
Financial Results for Fiscal Year 2020 (April 1, 2020 - March 31, 2021)

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As well, for ease of display, some figures may differ from those publicly released.

1. Overview of accounts period ending in March 2021

2. Forecast of consolidated results for the accounts period ending in March 2022

3. Mid-term management plan

4. Reference materials

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Fiscal year consolidated account highlights

FY2020

- Results for the year showed a decrease in sales but an increase in profit (ordinary income and net income). Yearly net profit reverting to parent company shareholders was **the highest to date**.
- While our sales gained traction due to special demand relating to 5G and the GIGA School concept, the negative impact of COVID-19 caused an overall decrease in sales.
- Only a slight decrease in operating income occurred due to measures such as minimizing fluctuations in variable costs and reducing fixed costs.

(Unit: million yen)

	2020/3	2021/3			
	Results	Plan	Results	YoY comparison	Vs. plan
Sales	139,421	135,500	137,902	-1.1%	+1.8%
Operating income	12,402	11,600	12,333	-0.6%	+6.3%
Ordinary income	12,038	11,900	12,660	+5.2%	+6.4%
Yearly net profit reverting to parent company shareholders	8,048	7,500	8,827	+9.7%	+17.7%

Fiscal year account highlights by segment

FY2020

- In our distribution board-related production business, income and profit decreased due to COVID-19 and the loss of the previous period's sales for products related to school air conditioners.
- In our telecommunications-related distribution business, both income and profits increased due to strong sales in areas related to 5G, for projects related to the GIGA School concept and for teleworking products.
- In our construction/service business, there was special demand due to changes in office layout and the GIGA School concept, but the decrease in our usual construction projects resulted in a slight decrease in income. Profit increased, however, due to a decrease in outsourcing expenses.
- In our electronic parts-related business, while the second half of the year brought a rapid recovery in domestic and overseas automobile markets and overseas markets for industrial air conditioning, factors such as the stagnation of these markets in the first half severely impacted our income and profit, causing a decrease in both.

(Unit: million yen)

By segment		2020/3	2021/3		
		Results	Plan	Results	YoY comparison
Sales	Distribution board-related production business	83,866	72,800	74,015	-11.7%
	Telecommunications-related distribution business	40,774	49,000	49,893	+22.4%
	Construction/service business	2,827	2,800	2,799	-1.0%
	Electronic parts-related business	11,954	10,900	11,194	-6.4%
	Total	139,421	135,500	137,902	-1.1%
Operating income	Distribution board-related production business	10,113	—	9,432	-6.7%
	Telecommunications-related distribution business	1,070	—	1,943	+81.6%
	Construction/service business	204	—	251	+23.3%
	Electronic parts-related business	1,011	—	689	-31.9%
	Total	12,402	11,600	12,333	-0.6%

Distribution board-related production business (sales by division) for the year

- Overall income decreased due to COVID-19 and the loss of the previous period's sales for products related to school air conditioners.
- In our distribution boards and enclosures departments, while investment in 5G facilities resulted in an increase in sales for some products, overall income decreased.
- In our breakers/switch gears department, sales increased for products such as breakers due to higher sales by ELETTO (THAILAND), an overseas subsidiary of ours.

(Unit: million yen)

		2020/3	2021/3		
By division Sales		Results	Plan	Results	YoY comparison Vs. plan
Distribution board-related production business	Distribution Boards	47,472	38,700	39,909	-15.9%
	Enclosures	24,585	22,800	22,716	-7.6%
	Breakers/Switch gears	5,188	5,700	5,521	+6.4%
	Parts/Other	6,619	5,600	5,867	-11.4%
	Total	83,866 (5,856)	72,800	74,015 (6,940)	-11.7%
Consolidated overall total		139,421	135,500	137,902	-1.1%
Consolidated sales composition ratio		60.2%	53.7%	53.7%	-6.5%

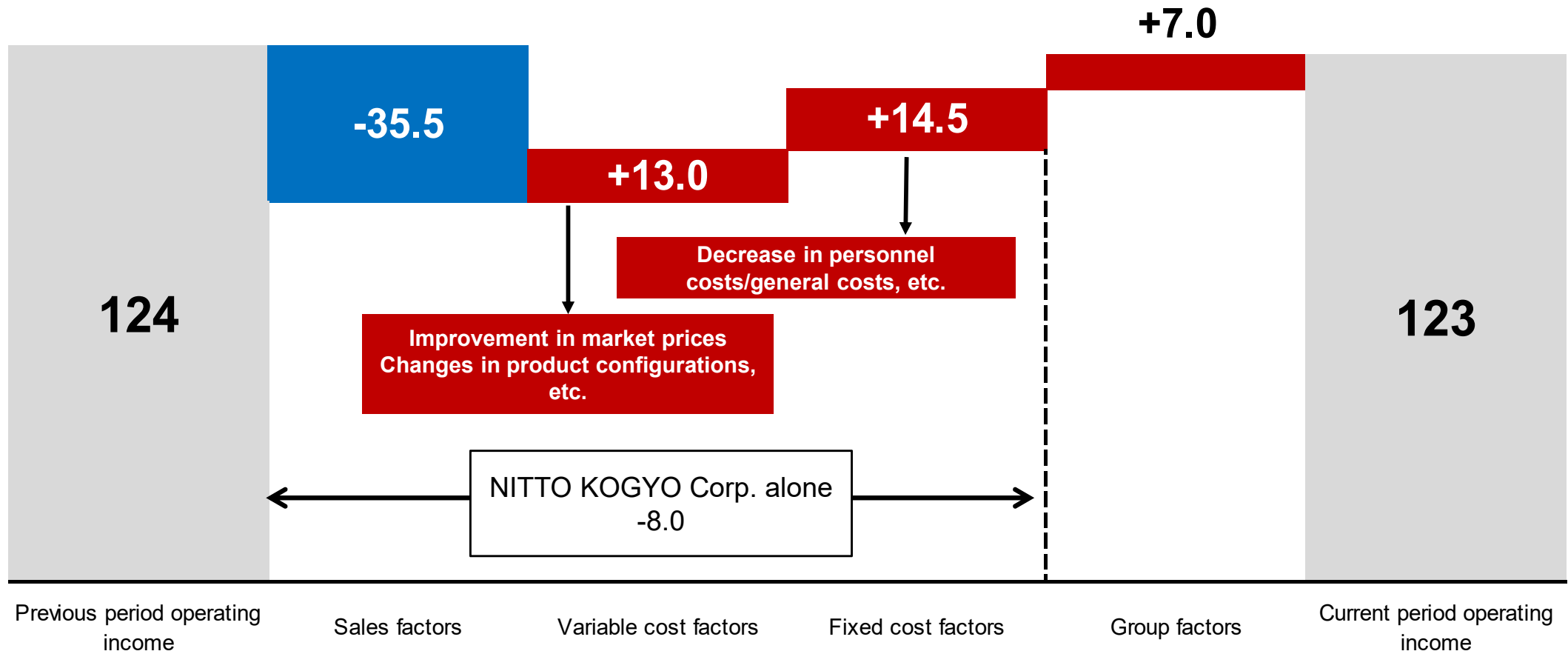
*Parentheses refer to internal sales between segments

Factors in changes in yearly consolidated operating income

- In terms of factors for NITTO KOGYO Corp. alone, while some profit increases were achieved as a result of improvements in market prices (variable cost factors) and decreases in personnel costs and other expenses, this was not enough to make up for the decrease in marginal profit due to lower sales, resulting in an overall decrease in profit.
- In terms of group factors, while COVID-19 caused an overall decrease in profit for the KITAGAWA INDUSTRIES Group, profit increased overall due to factors such as significant growth by SunTelephone Co., Ltd.

Results for March
2020 period

(Unit: 100 million yen)
Results for March
2021 period



Consolidated cash flow statement for fiscal year

FY2020

(Unit: million yen)

2020/3	
Beginning balance of cash and cash equivalents	38,934
CF due to sales activities	12,649
CF due to investment activities	4,920
CF due to financial activities	-26,925
Effect of exchange rate changes on cash and cash equivalents	-54
Increase in cash and cash equivalents due to merger of non-consolidated subsidiaries	96
Ending balance of cash and cash equivalents	29,620

<Main factors in 2020/3>

■ CF due to investment activities

Tangible fixed assets (site for new plant, etc.)	-5,937
Income due to refunds of fixed-term deposits	+8,619

■ CF due to financial activities

Decrease in short-term loans payable	-14,634
Expenditures relating to designation of KITAGAWA INDUSTRIES CO., LTD. as a wholly owned subsidiary	-10,582

2021/3	
Beginning balance of cash and cash equivalents	29,620
CF due to sales activities	12,250
CF due to investment activities	-3,857
CF due to financial activities	-3,880
Effect of exchange rate changes on cash and cash equivalents	+168
Increase in cash and cash equivalents due to merger of non-consolidated subsidiaries	—
Ending balance of cash and cash equivalents	34,301

<Main factors in 2021/3>

■ CF due to investment activities

Income due to refunds of fixed-term deposits	+837
Expenditure due to acquisition of fixed assets	-4,939

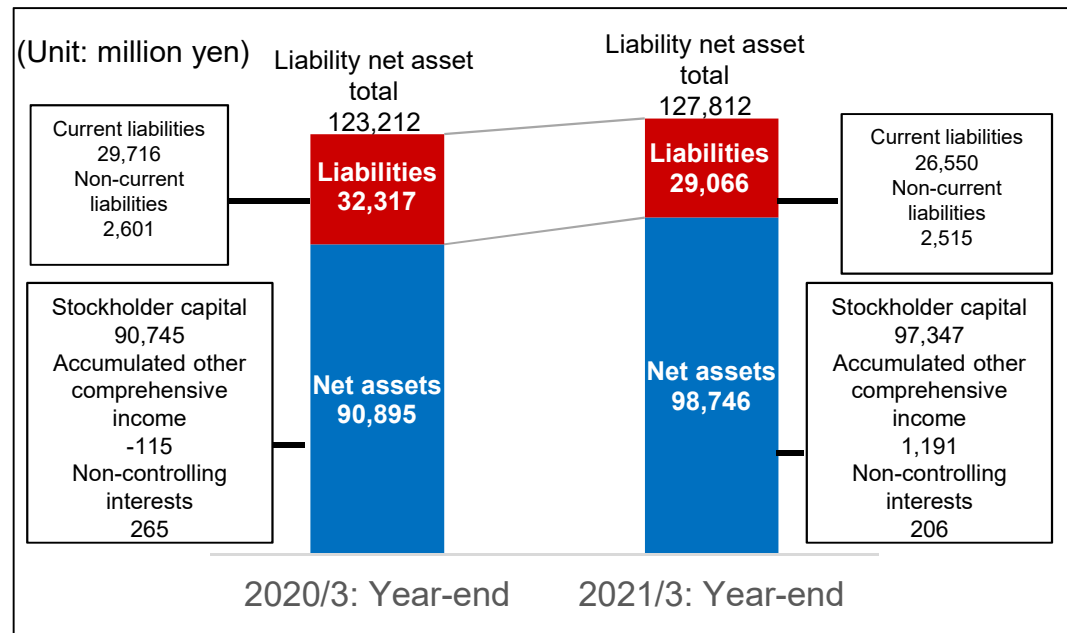
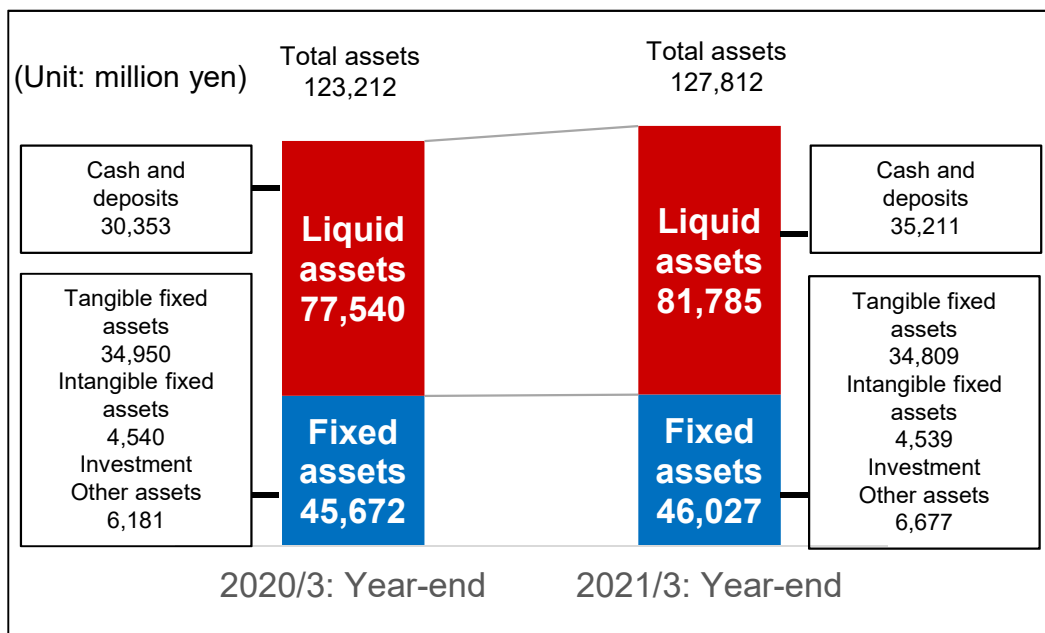
■ CF due to financial activities

Decrease in short-term loans payable	-1,597
Payment of dividends	-2,227

Overview of consolidated finances for the fiscal year

FY2020

- Factors such as the posting of yearly net profit reverting to parent company shareholders saw an increase in cash and deposits and an increase in total assets.



<Main changes>

■ Assets

Increase in cash and deposits	+4,858
Increase in assets associated with retirement benefits	+1,399

■ Liabilities

Decrease in short-term loans payable	-1,605
Decrease in unpaid income tax, etc.	-1,185

■ Net assets

Current net income	+8,827
Dividends of surplus	-2,229

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■ Our segments have been redefined as of the fiscal year ending March 2022.

(Old segment) Distribution board-related manufacturing business and construction/service business

(Old segment) Telecommunications-related distribution business

(Old segment) Electronic parts-related business



Electrical and telecommunications infrastructure-related manufacturing, construction and service business

Electrical and telecommunications infrastructure-related distribution business

Electronic parts-related manufacturing business

Electrical and telecommunications infrastructure-related manufacturing, construction and service business

■ Design, manufacturing, and sales of distribution/panel boards, control panel boards, etc. and construction work such as installation and maintenance of electrical facilities



Electrical and telecommunications infrastructure-related distribution business

■ Purchasing and sales of telecommunications equipment and materials



Ratio of sales	36%
Ratio of operating income	16%

Electronic parts-related manufacturing business

■ Manufacturing and sales of electromagnetic wave environment components and precision engineering components



Ratio of sales	8%
Ratio of operating income	6%

Forecast of consolidated results for the year

FY2020

- While sales are expected to increase in existing markets as a result of recovery in demand for facilities investment, factors such as a drop in the special demand for the GIGA School concept are expected to result in an overall decrease in income.
- Profits are expected to decrease due to factors such as increasingly intense price competition and an increase in personnel costs and amortization costs.

(Unit: million yen)

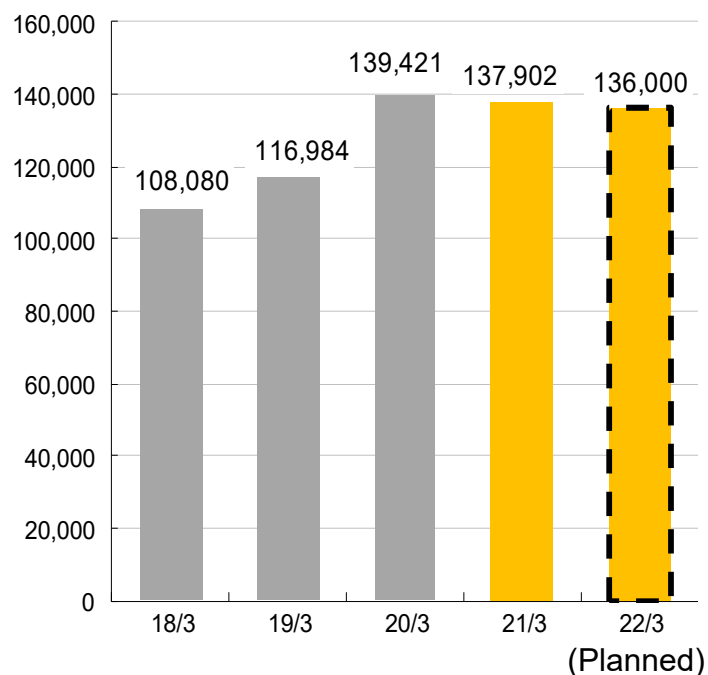
	2021/3		2022/3			
	2Q results	Results for the year	2Q plan	YoY comparison	Plan for the year	YoY comparison
Sales	63,443	137,902	61,300	-3.4%	136,000	-1.4%
Operating income	5,078	12,333	2,900	-42.9%	9,500	-23.0%
Ordinary income	5,219	12,660	3,000	-42.5%	10,000	-21.0%
Yearly net profit reverting to parent company shareholders	3,255	8,827	1,800	-44.7%	6,600	-25.2%

Change in consolidated management results

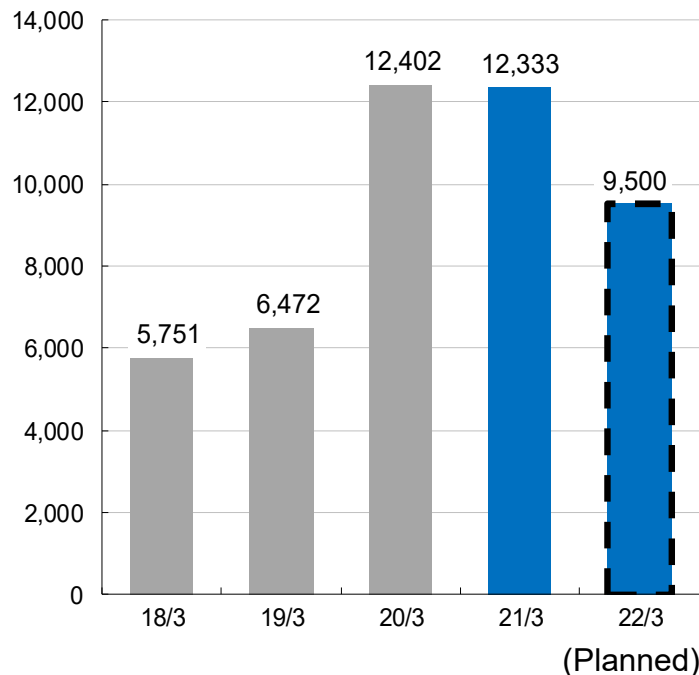
FY2020

- In the period ending in March 2021, income decreased and operating income also decreased slightly, but current net income increased (a record high).
- In the period ending in March 2022, income and profits are expected to decrease due to a drop in the special demand for the GIGA School concept.

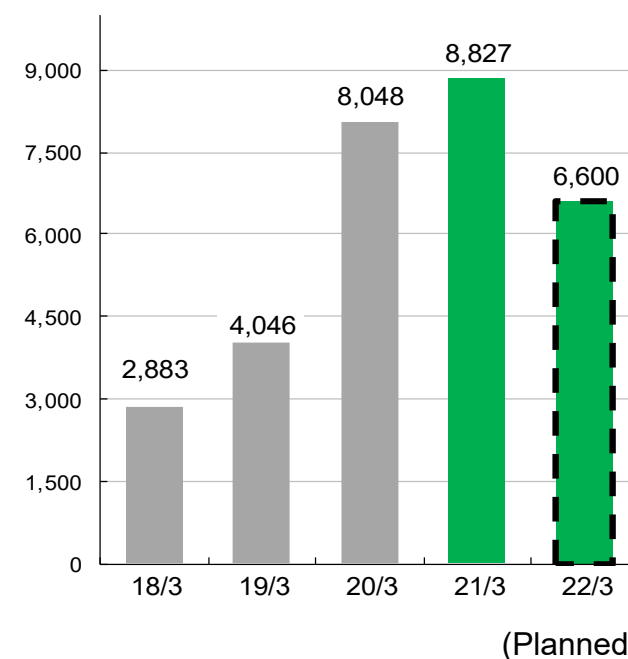
■ Sales



■ Operating income



■ Yearly net profit reverting to parent company shareholders (Unit: million yen)

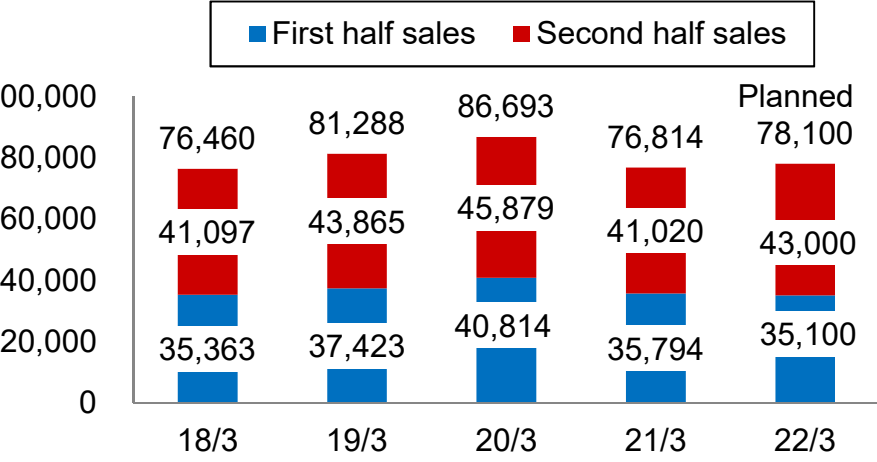


	18/3	19/3	20/3	21/3	22/3 (Planned)
Sales	108,080	116,984	139,421	137,902	136,000
Operating income	5,751	6,472	12,402	12,333	9,500
Yearly net profit reverting to parent company shareholders	2,883	4,046	8,048	8,827	6,600

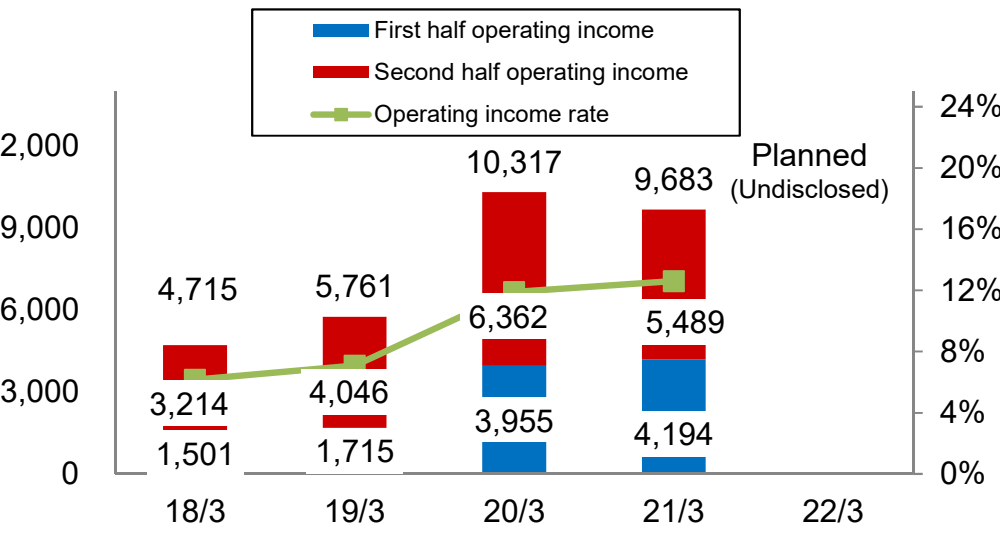
Forecast for the year (sales)

78,100 million yen (YoY +1.7%)

(Unit: million yen)



(Unit: million yen)



*From the period ending in March 2022, the segments have been changed. Past figures have been modified to reflect the new segments. Figures may not exactly match other documentation we have published due to rounding.

Forecast for the year

The impact of COVID-19 in the period ending in March 2022 is expected to be less than in the period ending in March 2021, and the recovery in demand in our existing markets is expected to lead to higher sales, which will increase income.

Approaches

- Propose products in the 5G market (major and regional communication businesses)
- Implement sales activities with an emphasis on the profitability of Gathergates Group Pte Ltd

Main group companies: Yearly forecast

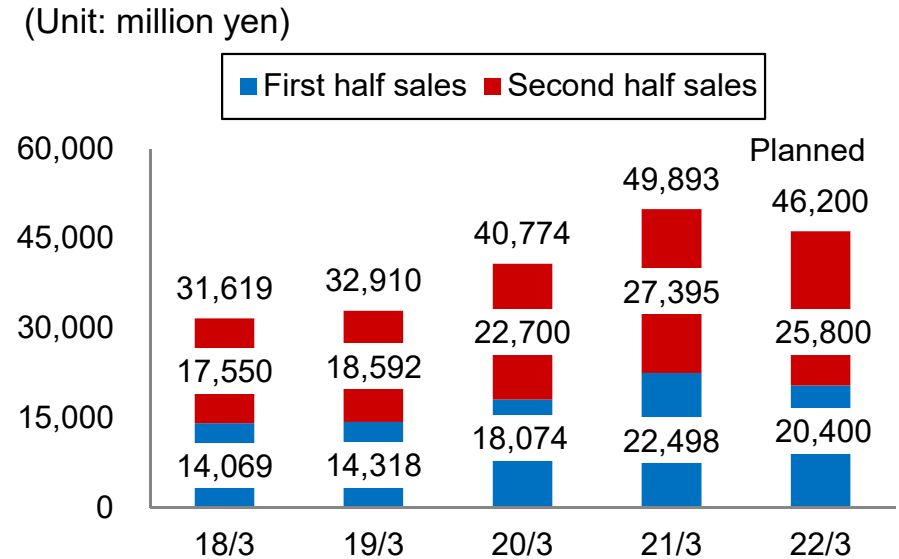
Company name		Sales (YoY)	Operating income	Degree of influence on group profits
Japan	NITTO KOGYO Corp.			Large
	AICHI ELECTRIC WORKS CO., LTD.			Small
	NANKAIDENSETSU CO., LTD.			Small
	Taiyo Electric Mfg. Co., Ltd.			Small
Overseas	Gathergates Group			Small
	NITTO KOGYO BM (THAILAND)			Small

Business forecast by segment (distribution)

FY2020

Forecast for the year (sales)

46,200 million yen (YoY -7.4%)

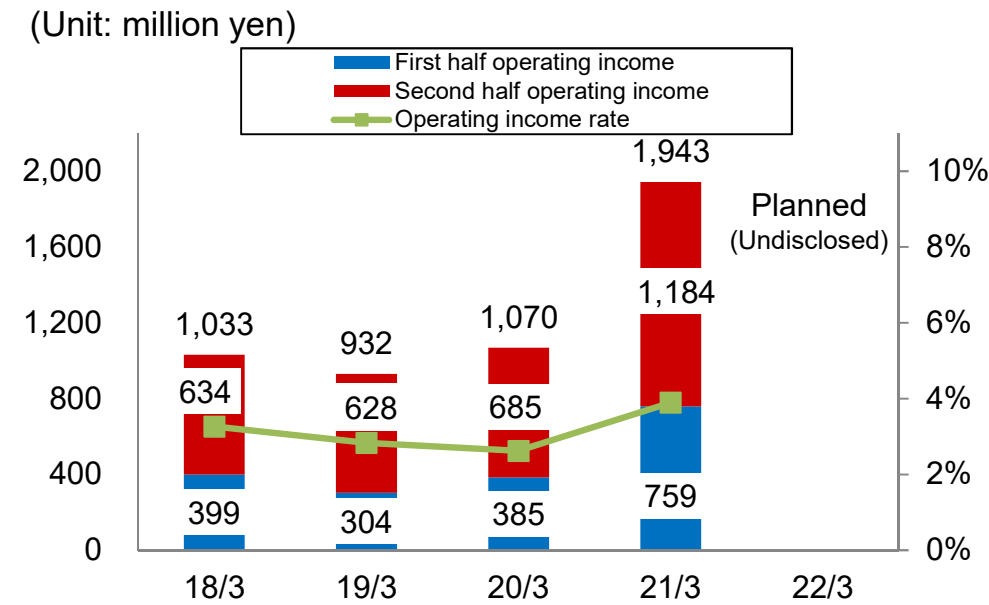


Forecast for the year

While sales are expected to increase in existing markets as a result of recovery in demand for facilities investment, this is not likely to be enough to offset the drop in the special demand for the GIGA School concept, and an overall decrease in income is expected.

Approaches

- Work to obtain orders in 5G-related markets
- Strengthen initiatives to maximize profits in overseas markets

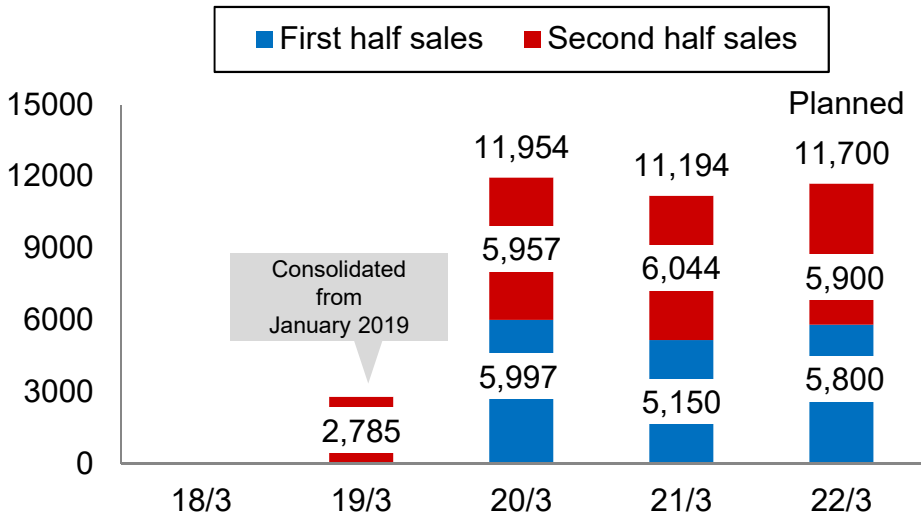


Main group companies: Yearly forecast

	Company name	Sales (YoY)	Operating income	Degree of influence on group profits
Japan	SunTelephone Co., Ltd.			Medium
Overseas	SOECO			Small

Forecast for the year (sales) 11,700 million yen (YoY +4.5%)

(Unit: million yen)



Forecast for the year

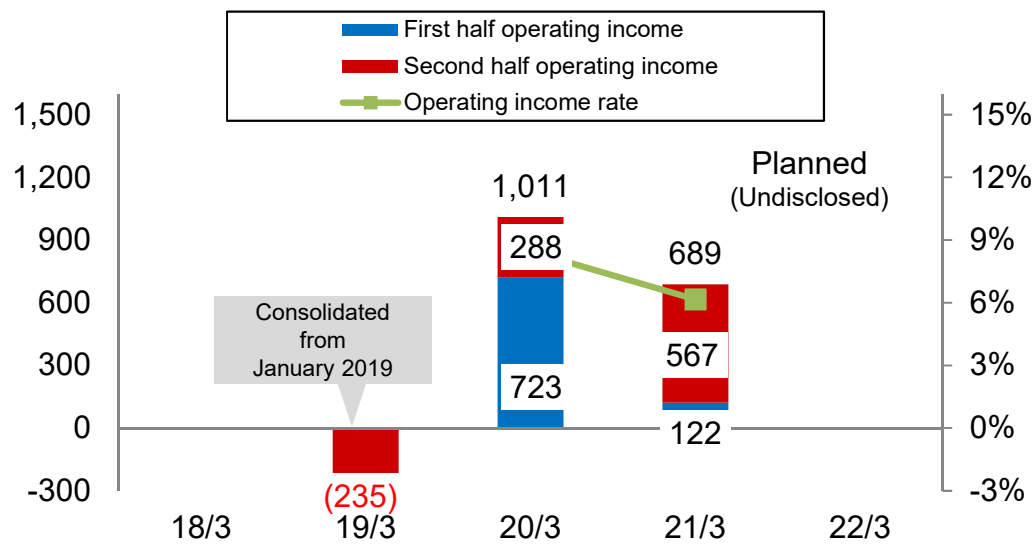
While COVID-19 had a severe impact in the period ending in March 2021, this is expected to lessen in the period ending in March 2022, and the recovery in demand is expected to lead to higher sales, which will increase income.

Approaches

- Strengthen sales of EMC products and thermal products in markets for green vehicles such as EVs
- Utilize our new EV Chamber* facility (operation is scheduled to start from June 2021)

*A major benefit of this facility is that it contains a dynamo system that can operate a motor at the actual load in a dark room. This makes it possible to mount the customer's motor onto the dynamo system and perform an EMC test for operation at the actual load.

(Unit: million yen)



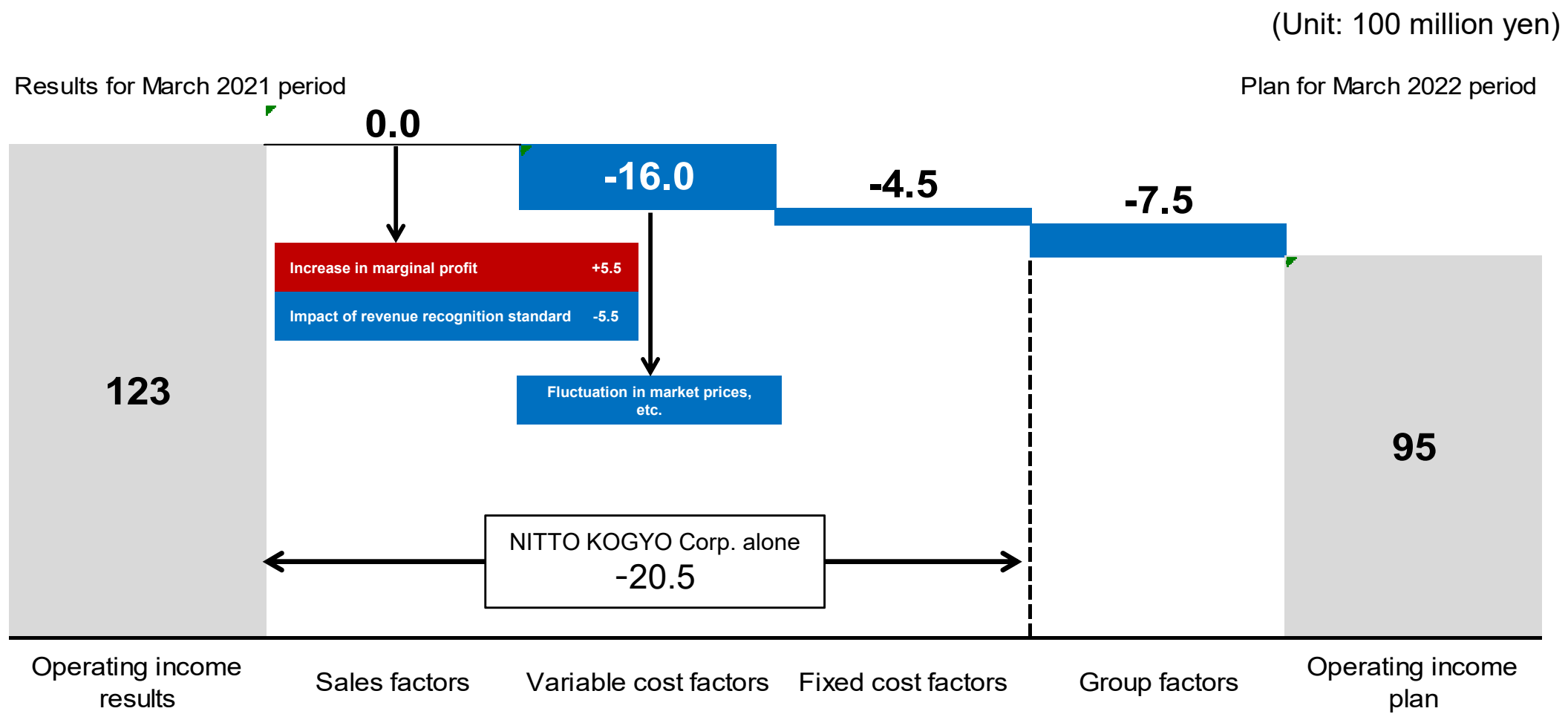
Main group companies: Yearly forecast

Company name	Sales (YoY)	Operating income	Degree of influence on group profits
KITAGAWA INDUSTRIES CO., LTD.			Medium

Factors in changes in yearly consolidated operating income (forecast for this year, YoY)

FY2020

- Consolidated operating income for period ending in March 2022 forecast to decrease 23.0% YoY to 9.5 billion yen
- For NITTO KOGYO Corp. alone, fluctuations in market prices (variable cost factors) and increases in personnel costs and amortization costs (fixed cost factors) will be factors decreasing profits
- For the group as a whole, the decrease in profits for SunTelephone Co., Ltd., which performed well in the previous period, will be a factor decreasing profits.

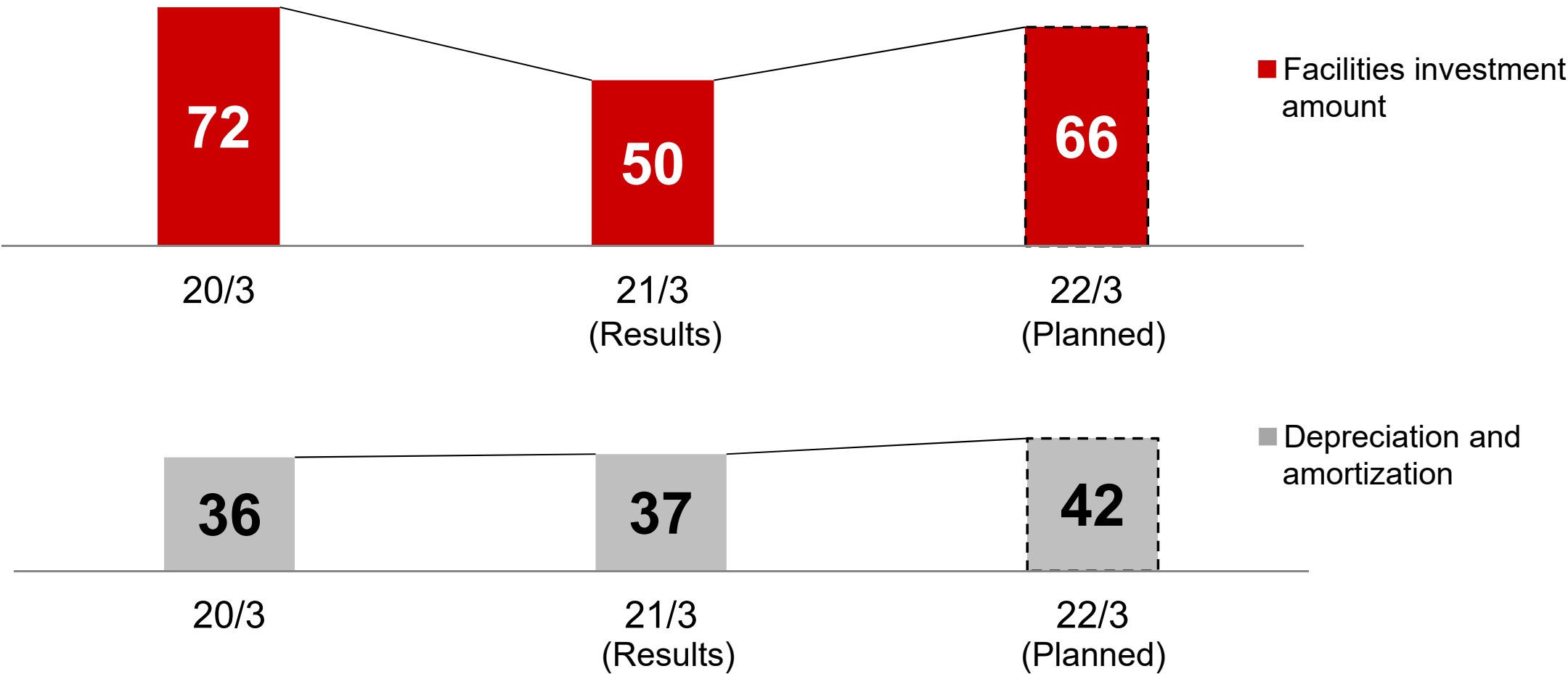


Facilities investment amounts and depreciation and amortization

FY2020

- For the period ending in March 2022, facilities investment amount was planned at 6.58 billion yen and depreciation and amortization at 4.23 billion yen
- Planned facilities investment is set to increase due to factors such as construction costs at the Seto Plant

(Unit: 100 million yen)

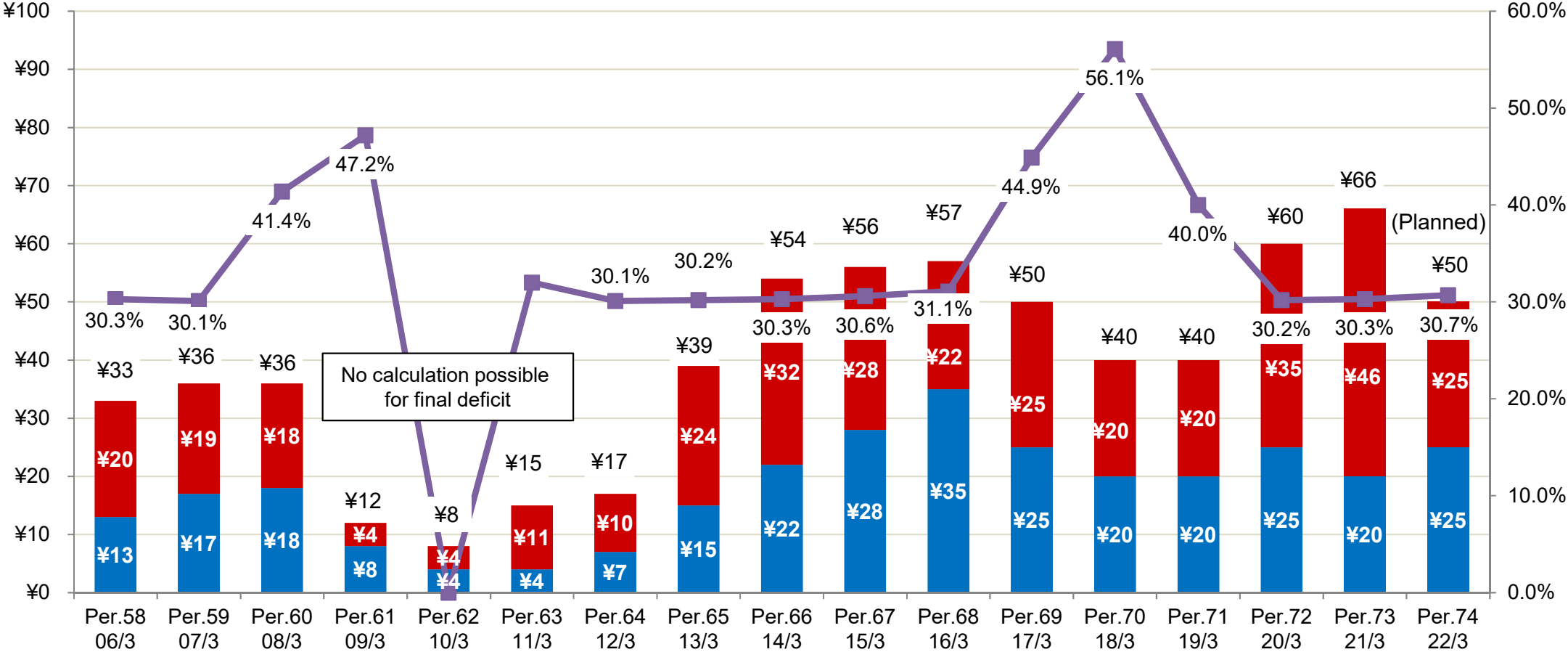


*Rounded to the nearest 10 million yen

Dividend status

FY2020

- In the period ending in March 2021, year-end dividends were 46 yen, dividends for the year were 66 yen, the consolidated dividend payout ratio was 30.3% and DOE was 2.8%.
- In the period ending in March 2022, dividends for the year will be 50 yen and the dividend payout ratio will be 30.7%.



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Basic Policy **Challenge: Toward a next-generation business model**

- ◆ Create new joy for clients
- ◆ With NITTO KOGYO Corp.’s strengths as a base, widen our range of support (provided value) and expand sales of boards and components

Basic strategies



Finding a foothold for the next generation of our business models

- Targets for both sales and operating income were achieved one year ahead of schedule
- While COVID-19 impacted our results in the period ending in March 2021, this did not significantly reduce our figures, and we were still able to achieve our targets.

	2017/3 results	Results of 2020 mid-term management plan				2021/3 target
		2018/3	2019/3	2020/3	2021/3	
Consolidated sales (100 million yen)	1,066	1,080	1,169	1,394	1,379	1,250
Consolidated operating income (100 million yen)	65	57	64	124	123	100
Ratio of operating income to sales (%)	6.2	5.3	5.5	8.9	8.9	8.0

Main measures

- Securing of demand for products such as air conditioners in schools (2019-2020) and information infrastructures (2020-2021)
- Absorption of KITAGAWA INDUSTRIES CO., LTD. as a subsidiary (January 2019)
- Revision of product prices at NITTO KOGYO Corp. (October 2018)

- Responsive business grew significantly. However, standard product business decreased due to factors such as COVID-19.
- Our telecommunications-related distribution business achieved its targets by securing demand in areas such as office relocation and GIGA School projects.
- Our overseas business achieved its targets by absorbing KITAGAWA INDUSTRIES CO., LTD. and SOECO as subsidiaries.

(Unit: 100 million yen)

	2017/3 results	Results of 2020 mid-term management plan				2021/3 target
		2018/3	2019/3	2020/3	2021/3	
Consolidated sales	1,066	1,080	1,169	1,394	1,379	1,250
(NITTO KOGYO Corp. alone)	674	685	713	796	724	750
Responsive business	465.5	468.1	481.1	551.5	502.7	470.0
Standard product business	207.0	214.7	230.2	243.2	220.6	240.0
New businesses	1.5	2.2	1.7	1.3	0.7	40.0
(telecommunications-related distribution business)	305	316	329	407	498	350
(overseas business)	40	35	41	94	96	70
Consolidated operating income	65	57	64	124	123	100
(NITTO KOGYO Corp. alone)	50	44	55	94	86	75

Pursuit of core business competitiveness

Responsive business

- Expanded scope of responsivity through stronger group cooperation

Standard product business

- Started manufacturing collaboration with Panasonic
- Improved reliability of products by enhancing functions for verification of product performance

⇒ **Adapt standard product technology to responsive model and build mass production system**

Globalization

- Currently expanding business into Thailand
 - Capital and business alliance with BANGKOK SHEET METAL PUBLIC COMPANY, LTD.
 - Built new plant
- Currently improving income and profits in Singapore
- Secured sales network in Vietnam
 - Acquired shares in telecommunications company SOECO

⇒ **Improve income and profits in existing overseas businesses and expand business through M&A**

Development of new businesses

- Formed technology alliances with start-ups
 - DIGITAL GRID Corporation/Novars Inc.
- Recognized need for persistent effort to create new businesses and secure new technology

⇒ **Find businesses relevant to next mid-term management plan (EV, disaster prevention, etc.)**

Enhanced production system/operation foundation

Enhanced production system

- Secured new plant sites (Seto/Tochigi Nogi) to build the production system required for the demand we are receiving and the strategies we are using
- Enhanced manufacturing technology in anticipation of smart plants

Enhanced management and operation foundation

- Designed systems for centralized management and reallocation (growth investment) of group capital
- Introduced incentive system for group employees
- Revised prices to achieve steady income and profits

Long-term Management Concept

To be a corporate group that provides reliability and peace of mind when it comes to the future of our planet

Our Visions

- ▶ To provide support in the building of sustainable social infrastructure
- ▶ To work to build a safe and secure future for the next generation
- ▶ To become a corporate group that the world can rely on to solve problems

Goals for a sustainable society: key points

Promote sustainable energy and provide support in the transition to electric vehicles—**contribute to the building of a zero-carbon society**

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Provide products and services that promote the reduction of our environmental impact—**contribute to a transition to a recycling-based society**

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Renovate aging infrastructure and provide products and services to prevent disasters or alleviate their impact—**contribute to the creation of a resilient society**

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

Become indispensable in society by addressing the social issues our customers face and helping to solve those issues

17 PARTNERSHIPS FOR THE GOALS

Provide support for further advances in ICT—**contribute to the adoption of a "new normal" in society**

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

Be proud of the NITTO KOGYO Group, celebrate our growth and find fulfillment in what we do

8 DECENT WORK AND ECONOMIC GROWTH

Balance **economic value** with **social value** to increase our value as a company

1. Promotion of each company's brand strategies

Strengthening each company's brand and sharing that value within the group

2. Expansion of business areas and technological areas

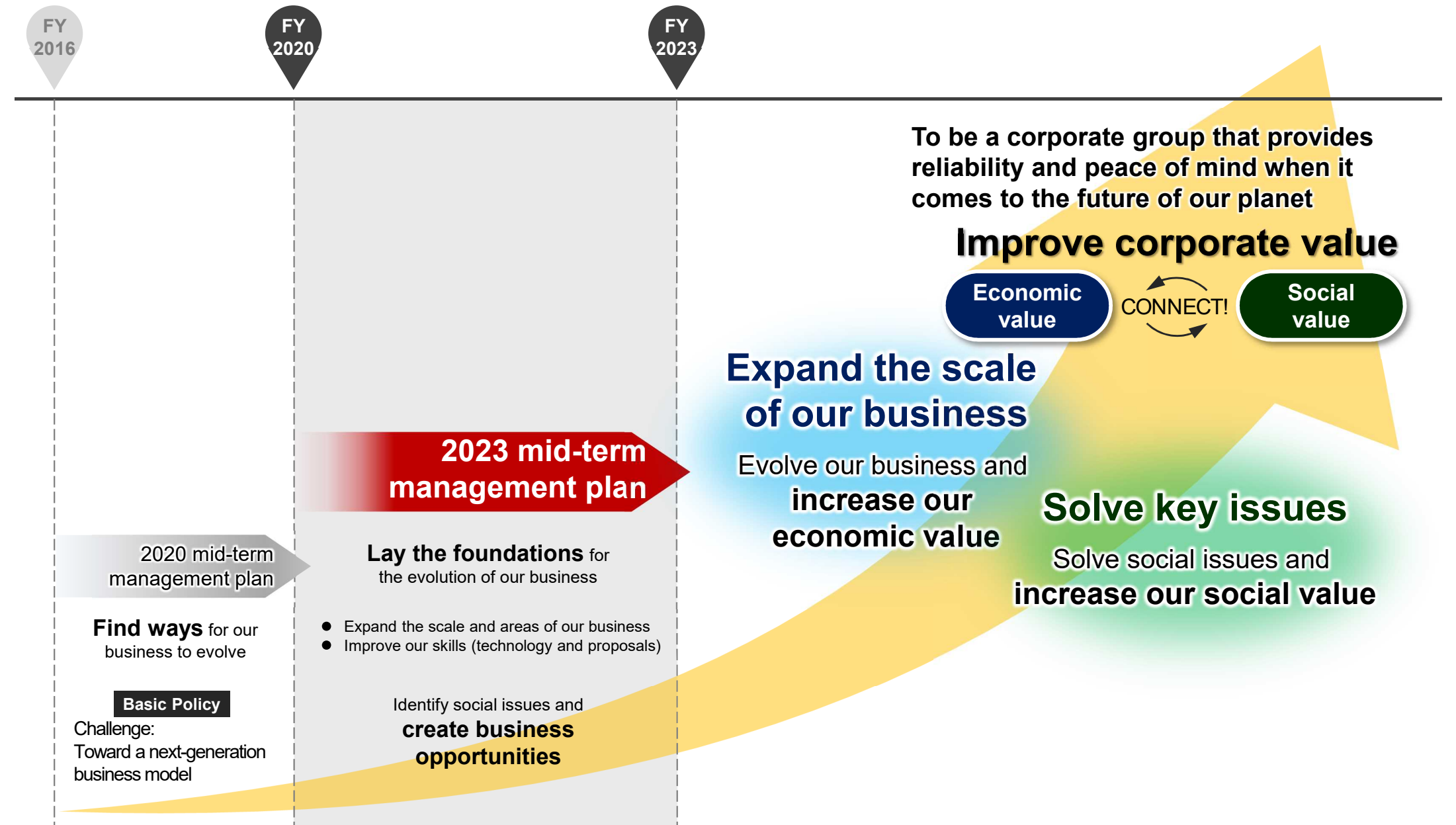
3. Globalization

- Expand the value we create (products and services) overseas

- Maintain the brands that each company has developed
- Share the value of brands that are well-known on the market (among customers) within the group

- Actively invest in growth fields to expand our business areas and technological areas
- Share resources within the group to create new business models





2023 Mid-term Management Plan

Basic Policy

Establish the foundations and **take an aggressive approach**

Build a solid business foundation

- ✓ Strengthen our existing framework (sales and manufacturing methods)
- ✓ Become more profitable to maximize cash
- ✓ Build frameworks that create synergies between the businesses in the group

Strengthen the group's business foundation

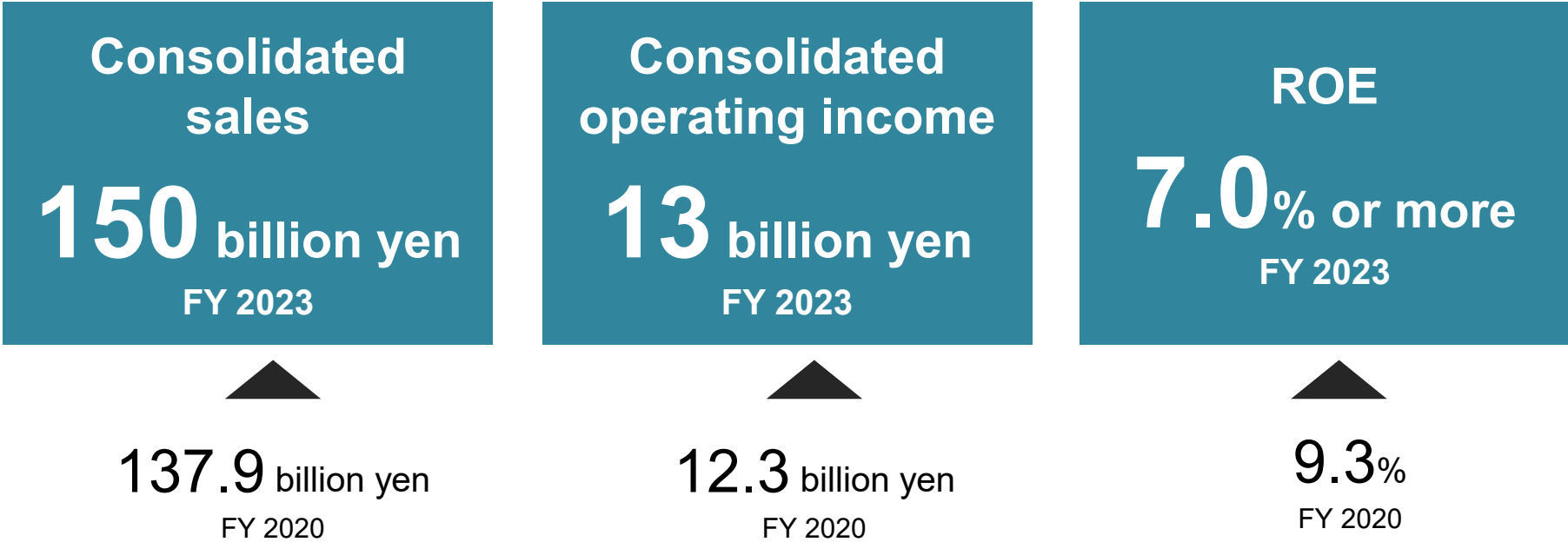
- ✓ Build the foundations of a group-wide information communication infrastructure
- ✓ Establish a framework that will enable flexible use and shifting of personnel and assets in the group

Work to expand our business

- ✓ Strive to create new businesses outside our existing markets and industries
- ✓ Expand into overseas markets to increase the scale of our business
- ✓ Promote initiatives for new technology

Actively invest in growth

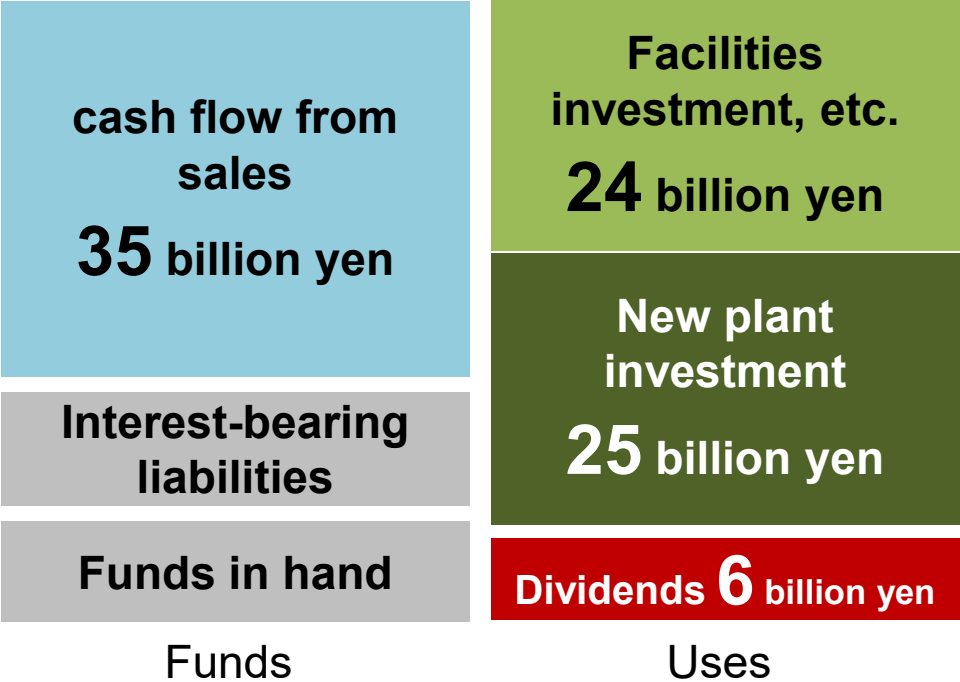
- ✓ Promote strategic investments in R&D and new businesses
- ✓ Build a framework enabling optimal group-wide execution of bold investments
- ✓ Where necessary, engage in capital alliances and M&A with prospects for growth



- ▷ **Our focus in this mid-term management plan is on making preparations (establishing the foundations) for growth from FY 2024 onward.**
- ▷ **COVID-19's impact on the market is expected to lessen from FY 2022 onward. With that in mind, we will work on recovery measures so that we can reach our pre-COVID results again by the final year of this mid-term management plan.**
- ▷ **We are aiming to maintain ROE that exceeds our shareholders' capital costs.**
This target takes into account how our results will be impacted by major investments such as the costs associated with the new plant.

▷ Prioritize investments such as facilities investments and M&A for cash flow from sales generated by our existing businesses, and ensure steady returns to shareholders

3-year capital distribution plan: cash allocation



Investment policies

- ✓ Use cash flow from sales to fund investments
- ✓ If there are large investments that will be favorable for growth, invest actively and consider using liabilities
- ✓ Invest in maintenance and renovation of facilities, etc. within the scope of depreciation and amortization

Shareholder return policy

Dividend payout ratio 30% Focus on delivering steady dividends even in the event of fluctuations in results, and take factors such as DOE into account		
	FY 2020	FY 2021-2023
Dividends per share	66 yen	40-66 yen

2023 Mid-term Management Plan Targets by segment

FY2020

- While the impacts of COVID-19 are expected to become more severe, we aim to achieve pre-COVID results again by the end of our current mid-term management plan.
- We aim to achieve our targets in each segment by focusing on overseas business.
- Costs will increase in the manufacturing, construction and service business due to factors such as amortization costs and costs associated with the construction of the Seto plant.

(Unit: 100 million yen)

	2021/3 results	2023 mid-term management plan			Growth over 3 years
		2022/3	2023/3	2024/3	
Consolidated sales	1,379	1,360		1,500	+8.8%
Electrical and telecommunications infrastructure-related manufacturing, construction and service business	768	781		855	+11.3%
Electrical and telecommunications infrastructure-related distribution business	498	462		515	+3.2%
Electronic parts-related manufacturing business	111	117		130	+16.1%
(overseas sales)	96	114		150	+56.0%
Consolidated operating income	123	95		130	+5.4%
Electrical and telecommunications infrastructure-related manufacturing, construction and service business	96	—		99	+2.2%
Electrical and telecommunications infrastructure-related distribution business	19	—		18	-7.4%
Electronic parts-related manufacturing business	6	—		13	+88.6%

Electrical and telecommunications infrastructure-related manufacturing, construction and service business

	March 2021 period	March 2024 period
Sales	76.8 billion yen	85.5 billion yen
Operating income	9.6 billion yen	9.9 billion yen

Distribution board business strategy

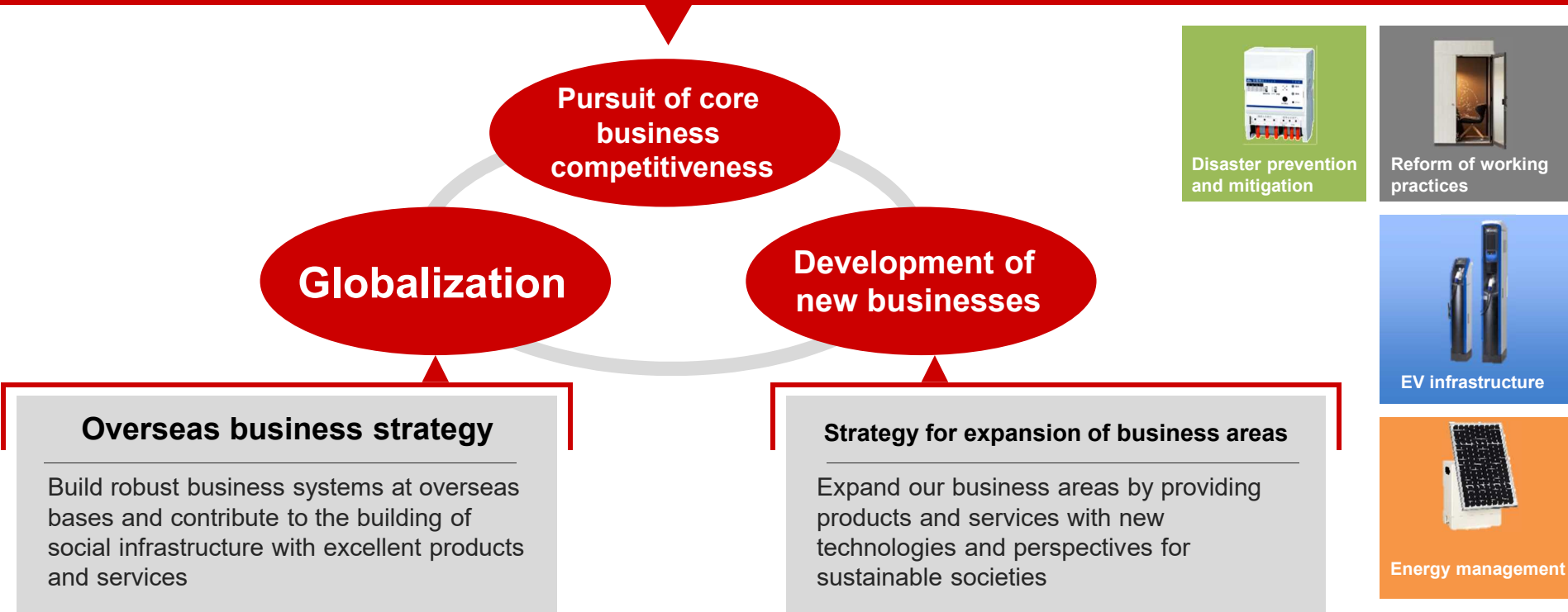
Earn customers' trust and to contribute to industry development through our development, supply and servicing of distribution board products

Enclosure business strategy

Keenly assess changes and needs in the market and continue to provide new products and new value

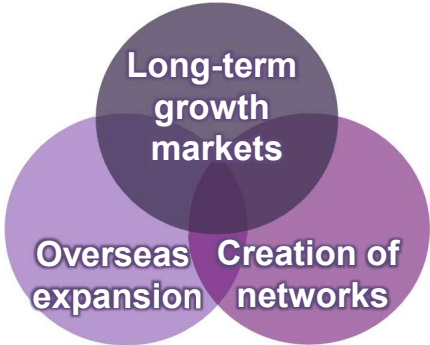
Telecommunications-related business strategy

Contribute to the building of a resilient information communication infrastructure for supersmart societies (Society 5.0)



Electrical and telecommunications infrastructure-related distribution business

	March 2021 period	March 2024 period
Sales	49.8 billion yen	51.5 billion yen
Operating income	1.9 billion yen	1.8 billion yen



Build on our status as a leading telecommunications company and become a solutions partner that plays a central role in building the next generation of ICT infrastructure

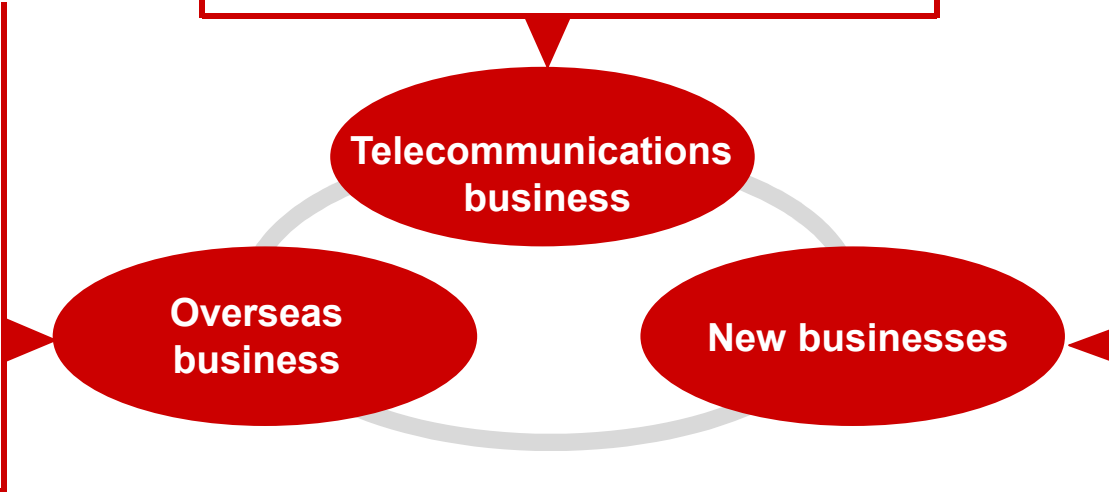
Respond accurately to market needs and contribute to the building of supersmart societies (Society 5.0) through DX

Online store for companies and self-employed people (GOYOU)

www.goyou.jp

Build the business model we established in Japan in growth markets overseas as part of our growth strategies

Improve on the foundations of the telecommunications business we established in Japan and then replicate it in the growing market of the ASEAN region



Create businesses that provide new added value and make these the second pillar of our business

Establish a facility business model combining product supply and installation and provide support for the realization of DX

Electronic parts-related manufacturing business

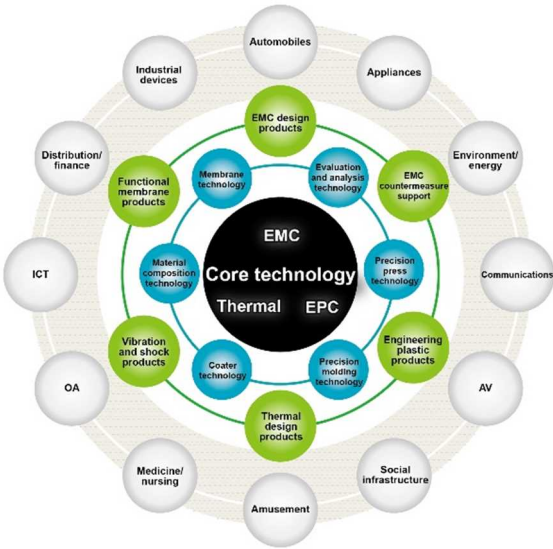
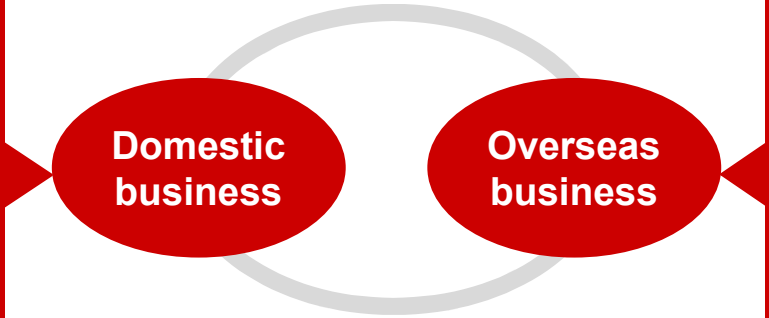
Create new success models and use these to drive growth overseas

- ▶ Explore every avenue of existing markets by combining existing technologies
 - ▶ Secure new markets
 - ▶ Develop new products
- Predict underlying themes and carry out forward-looking product development, etc.

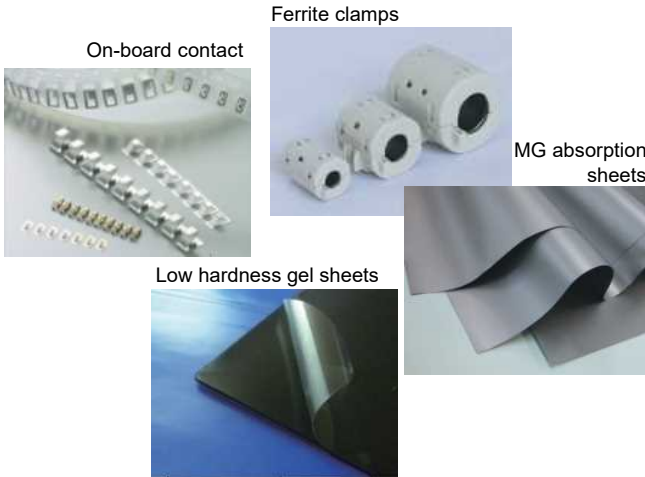
	March 2021 period	March 2024 period
Sales	11.1 billion yen	13 billion yen
Operating income	0.6 billion yen	1.3 billion yen

Deploy models that have been successful domestically and expand sales in key markets

- ▶ Strengthen sales overseas
- Expanding sales through global support for EMC centers, etc.
- ▶ Overall optimization



EMC design support consultation



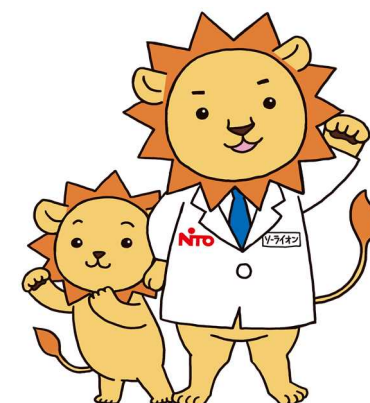
Thank you for your attention.

CONNECT!

~ Connecting electricity and information ~

NITO 日東工業株式会社

Stock code: 6651



1. Overview of accounts period ending in March 2021
2. Forecast of consolidated results for the accounts period ending in March 2022
3. Mid-term management plan

4. Reference materials

Electrical and telecommunications infrastructure-related manufacturing, construction and service business

- Design, manufacturing, and sales of distribution/panel boards, control panel boards, etc. and construction work such as installation and maintenance of electrical facilities

Distribution Boards



High-voltage power receiving equipment



Panel/distribution boards

Enclosures



Enclosures



System racks



Breakers/switch gears/parts/other



Breakers



Parts



Charging stands

Construction/service



Communication facility construction



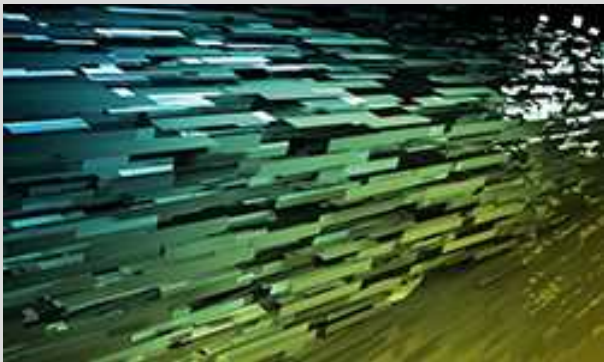
Electrical facility construction

■ Purchasing and sales of telecommunications equipment and materials



Network cameras

Supply and sales of monitoring system devices optimally suited to each system



High-speed network devices

Supply and sales of communication infrastructure building devices, efficiently utilizing wireless/wired devices to suit various purposes



Information security-related products

Supply and sales of total security devices providing countermeasures for various information risks

■ Production and sales of electromagnetic wave environment components, precision engineering components, etc.

Electromagnetic wave environment components

Manufacturing and sales of electronic parts intended to prevent electronic device malfunctions due to electromagnetic waves

Ferrite Cores



Cable Shields



Precision engineering components

Manufacturing and sales of various device mechanical elements such as plastic fasteners, as well as countermeasure parts, etc. for heat/vibration/impact/noise, contributing to productivity improvement

Clamps

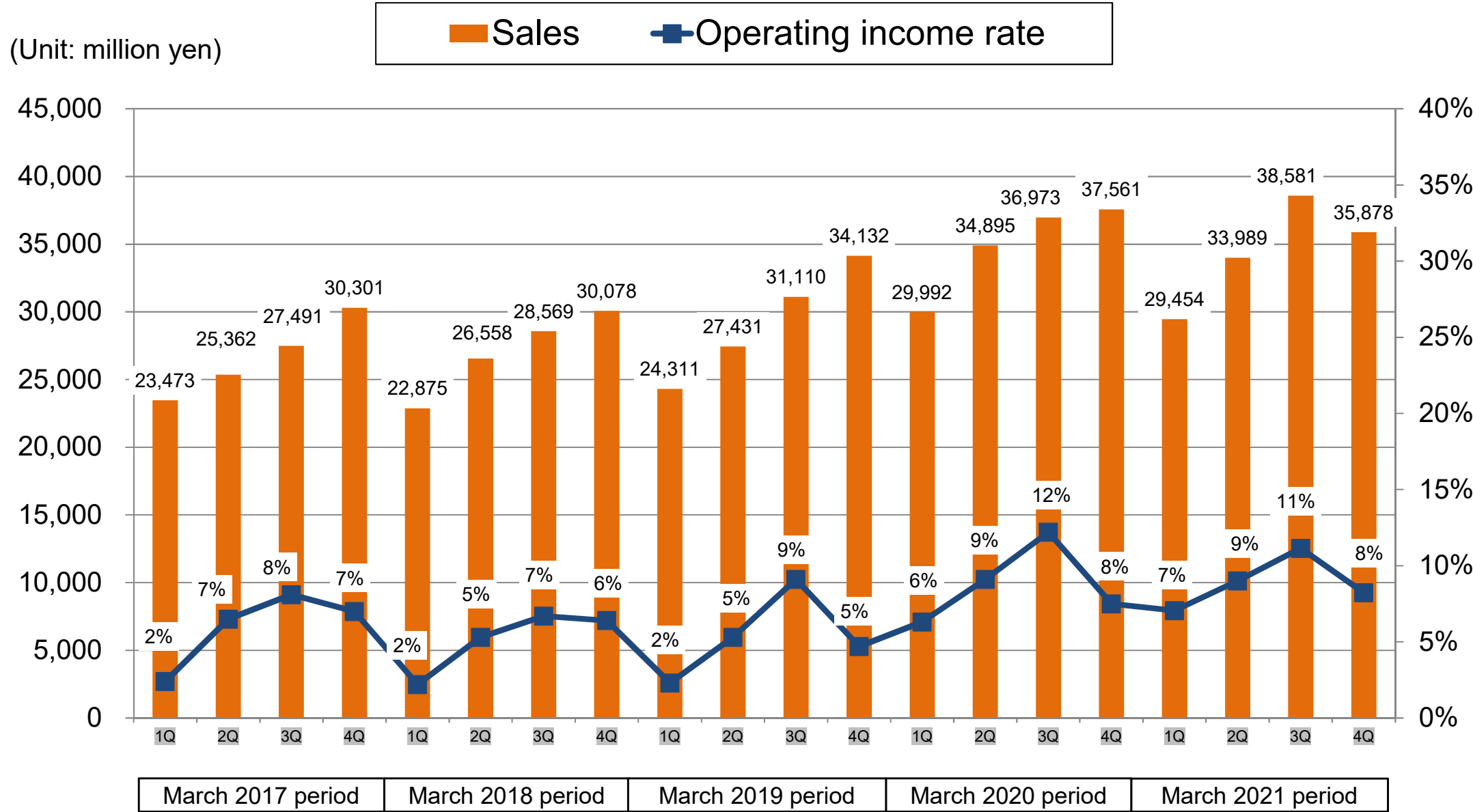


Cable Ties



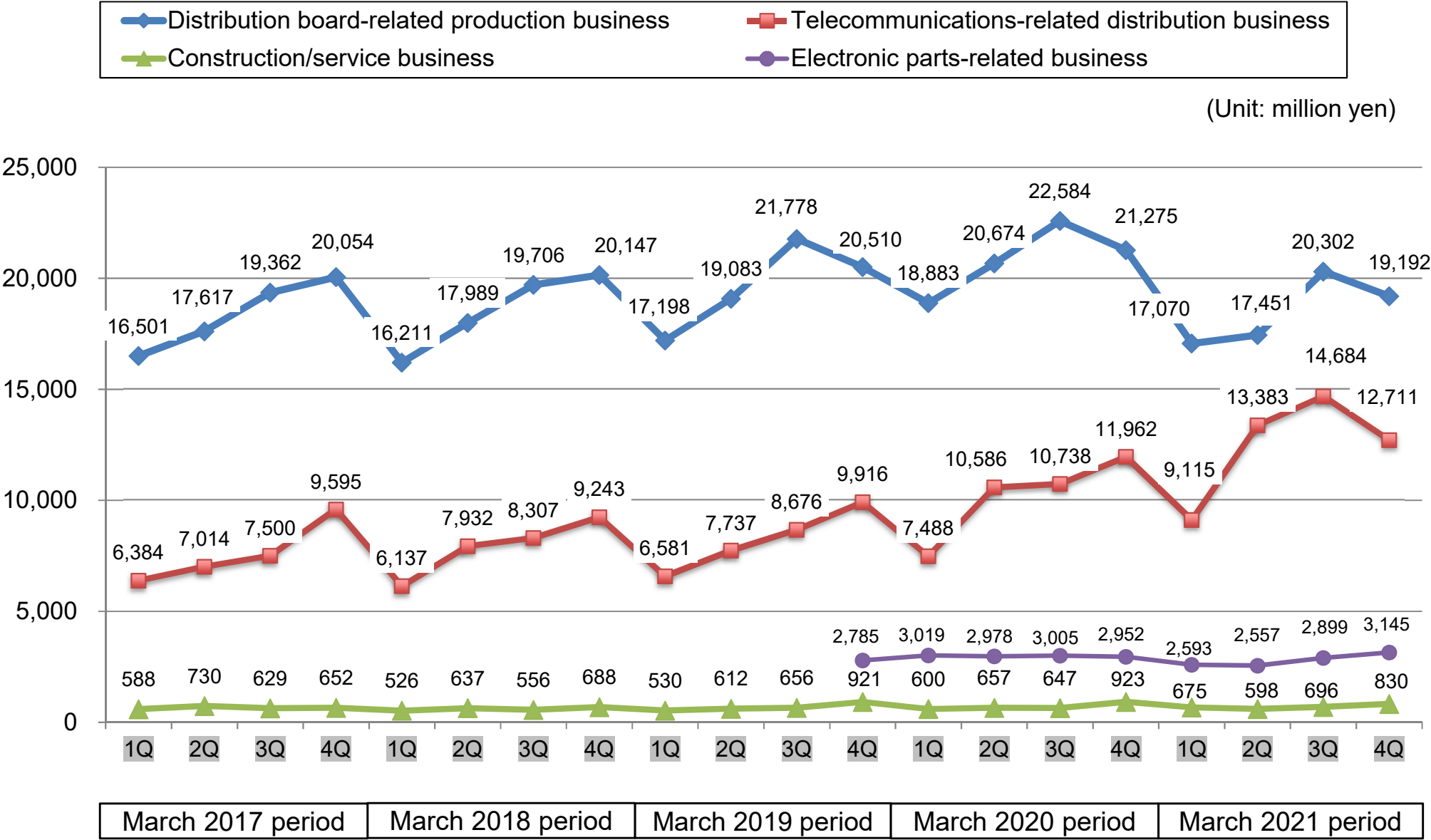
Consolidated sales trends (quarter)

FY2020



Sales trends by segment (quarter)

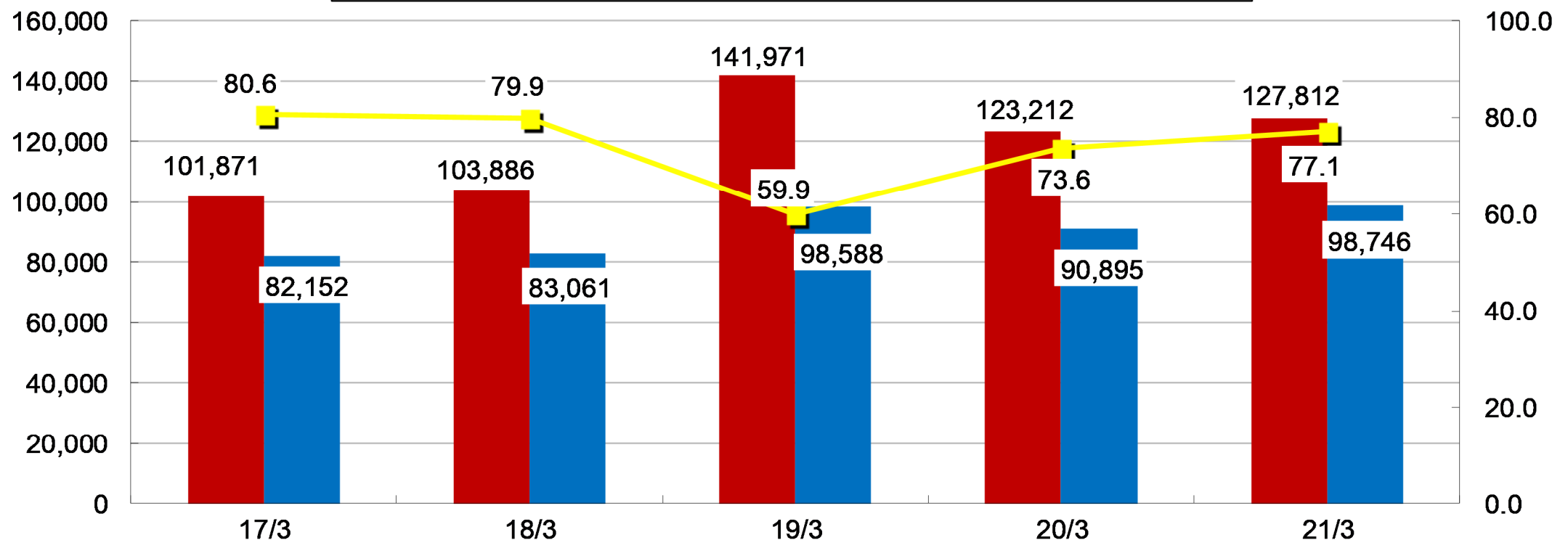
FY2020



Total assets/Net assets/Capital-to-asset ratio

FY2020

(Unit: million yen)

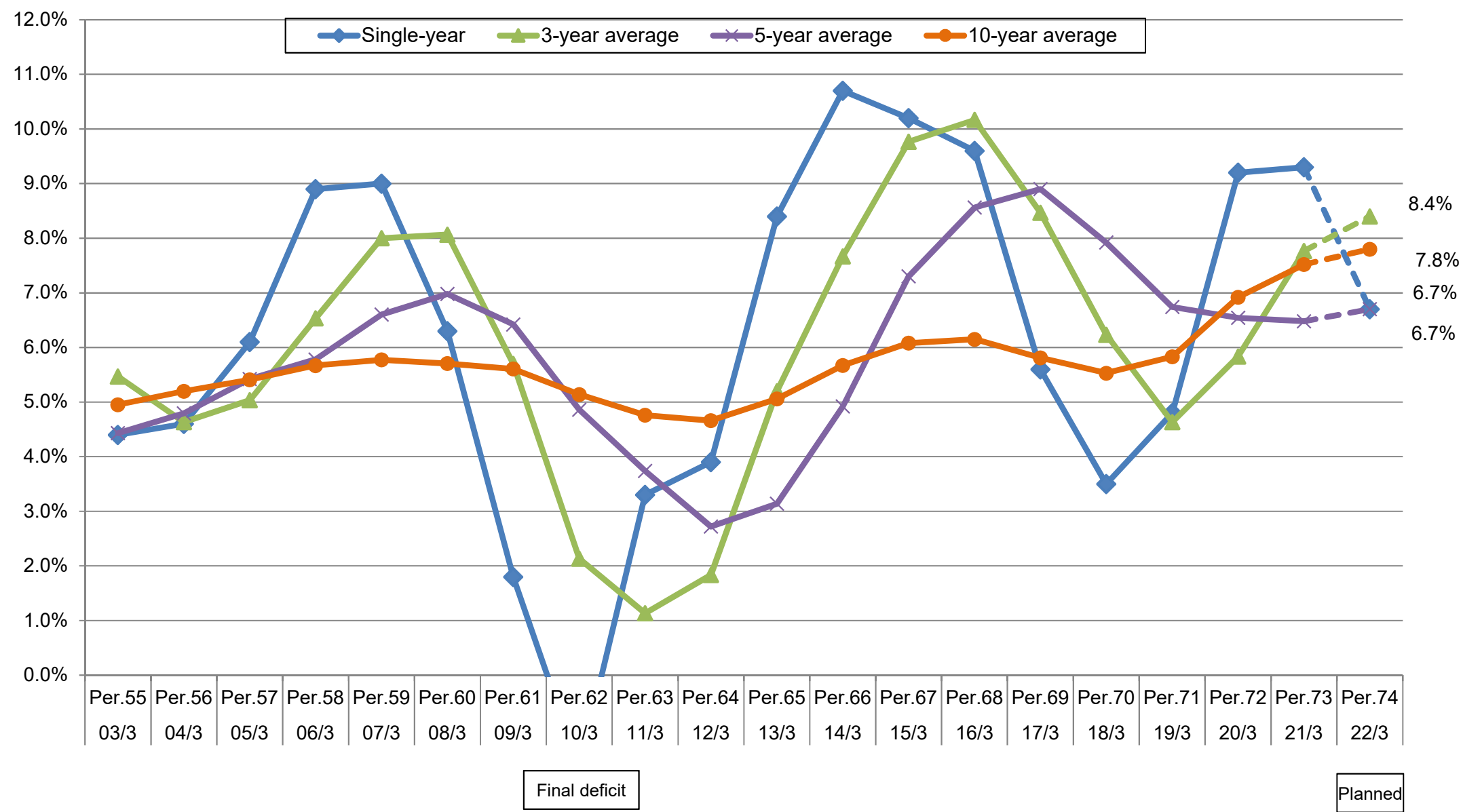


(Unit: million yen)

	17/3	18/3	19/3	20/3	21/3
Total assets	101,871	103,886	141,971	123,212	127,812
Net assets	82,152	83,061	98,588	90,895	98,746
Capital-to-asset ratio	80.6%	79.9%	59.9%	73.6%	77.1%

ROE (return on equity) trends (consolidated)

FY2020



Leading company for standard products

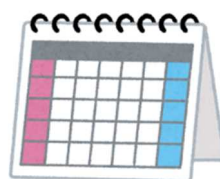
Standard products
||
catalog items with fixed specifications

Custom products

||

**products with
unique
specifications**

**Planned production
Inventory management**



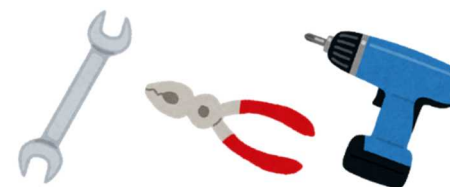
**Fast delivery of
low-cost products
with reliable quality**

**Mass production
capacity**



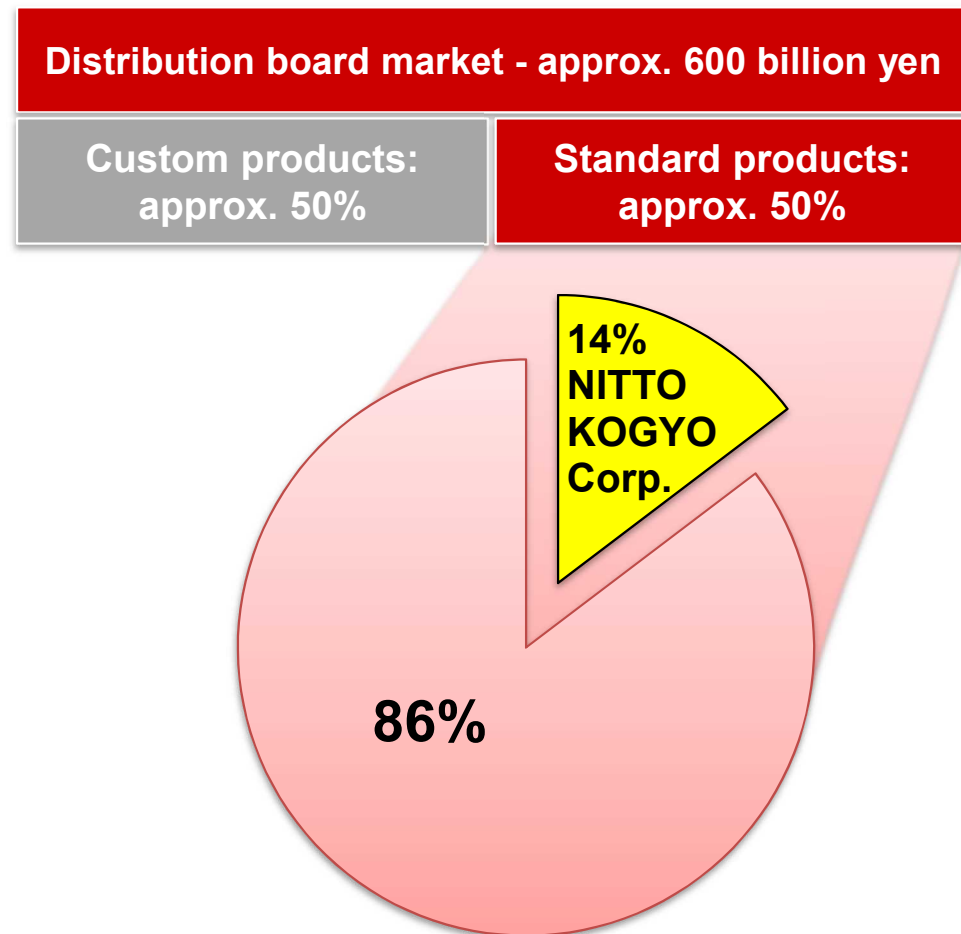
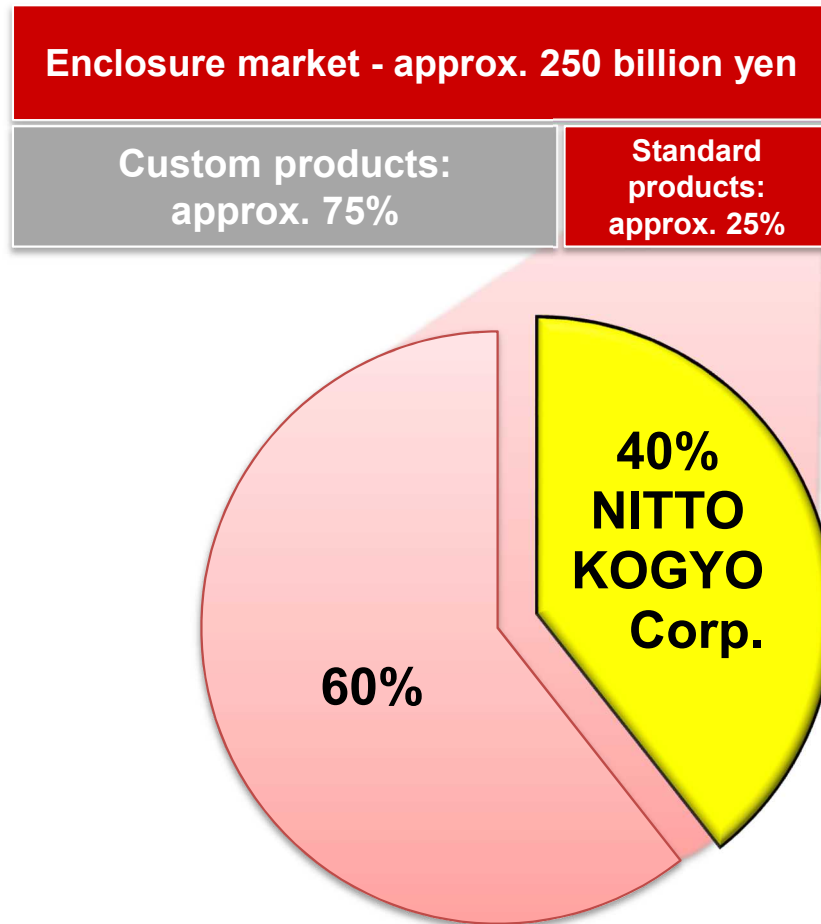
**Efficient
production for
large-scale
manufacturing**

Customization



**The specifications of
standard products
can be adapted**

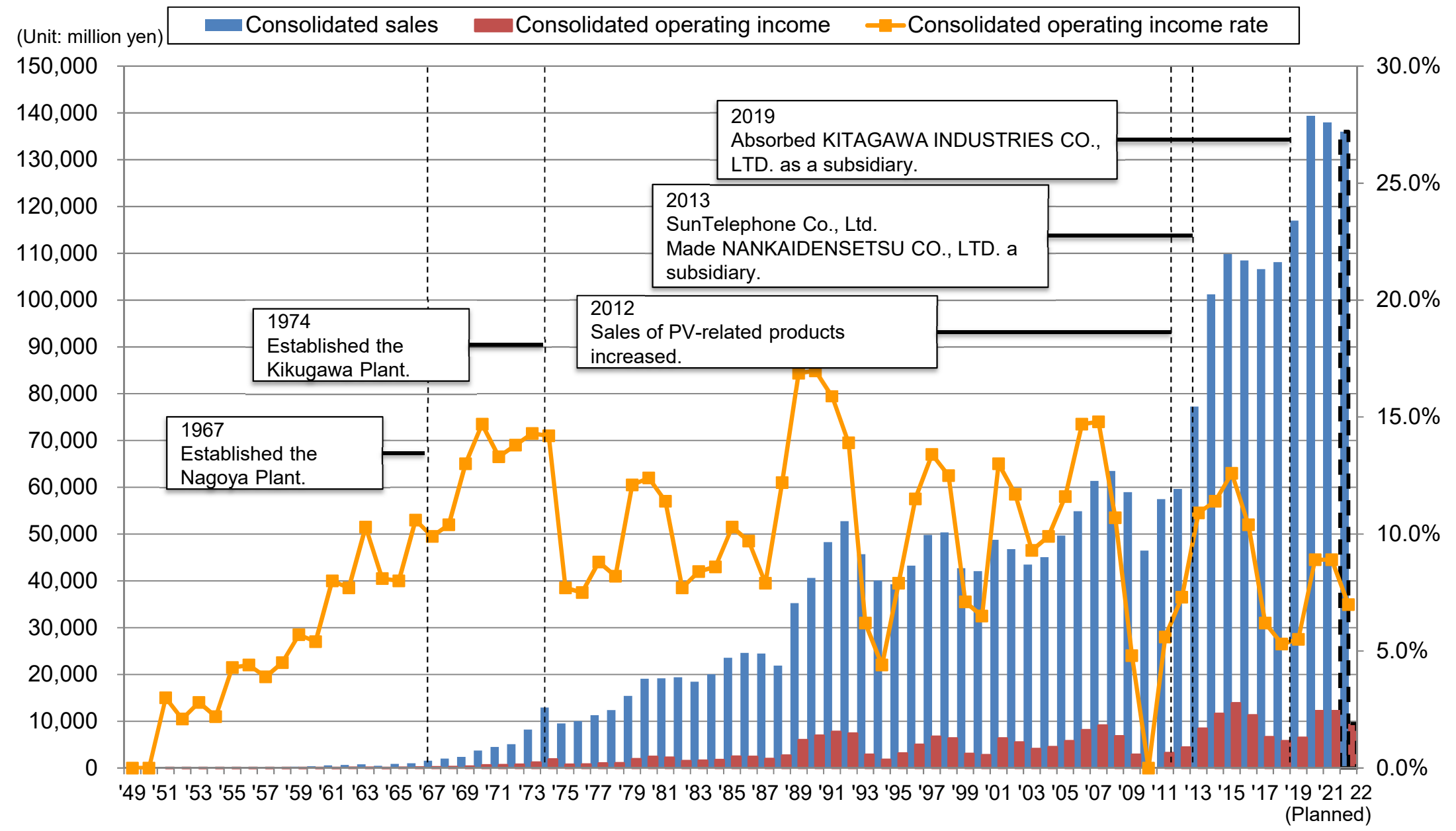
No. 1 share for enclosures in the standard product market! No. 2 share for distribution boards!*



*Enclosure market includes system racks; distribution board market includes optical junction boxes

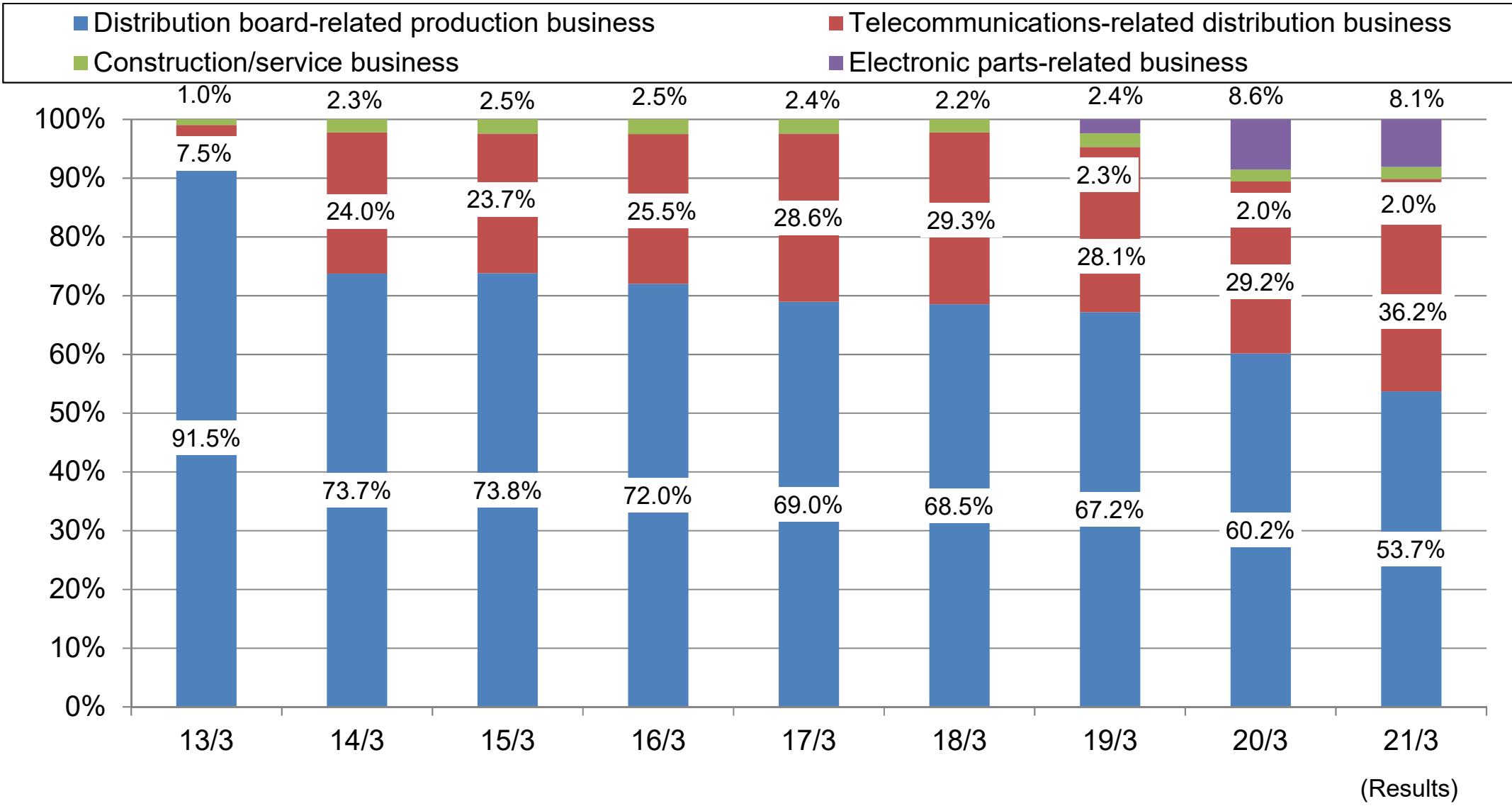
Result trends from establishment to present

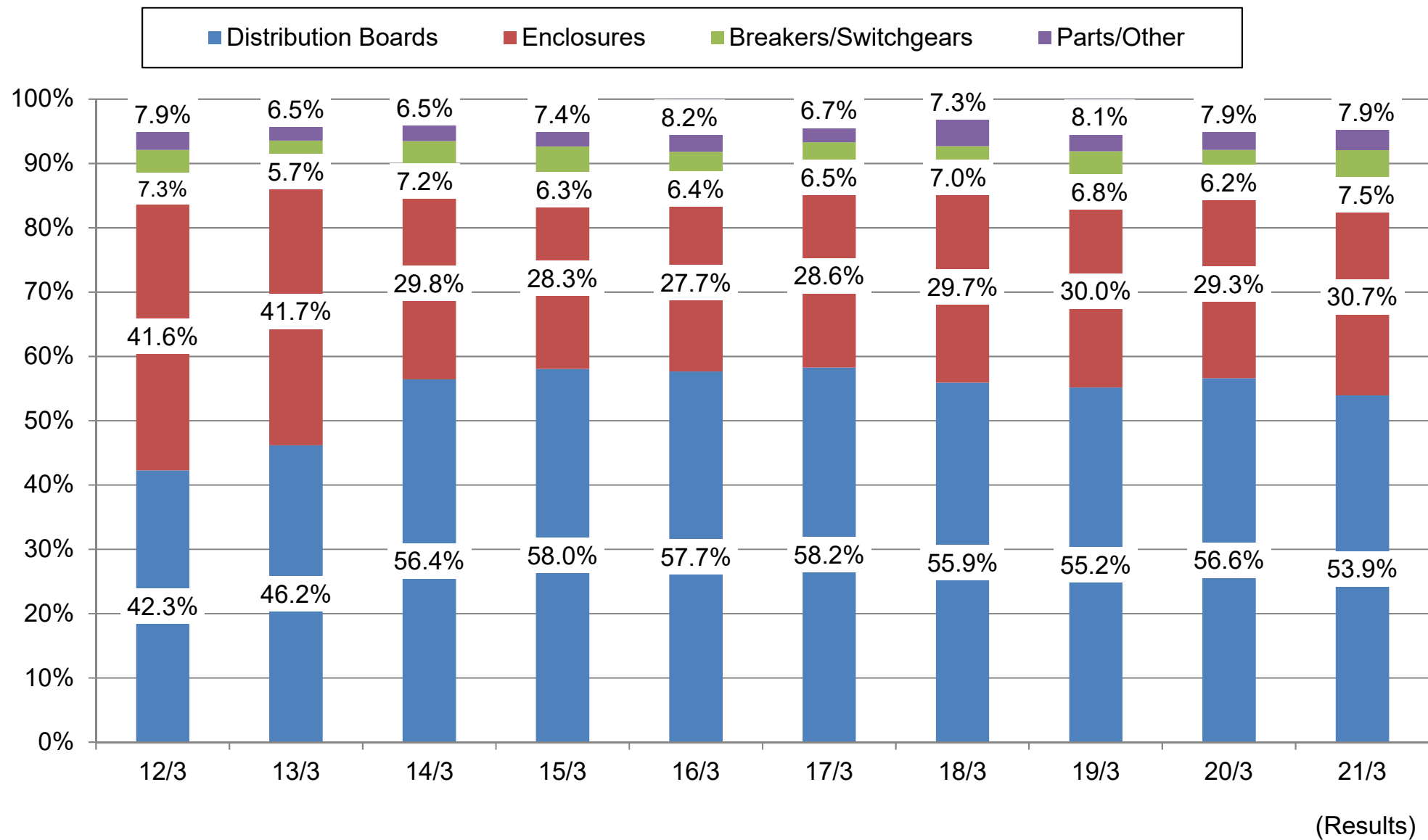
FY2020



Sales composition ratios by business segment

FY2020





Numerical totals may not match exactly due to rounding.