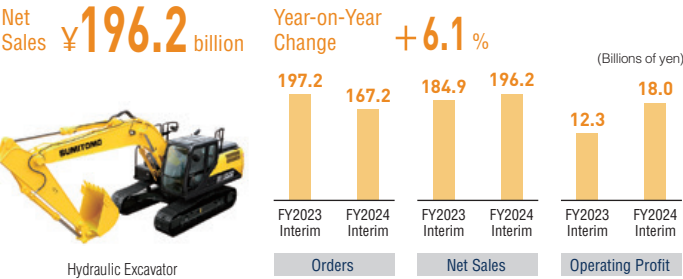
Major Products

Plastic Injection Molding Machines, Film Processing Machines, Cryogenic Equipment, Precision Forgings, Semiconductor Manufacturing Equipment, Accelerators, Medical Equipment and Devices, Forging Presses, Machining Tools, Air Conditioning Equipment, Defense Equipment

Orders, sales, and operating profit at the plastic injection molding machine business decreased on stagnant electric and electronic-related demand in China and cooling investment in Europe.

At other businesses, orders decreased from factors including customers' inventory adjustments and postponed investment reflecting stagnant semiconductor market conditions, but a large order backlog resulted in growth in sales and operating profit.

Logistics & Construction



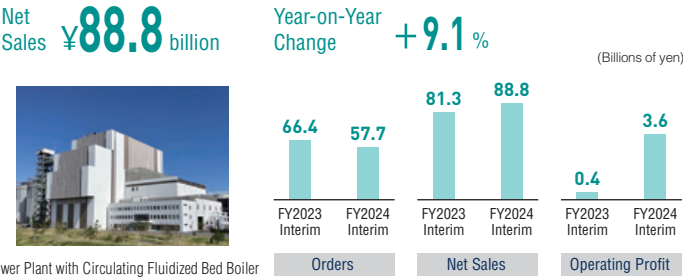
Major Products

Hydraulic Excavators, Construction Cranes, Road Construction Machinery, Material Handling Systems, Logistics Systems, Parking Systems

Orders at the hydraulic excavator business declined in the wake of the previous fiscal year's surge in orders in Japan ahead of price revisions and from orders placed upfront in the United States in the previous fiscal year, but sales rose with a boost from foreign exchange rate factors and operating profit rose on domestic price revisions.

At other businesses, the construction crane business recorded growth in orders, sales, and operating profit on solid demand in North America and Japan. The material handling systems business saw an increase in orders with large projects for iron production and shipbuilding, but sales and operating profit were flat with the previous fiscal year on a decrease in projects to be included in the current fiscal year's sales.

Energy & Lifelines



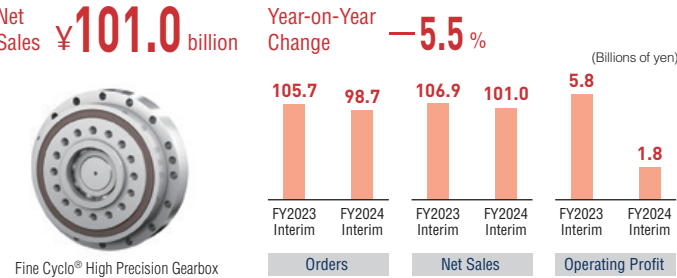
Major Products

On-Site Power Generation Equipment, Boilers, Air Pollution Control Systems, Water Treatment Systems, Turbines, Pumps, Reactor Vessels, Mixing Vessels, Food Production Equipment, Ships

Orders at the energy plant business declined on fewer large-scale modification projects for power generation facilities in Europe, but variations in the progress of construction work led to an increase in sales, while operating profit decreased slightly from increased development costs.

At other businesses, our withdrawal from the new shipbuilding business meant that no new orders will be received from fiscal 2024, and orders declined as a result. Sales also decreased because there were few projects that will be included in sales for the current fiscal year, but operating profit rose in improved profit margins for individual projects.

Mechatronics



Major Products

Power Transmission and Control Equipment, Motors, Inverters, Laser Processing Systems, Precision Positioning Equipment, Equipment for Control Systems

The Chinese market for small and medium-sized power transmission and control equipment remained weak, and demand for motors and inverters declined in Europe on inventory adjustments at customers, resulting in declines in orders, sales, and operating profit.

Restructuring of Shipbuilding Business Strategy

Since the establishment as Uruga Dock Co., Ltd. in 1897, SHI has operated its shipbuilding business in the Yokosuka area for more than 120 years with one of our predecessor companies engaged in ship practices at the Shikoku Besshi Copper Mine. In 2003, Sumitomo Heavy Industries Marine & Engineering Co., Ltd. was established as a separate company with the aim of being “No. 1 in medium-sized tankers” with a strategy of focusing on differentiation in Aframax tankers and contributing to the development of the maritime shipping industry by providing safe products with a low environmental impact.

While posting solid growth in business performance, the 2008 global financial crisis triggered a sharp deterioration in ship prices, causing the environment for the new shipbuilding business to become increasingly adverse. In response, we introduced a variety of measures including limiting the number of ship orders and reviewing the manufacturing structure. Nevertheless, with sharply higher prices for steel materials, mechanical equipment and other materials, significant fluctuations in ship prices, and increasingly strong competition from companies in other

countries receiving government subsidies, we determined that the future outlook for the business was unsustainable. We stopped taking new orders for general commercial vessels from fiscal 2024 and will discontinue general commercial vessel manufacturing upon completion of the delivery of our order backlog at the end of fiscal 2023.

Going forward, based on the Energy & Lifeline segment's policy under the Medium-Term Management Plan 2026, we will transform and expand the business in the three fields of “decarbonized energy,” including structures for offshore wind power generation and related vessels, “resource recycling,” including a vessel repair business, and “services.” In March 2024, we established an Offshore Wind Energy Business Promotion Project as a new organization to oversee the commercialization of the Group's technologies and to strengthen our foundation structures business and related ship business in offshore wind power generation.

We will also utilize the assets used in new shipbuilding for joint manufacturing of products including large cranes within the Group and to establish a production site for hydraulic excavators.

Withdrawing from New Shipbuilding Business

- **Beginning in FY2024, we will no longer accept new orders for the construction of general commercial vessels. The business will be concluded by delivering the vessels currently in the backlog of orders**
- **Promote business restructuring in line with the strategy for the Energy & Lifeline segment**

Pillars of the Energy & Lifeline segment strategy	Business composition after withdrawal
Decarbonized energy field	<ul style="list-style-type: none"> • Structures for offshore wind power generation and related vessels • Wind propulsion system components
Resource recycling field	<ul style="list-style-type: none"> • Vessel repair business
Service field	<ul style="list-style-type: none"> • Engineering related to wind propulsion, etc., and operation support services for existing vessels
Utilization of Yokosuka Works	<ul style="list-style-type: none"> • Collaborative production of large cranes, etc., within the Group • Utilization of assets to establish a production site for hydraulic excavators

Business restructuring schedule					
	2023	2024	2025	2026	2027-30
New vessels	Construction of new vessels that are currently in the backlog of orders				
Offshore wind power-related	Demonstration of a floating body		Production system development		
				Production	
Cranes		Manufacture of port cranes, etc.			
Hydraulic excavators		Preparations for factory construction	Factory construction		
			Production system development		
			Test production		
				Production	

Company Information (as of June 30, 2024)

Corporate Data

- Incorporated: November 1, 1934
- Paid-in capital: ¥30,871,651,300
- Number of employees (consolidated): 25,396
- Offices
 - Head office: 1-1, Osaki 2-chome, Shinagawa-ku, Tokyo, Japan
 - Business offices: Chubu Office (Nagoya-shi)
Kansai Office (Osaka-shi)
Kyushu Office (Fukuoka-shi)
 - Plants: Tanashi Works (Nishitokyo-shi, Tokyo)
Chiba Works (Chiba-shi)
Yokosuka Works (Yokosuka-shi, Kanagawa Pref.)
Nagoya Works (Obu-shi, Aichi Pref.)
Okayama Works (Kurashiki-shi, Okayama Pref.)
Niihama Plant of Ehime Works (Niihama-shi, Ehime Pref.)
Saijo Plant of Ehime Works (Saijo-shi, Ehime Pref.)
 - Laboratory: Technology Research Center (Yokosuka-shi, Kanagawa Pref.)

Directors and Corporate Auditors

Representative Director and Chairman of the Board	Tetsuya Okamura
Representative Director and President & CEO	Shinji Shimomura
Representative Director	Eiji Kojima
Director	Kazuo Hiraoka
Director	Toshihiko Chijiiwa
Director	Toshiro Watanabe
Director	Tatsuro Araki
Director	Susumu Takahashi
Director	Akio Hamaji
Director	Sumie Morita
Director	Yaeko Hodaka
Standing Corporate Auditor	Hideo Suzuki
Standing Corporate Auditor	Shoji Uchida
Corporate Auditor	Masaichi Nakamura
Corporate Auditor	Mio Minaki

Executive Officers

President & CEO	Shinji Shimomura
Executive Vice President	Toshiharu Tanaka
Executive Vice President	Kazuo Hiraoka
Executive Vice President	Tatsuya Endo
Executive Vice President	Taiji Tsuchiya
Executive Vice President	Eiji Kojima
Executive Vice President	Toshihiko Chijiiwa
Executive Vice President	Tatsuro Araki
Executive Vice President & CFO	Toshiro Watanabe
Senior Vice President	Hiroo Morita
Senior Vice President	Morihiro Kondo
Senior Vice President	Shaun Dean
Senior Vice President	Shigeru Tajima

Senior Vice President
 Senior Vice President
 Vice President
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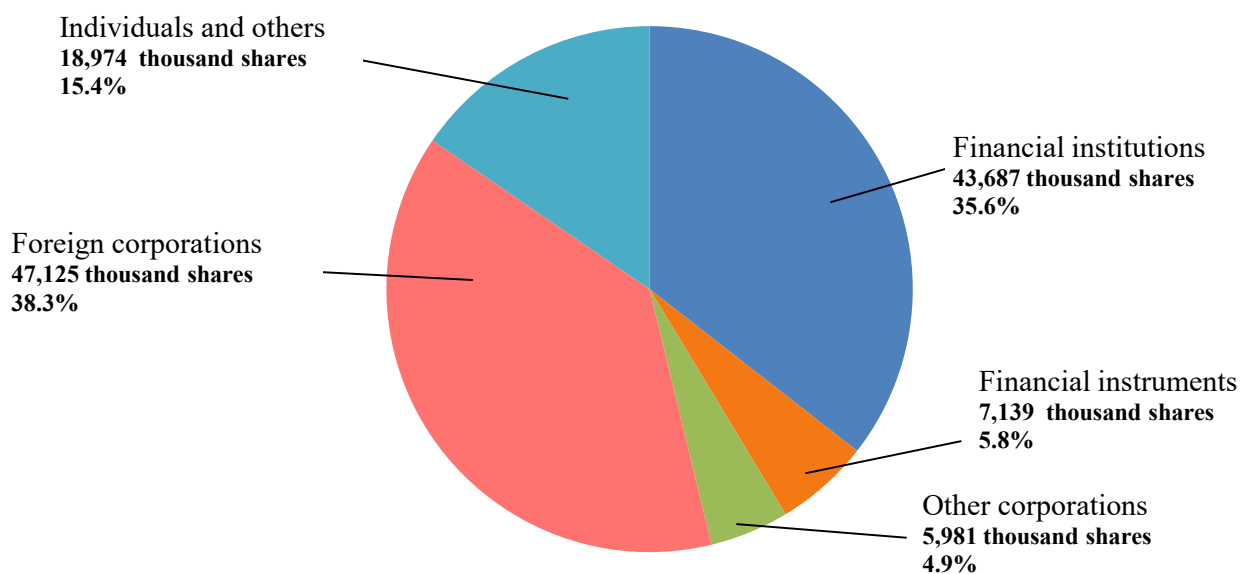
Kazutoshi Shiraishi
 Mitsukuni Tsukihara
 Takanori Nagai
 Haruhiko Tsuzuki
 Melvin Porter
 Yoichi Kato
 Isamu Mitsuhashi
 Hiroyuki Tominaga
 Masaki Arai

Stock Information (as of June 30, 2024)

Stock Data

• Total number of authorized shares:	360,000,000
• Total number of issued shares:	122,905,481
• Number of shareholders:	33,007

Breakdown of Shareholders



Note: The number of shares and shareholding ratios are rounded to the nearest unit.

Shareholder Information

Fiscal Year	January 1 through December 31 of each year	
Ordinary General Meeting of Shareholders	March (every year)	
Record Dates	Ordinary General Meetings of Shareholders	December 31
	Payment of Interim Dividends	June 30
	Payment of Term-end Dividends	December 31
Custodian of the Register of Shareholders and the Institution that Manages the Special Accounts	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan	
Handling Place of Register of Shareholders	Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Department 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan	
	[Mailing Address] Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Department 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan	
	[Telephone Inquiries] Toll free number: 0120-782-031 Hours: 9:00–17:00 (except for Saturdays, Sundays, and holidays)	
	[Website] https://www.smtb.jp/personal/procedure/agency/	
	Method of Public Notice To be posted on the Company's Website (https://www.shi.co.jp). However, where required by unavoidable circumstances, public notices will be made in the Nihon Keizai Shimbun.	

[Notification or Inquiries about Change of Address with Respect to Shares]

Shareholders who have an account with a securities company are asked to give notification or make inquiries about matters such as change of address to the securities company at which he or she has an account. Shareholders who do not have an account with a securities company are asked to call the following telephone number.

[Special Accounts]

For shareholders who did not use the depository and book-entry transfer system (*Hofuri*) operated by the Japan Securities Depository Center prior to dematerialization of share certificates, we have opened an account (called a special account) at the transfer agent Sumitomo Mitsui Trust Bank, Limited. Inquiries about, or notifications of, matters such as change of address with regard to special accounts should be made to the following telephone number.

[Request for the Purchase or Sale of Shares of Less than One Unit]

Please contact the securities company at which you have an account for requests for the purchase or sale of shares of less than one unit (100 shares). In the case of requests regarding shares recorded in a special account, please call the following telephone number.

Contact: Stock Transfer Agency Department
Sumitomo Mitsui Trust Bank, Limited
Toll free number: 0120-782-031
Hours: 9:00–17:00 (except for Saturdays, Sundays, and holidays)

Sumitomo Heavy Industries, Ltd.
Website www.shi.co.jp