Okada America, Inc. Company Brief & Business Profile





City of Canby, OR & Okada America, Inc.
Partnering for Success!



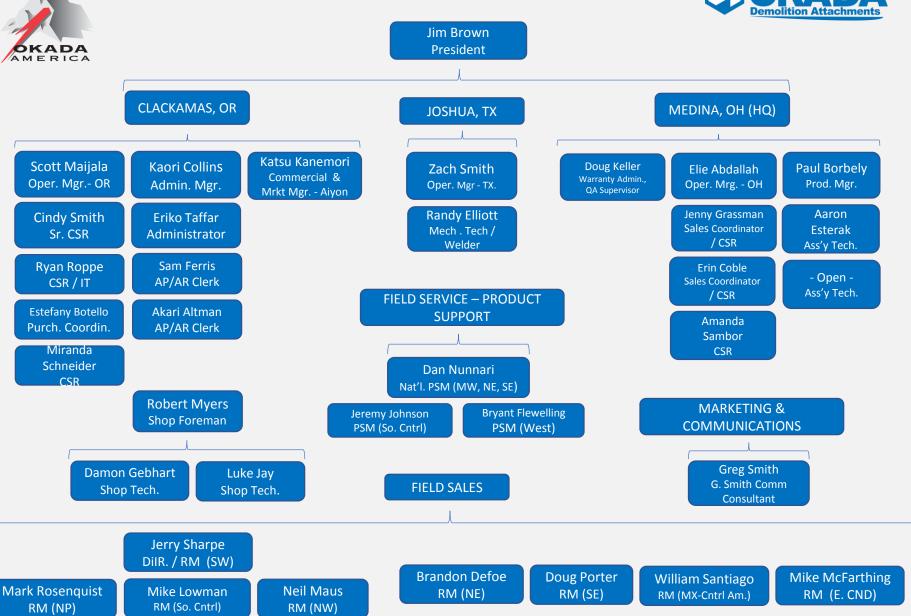
Table of Contents

| • | Organization Charts | Pg. 1-2 |
|---|-----------------------------------|-------------|
| • | Personnel and Contact Information | Pg. 3 - 7 |
| • | Company Brief | Pg. 8 |
| • | Facilities Sizes | Pg. 9 |
| • | Company's Purpose and Structure | Pg. 10 - 11 |
| • | Traffic Volume Study | Pg. 12 |



ORGANIZATION CHART

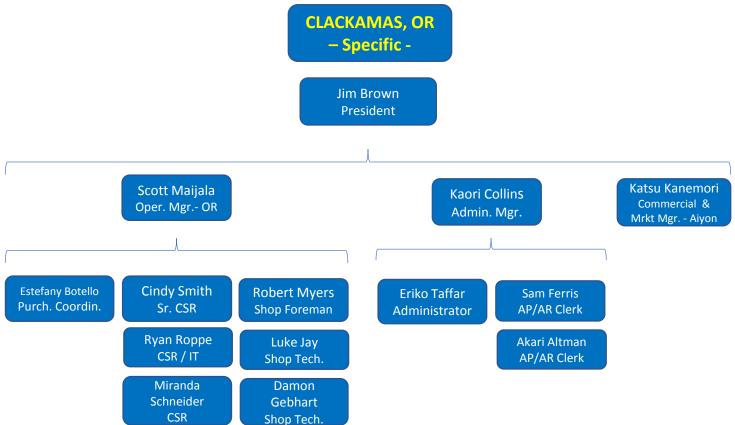








ORGANIZATION CHART



Thirteen total employees work for OAI in Clackamas. Two employees in Accounting work part-time, and job share on opposite days. One employee worked from home through the pandemic and part of 2021 due to a pre-exiting health challenge. Eleven employee vehicles travel to and from the facility on business days.

OKADA AMERICA Sales - Marketing - Product Support



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OKADA AMERICASales – Western US





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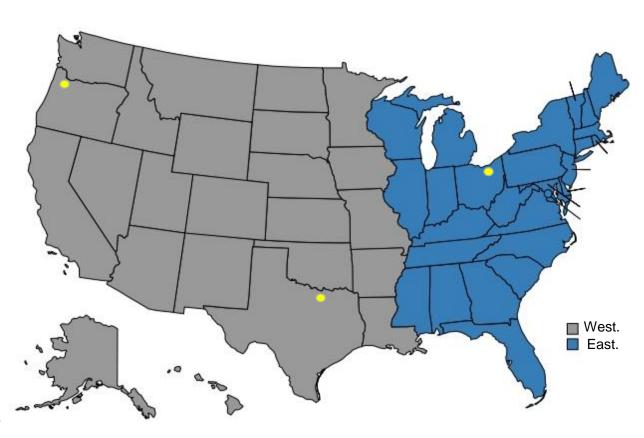
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2021 OKADA AMERICA Facilities & Customer Service Team





Robert Myers Shop Foreman



Scott Maijala Operations Manager Clackamas, ÖR 503.557.7033



Zach Smith Operations Manager Joshua, TX 682.279.4195



Elie Abdallah **Operations Manager** Medina, OH 330.239.2666



Paul Borbely Production Mgr.



Cindy Smith Sr. CSR Oregon

Ryan Roppe,

CSR/IT

Oregon





Jennifer Grassman Sales Coordinator / CSR - OH



Erin Coble CSR - OH



Sales Coordinator /



Amanda Sambor Cust. Svc. - OH



Miranda Schneider CSR - OR



Estefany Botello Purchasing Coordinator Oregon



Doug Keller Warranty Administrator / QA Supervisor - OH

Clackamas, OR 503.557.7033

2021 OKADA AMERICA Accounting & Administration Department & Corp. Support





Kaori Collins
Administration Manager
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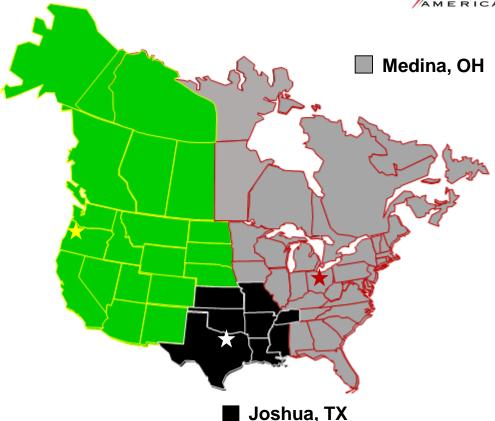
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Katsu Kanemori Commercial & Marketing & Manager kkanemori@okadaamerica.com



Company Brief – Okada America, Inc.

Okada America Inc. (here after OAI) was founded in 1996, in Portland, OR. The company is the US Subsidiary of Okada Aiyon Corporation (here after OAC), based in Osaka, Japan, that was founded in 1938, incorporated in 1961, and became a publicly owned entity in 2013.

OAI currently has facilities in Clackamas, Oregon; Medina, Ohio; and Joshua, Texas, and serves as the branches or extensions for OAC; Rotar International, based in the Netherlands; Lehnhoff, based in Germany; and Fabri-weld Corp., based in Norwalk, Ohio. (The latter three companies are supported exclusively from the Medina, Ohio location.)

OAC, Rotar and Lehnhoff manufacture attachments for mobile carriers for the construction, demolition, recycling and scrap industries. OAI performs sub and final assembly, and repair work for these products.

OAI covers North America, Mexico, Central America, and the Caribbean. The company sells through a distribution network of more than 175 equipment dealers, with more than 350 branch locations.



FACILITIES

52,820 total SF

OKADA AMERICA EAST- Medina, OH

- 28,120 SF Total
 - 24,520 SF warehouse & service center space
 - 3,600 SF office space

Added an additional
(8,400 sq. ft. to warehouse) in 2019
pace

OKADA AMERICA WEST – Clackamas, OR

- 11,700 SF Total
 - 9,775 SF warehouse & service center space
 - 1,925 SF office space

Planning on moving in late 2022

with 4,000 SF facility

Planning on moving in late 2022

OKADA AMERICA South Central / SW – Johsua, TX

- 13,000 SF Total
 - 10,000 SF warehouse & service center space
 - 3,000 SF covered & secure outdoor storage space



Company's Business Purpose & Structure

Having three facilities, OAI performs sub and final assembly of attachments for distribution. OAI sells 750 – 900 whole goods (attachments) annually. Whole Goods make up 80% of total Sales Revenue, while Parts and Other Sales contribute 20% to Sales Revenue.

Facility Production Percentages:

- 48%: Medina, OH (approx. 1/2)
- 32%: Clackamas, OR (approx. 1/3)
- 20%: Joshua, TX (approx. 1/5)

These percentages are based on a three-year average. Growth is expected in Ohio, with Rotar and Lehnhoff, at least short term. Texas is expected to grow so additional space will be sought after, once +20% additional growth is achieved, from Mexico, Central America and the Caribbean.

Oregon is being expanded because OAC approved OAC to own a facility versus continuing to lease. OAI's Accounting Department is in Clackamas, Oregon and will continue to operate from Oregon for the foreseeable future.



Company's Business Purpose & Structure

The mix and value of product is slightly different, as is the allocation and percentages of space used at all three facilities.

In **Ohio**, 55% of the shop space is dedicated to sub-assembly storage and component parts; 20% for assembly area; 25% for aisle ways and dock areas. Ohio also performs 60% of the annual repair work for customers and reconditioning of trade-in product.

In **Oregon**, 60% of the shop space is dedicated to sub-assembly storage and component parts; 15% for assembly area; 20% for aisle ways and dock space; and 5% for compressor room and shop Office. Oregon performs 15% of the annual repair work for customers and reconditioning of trade-in product.

In **Texas**, 45% of the shop space is dedicated to sub-assembly storage and component parts; 20% for assembly area; 30% for aisle ways. Texas performs 35% of the annual repair work for customers and reconditioning of trade-in product.



Vehicle Traffic Study – Average Daily & Weekly Volume

| TYPE OF VEHICLE | DAILY | WEEKLY |
|---|-------|--------|
| LTL & Flat Bed Trucks | 2.2 | 11 |
| Courier Vans: UPS, Fed-Ex, DHL, Local vendor vans | 2 | 10 |
| Employee vehicles* | 11 | 55 |
| Totals: | 15.2 | 76 |

(*): Note that three new employees joined the ranks in Oregon since the October Traffic Study was conducted. This is in response to external factors and in anticipation of the move to Canby. October is a good representation of the kind of volume we experience in Clackamas on a monthly basis. Of the current employees employed in Clackamas, only 2-3 go out for lunch each day, regularly.

SUMMARY: 15.2 -18.2 (19) daily trips max. are what is occurring in Clackamas and is expected to continue once the operation commences in Canby. This compares to the 132 trips estimated by DKS Associates in their TAL, dated November 26, 2021. (19 trips is 14.4% of the TAL estimate of 132.)