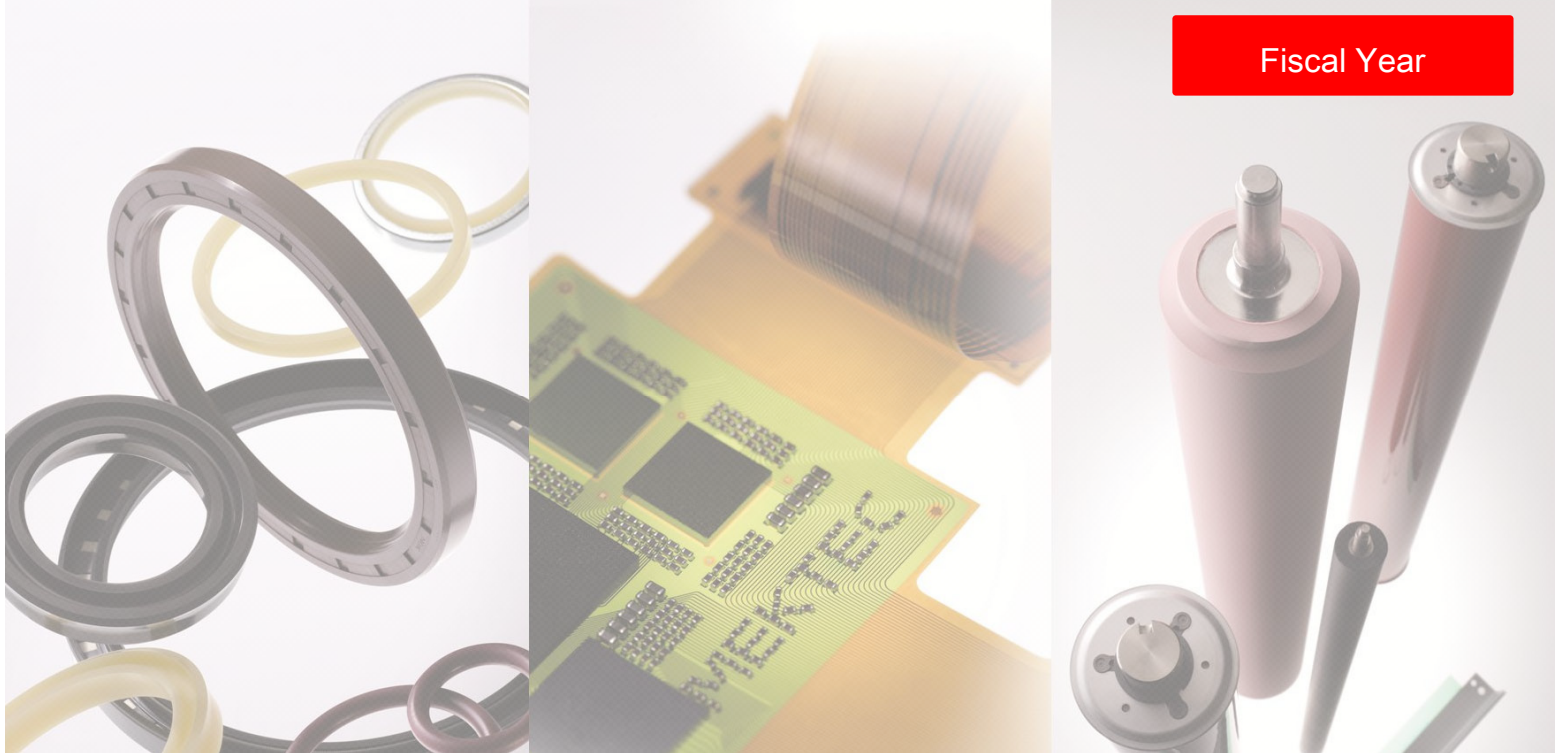




## Financial Results for the Fiscal Year Ended March 31, 2020

NOK CORPORATION (7240 / TSE1)

May 14, 2020



### » Disclaimer

- ◆ Any plans, targets, forecasts, strategies, policies and opinions relating to NOK CORPORATION or NOK Group companies or other information contained in these materials that are not historical facts constitute forward-looking statements. The content of such statements is based on the best information available to management at the time of publication. Actual performance may differ substantially from projections due to changes in a number of important factors implying risk and uncertainty with the potential to affect results, including economic conditions across operating regions, prices and foreign exchange rates.
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- ◆ Page 4 Financial Results for the Fiscal Year Ended March 31, 2020
- ◆ Page 12 Medium-Term Management Plan
- ◆ Page 17 Financial Results by Business Segment for the Fiscal Year Ended March 31, 2020
- ◆ Page 26 Business Overview by Industry and by Region
- ◆ Page 36 References



## Financial Results for the Fiscal Year Ended March 31, 2020

The guidance for the fiscal year ending March 31, 2021 is yet to be determined at this stage as it is difficult to predict a future performance rationally due to the outbreak of COVID-19.



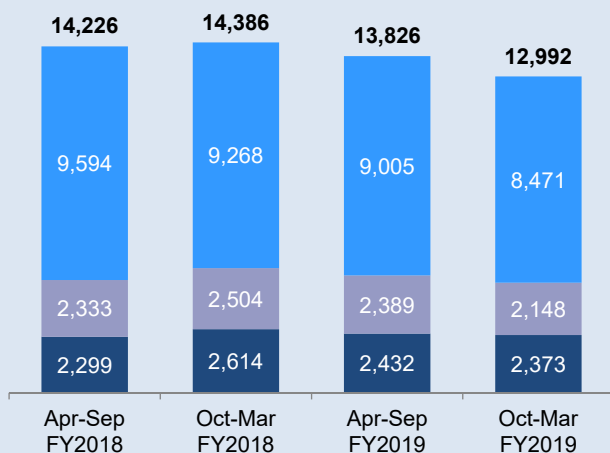


## The Market Trend Surrounding the NOK Group

### Motor Vehicle Production

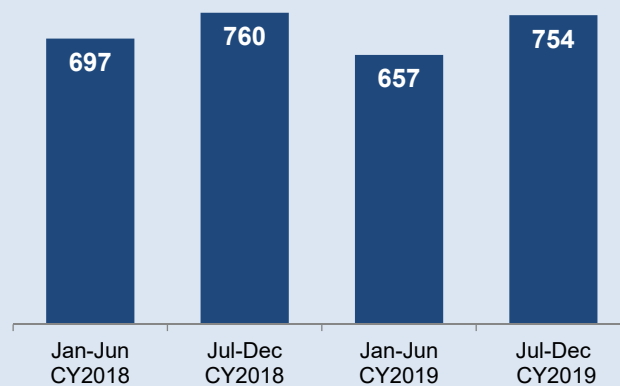
(Thousands of units)

■ Domestic ■ Export ■ Overseas Production



### Smartphone Worldwide Shipments

(Millions of units)



Source: Estimates by NOK CORPORATION



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## NOK Business Overview for the Fiscal Year Ended March 31, 2020

### NOK Business Overview

#### Seal Business

Sales for automobile applications decreased due to the continued weakness of the Chinese, Southeast Asian, and North American markets and the COVID-19 outbreak, although demand in Japan remained robust in the first half of the fiscal year 2019. Sales to manufacturers of general industrial machinery decreased on the back of a drop in demand from manufacturers of construction machinery, machine tools, and robots. Operating income decreased due to a decline in net sales and an increase in depreciation and amortization costs.

#### Electronic Product Business

Demand from automotive manufacturers remained unchanged, sales decreased due to a decline in demand from manufacturers of smartphones and digital cameras. Operating loss reduced due to decreases in personnel expenses and depreciation and amortization costs, despite a drop in sales.

#### Roll Business

Sales declined due to the impact of the COVID-19 outbreak as well as a drop in demand for printer components and unfavorable exchange rate movements. Operating income decreased by the effect of a decline in sales outweighed efforts to reduce costs (operating loss).



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## Financial Results for the Fiscal Year Ended March 31, 2020

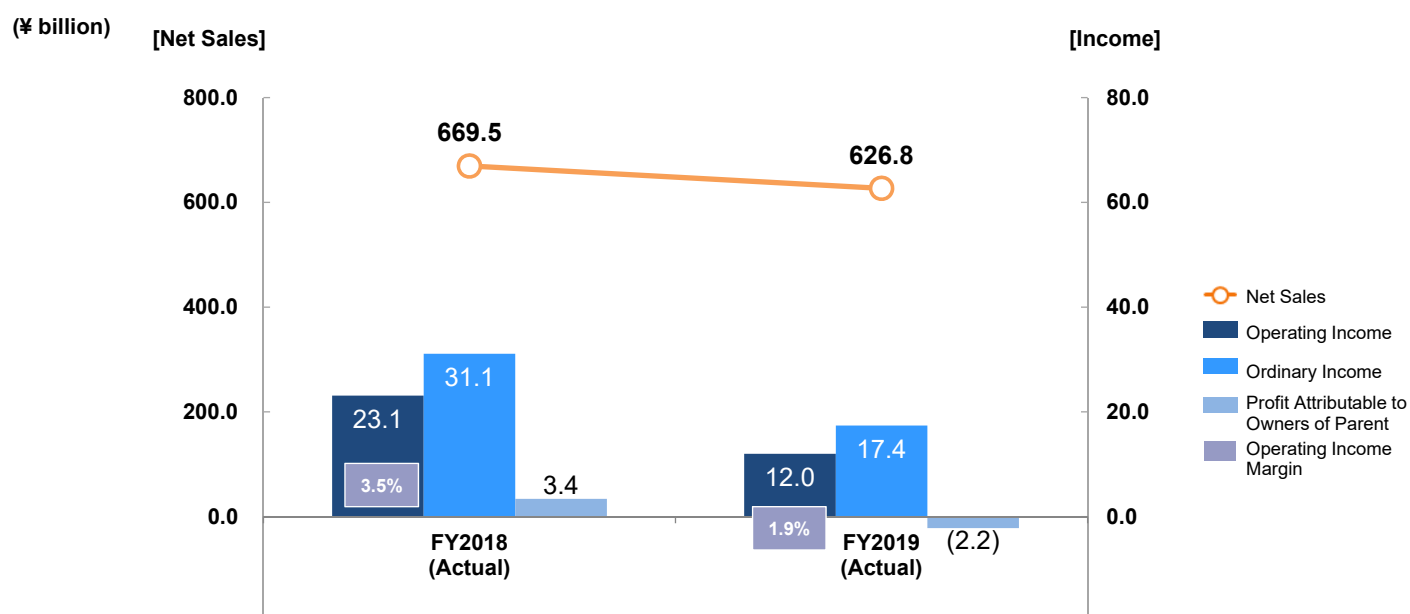
| (¥ billion)                             | FY2018<br>Actual | FY2019<br>Actual | YoY<br>Changes |         |
|-----------------------------------------|------------------|------------------|----------------|---------|
|                                         |                  |                  | Amount         | Ratio   |
| Net Sales                               | 669.5            | 626.8            | (42.7)         | (6.4%)  |
| Operating Income                        | 23.1             | 12.0             | (11.1)         | (48.0%) |
| Ordinary Income                         | 31.1             | 17.4             | (13.8)         | (44.2%) |
| Profit Attributable to Owners of Parent | 3.4              | (2.2)            | (5.6)          | —       |
| Operating Income Margin                 | 3.5%             | 1.9%             | (1.5%)         | —       |
| Capital Investment                      | 71.5             | 47.7             | (23.8)         | —       |
| Depreciation                            | 46.8             | 43.3             | (3.5)          | —       |
| Average Exchange Rate*<br>(Yen/dollar)  | 110.51           | 109.05           | (1.46)         | —       |
| No. of Employees                        | 42,251           | 40,492           | (1,759)        | —       |



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## Financial Results for the Fiscal Year Ended March 31, 2020 [vs. FY2018]



Average Exchange Rate  
(Yen/\$)

110.51

109.05



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# >>> Financial Forecasts for the Fiscal Year Ending March 31, 2021

| (¥ billion)                                | FY2019<br>Actual<br>Full Year | FY2020<br>Forecasts |           | YoY<br>Changes |       |
|--------------------------------------------|-------------------------------|---------------------|-----------|----------------|-------|
|                                            |                               | H1                  | Full Year | Amount         | Ratio |
| Net Sales                                  | 626.8                         | To be determined    |           | -              | -     |
| Operating Income                           | 12.0                          |                     |           | -              | -     |
| Ordinary Income                            | 17.4                          |                     |           | -              | -     |
| Profit Attributable to<br>Owners of Parent | (2.2)                         |                     |           | -              | -     |
| Operating Income Margin                    | 1.9%                          |                     |           | -              | -     |
| Capital Investment                         | 47.7                          |                     |           | -              | -     |
| Depreciation                               | 43.3                          |                     |           | -              | -     |
| Average Exchange Rate*<br>(Yen/dollar)     | 109.05                        |                     |           | -              | -     |
| No. of Employees                           | 40,492                        |                     |           | -              | -     |



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## Dividend for the Fiscal Year Ended March 31, 2020

FY2018

Annual Dividend

**¥50**

Payout Ratio

**252.9%**

FY2019

Annual Dividend

**¥37.5**

Payout Ratio

**-**

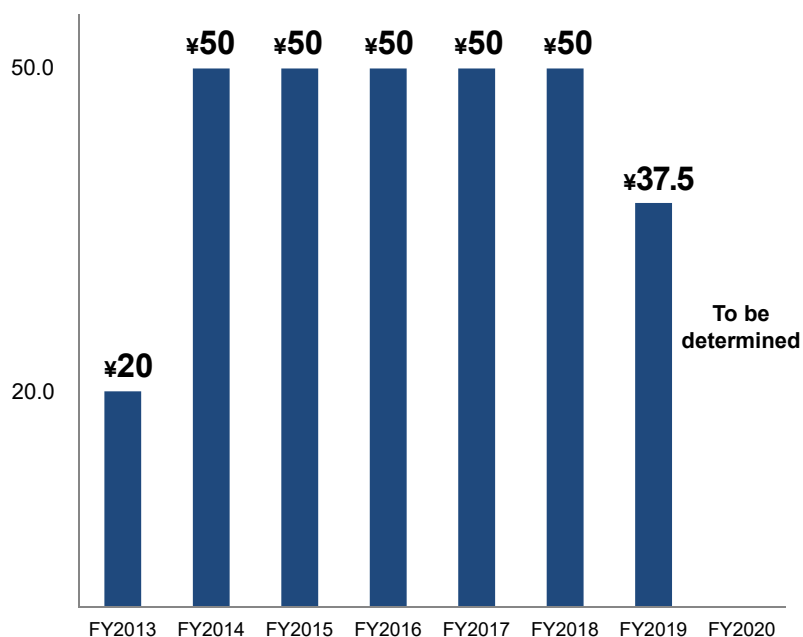
FY2020 (plan)

Annual Dividend

**To be determined**

Payout Ratio

**To be determined**



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## Medium-Term Management Plan



## Three-Year Plan (FY2017–FY2019)

### Slogan (Key Corporate Objective)

Reinforcing Business Structure for Sustainable Growth

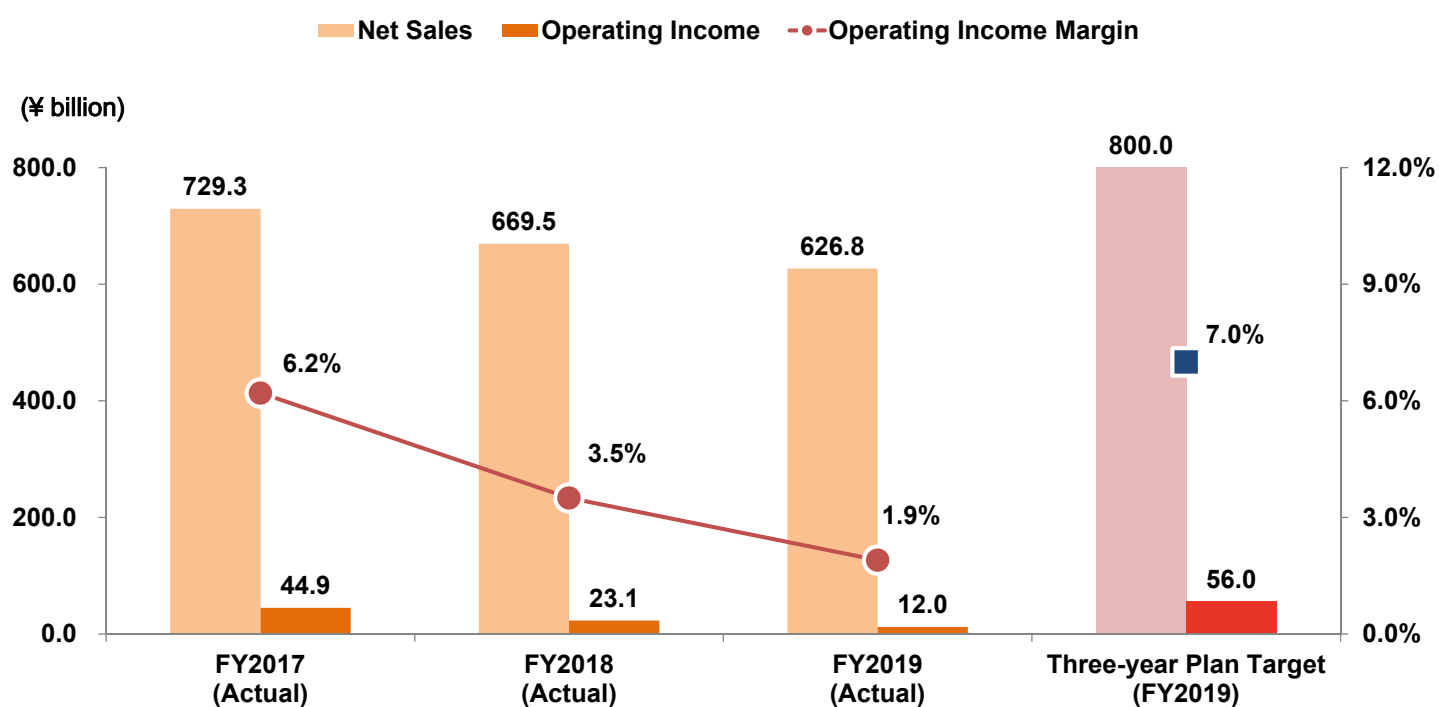
### Initiatives

1. Building well-balanced customer mix  
— Targeting sales expansion and new business creation
2. Achieving sustainable unrivalled quality
3. Establishing practical and effective business continuity management (BCM)
4. Implementing management spirit that respects human dignity  
— Fostering vibrant people and workplace



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## Outline of Three-year Plan



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## New Three-Year Plan (FY2020-FY2022)

### Slogan (Key Corporate Objective)

**Flexible response to changes and Re-challenge  
to be a Sustainable Company**

### Initiatives

1. Moving away from dependence on specific customers  
— Expansion of sales across businesses and creation of new businesses for a well-balanced mix of customers
2. Repositioning quality management to origin
3. Operating practical and effective BCM
4. Advancing digitalization that will lead to higher competitiveness and profitability
5. Implementing management spirit that respects human dignity  
— Fostering vibrant people and supporting flexible and diverse work styles



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## Financial Results by Business Segment for the Fiscal Year Ended March 31, 2020



### » Financial Results by Business Segment for the Fiscal Year Ended March 31, 2020

| (¥ billion)                    |                  | FY2018<br>Actual | FY2019<br>Actual | YoY<br>Changes |         |
|--------------------------------|------------------|------------------|------------------|----------------|---------|
|                                |                  |                  |                  | Amount         | Ratio   |
| Seal Business                  | Net Sales        | 341.7            | 317.0            | (24.7)         | (7.2%)  |
|                                | Operating Income | 36.2             | 24.3             | (11.9)         | (32.9%) |
| Electronic<br>Product Business | Net Sales        | 297.4            | 283.1            | (14.3)         | (4.8%)  |
|                                | Operating Loss   | (14.2)           | (12.6)           | 1.6            | —       |
| Roll Business                  | Net Sales        | 20.1             | 17.8             | (2.3)          | (11.3%) |
|                                | Operating Loss   | (0.1)            | (0.8)            | (0.6)          | —       |
| Others                         | Net Sales        | 10.4             | 9.0              | (1.4)          | (13.5%) |
|                                | Operating Income | 1.2              | 1.0              | (0.2)          | (17.2%) |
| Total                          | Net Sales        | 669.5            | 626.8            | (42.7)         | (6.4%)  |
|                                | Operating Income | 23.1             | 12.0             | (11.1)         | (48.0%) |



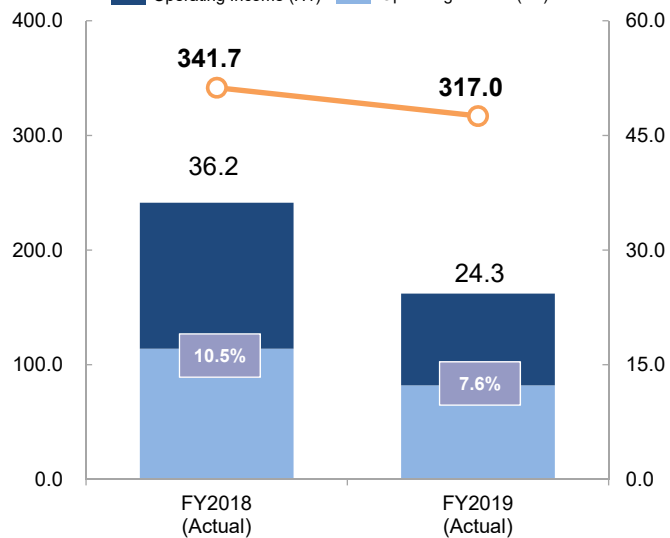
## Seal Business: Financial Results [vs. FY2018]

(¥ billion)

[Net Sales]

○ Net Sales  
■ Operating Income (H1)  
■ Operating Income (H2)  
■ Operating Income Margin

[Operating Income]



### FY2019 Results

#### Net Sales ¥317.0 bn (-¥24.7 bn YoY)

- ➔ Demand for automobile applications in Japan remained robust.
- ➔ The market in China and North America continued weak.
- ➔ Demand from manufacturers of general industrial machinery decreased.

#### Operating Income ¥24.3 bn (-¥11.9 bn YoY)

- ➔ Sales decreased.
- ➔ Depreciation and amortization increased.
- ➔ Personnel and SG&A expenses reduced.
- ➔ Raw materials cost reduced.

|                    |          |          |
|--------------------|----------|----------|
| Capital Investment | ¥41.5 bn | ¥28.8 bn |
| Depreciation       | ¥21.2 bn | ¥23.7 bn |
| No. of Employees   | 21,293   | 21,115   |



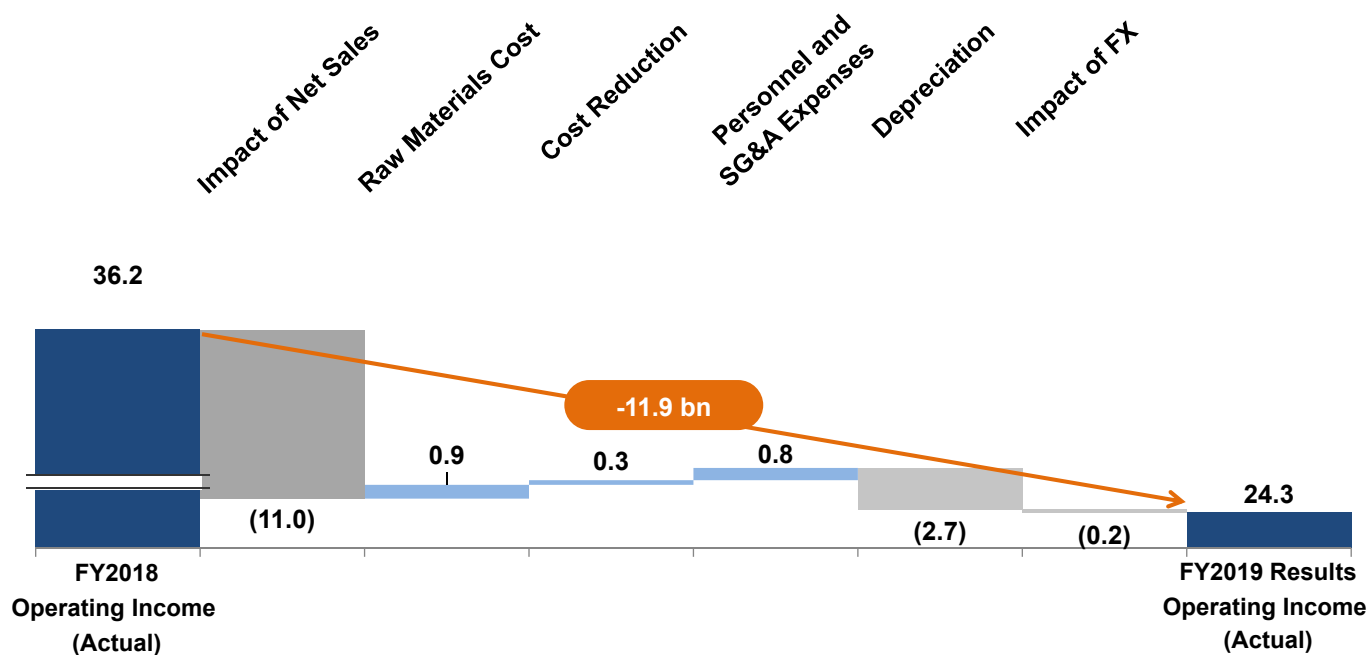
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## Seal Business: Changes in Operating Income [vs. FY2018]

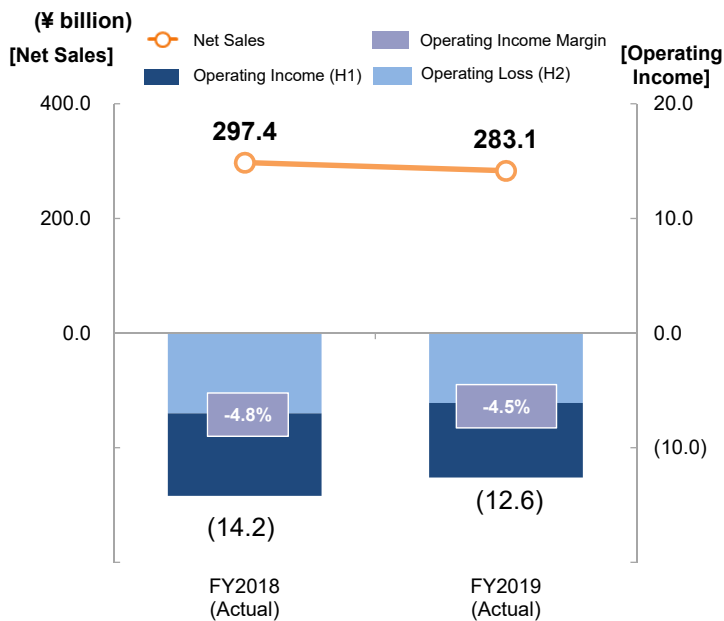
(¥ billion)



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## Electronic Product Business: Financial Results [vs. FY2018]



### FY2019 Results

#### Net Sales ¥283.1 bn (-¥14.3 bn YoY)

- Demand for automobile applications remained flat.
- ↘ Demand for smartphone applications decreased.

#### Operating Income -¥12.6 bn (+¥1.6 bn YoY)

- ↘ Sales decreased.
- ↗ Personnel expenses and depreciation and amortization decreased.

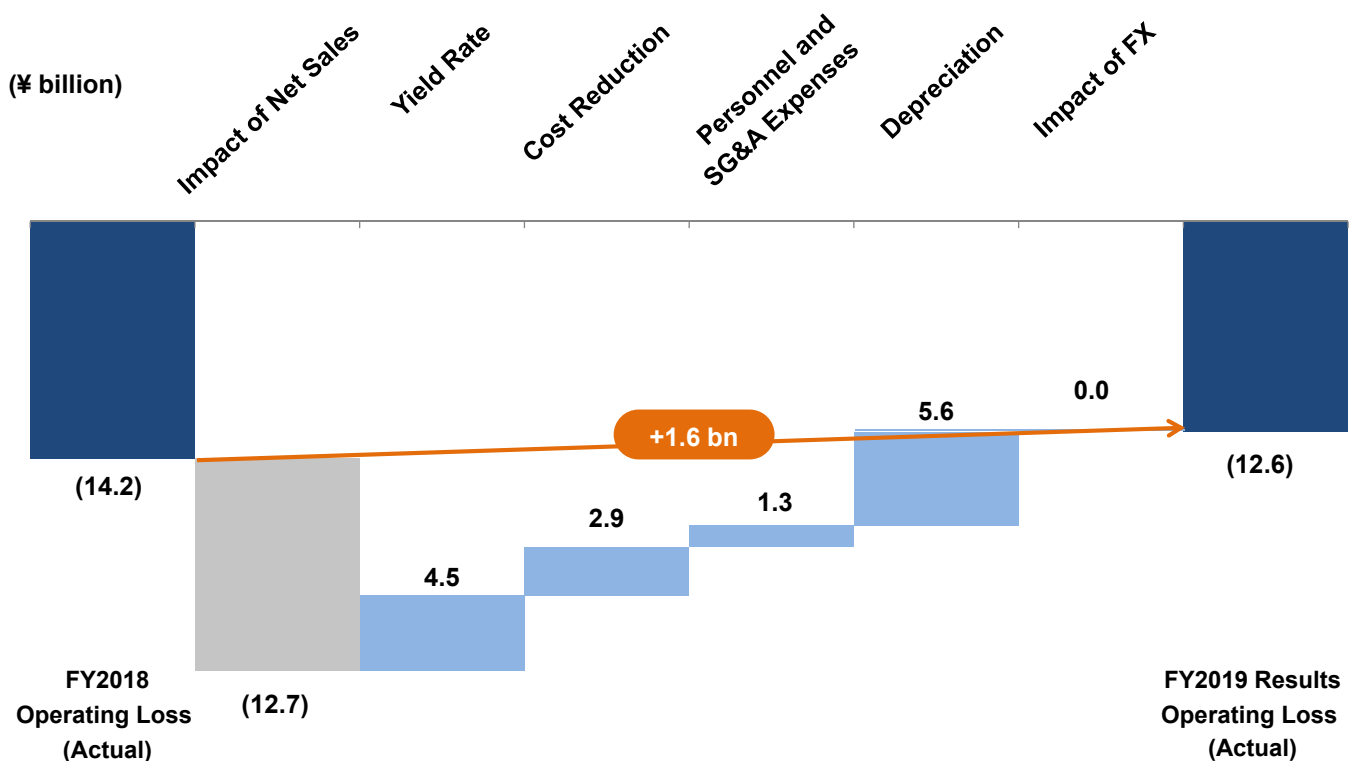
|                    |          |          |
|--------------------|----------|----------|
| Capital Investment | ¥28.9 bn | ¥18.0 bn |
| Depreciation       | ¥24.4 bn | ¥18.5 bn |
| No. of Employees   | 18,784   | 17,300   |



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## Electronic Product Business: Changes in Operating Loss [vs. FY2018]

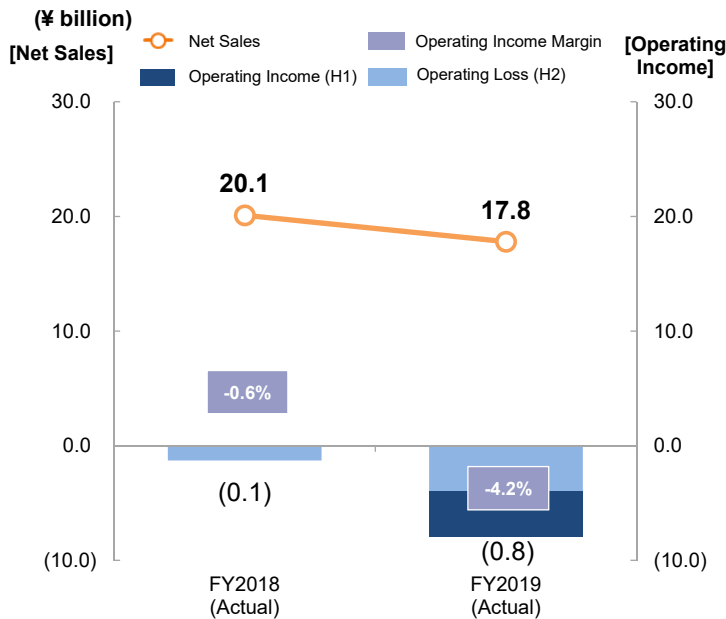


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## Roll Business: Financial Results [vs. FY2018]



### FY2019 Results

#### Net Sales ¥17.8 bn (-¥2.3 bn YoY)

- Demand for printer components decreased.
- Impact of the COVID-19 outbreak.
- Exchange rate was not favorable.

#### Operating Income -¥0.8 bn (-¥0.6 bn YoY)

- Sales decreased.
- Expenses decreased.

|                    |         |         |
|--------------------|---------|---------|
| Capital Investment | ¥0.8 bn | ¥0.8 bn |
| Depreciation       | ¥1.0 bn | ¥0.9 bn |
| No. of Employees   | 1,986   | 1,891   |

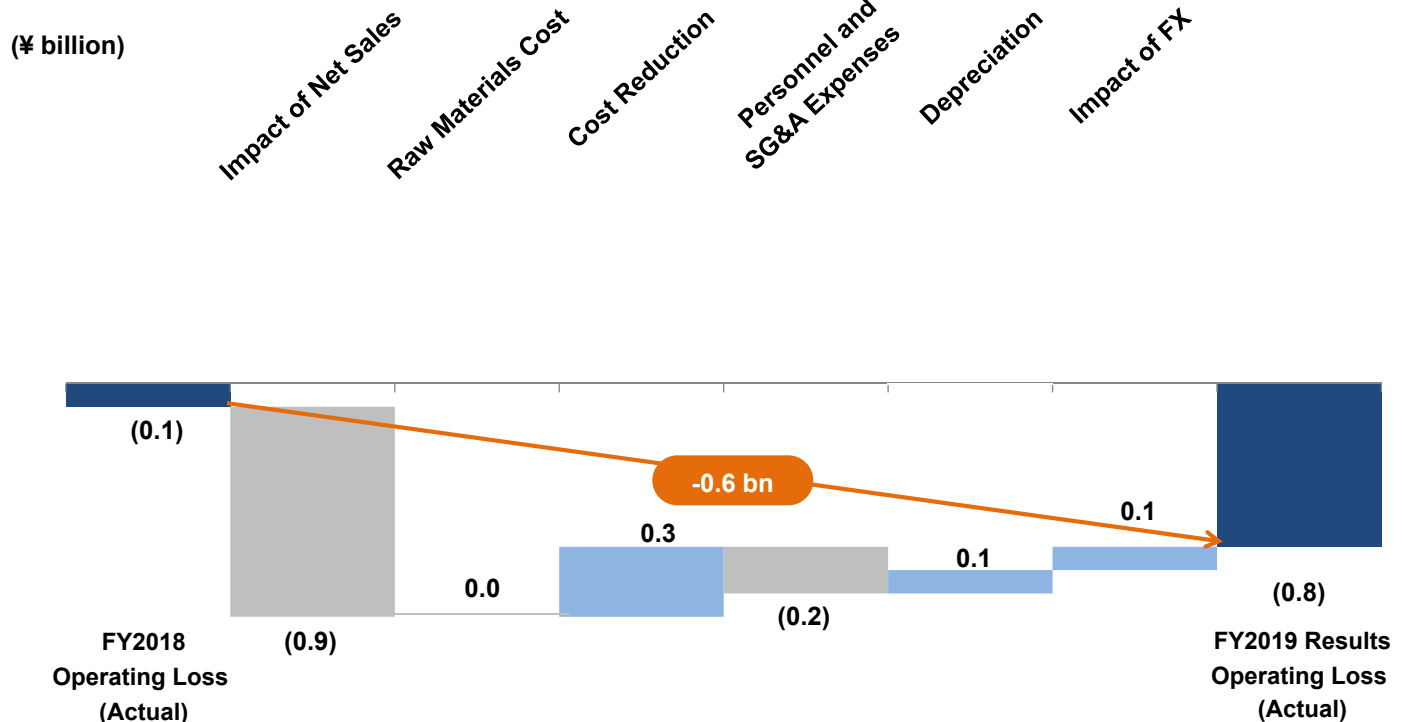


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## Roll Business: Changes in Operating Loss [vs. FY2018]



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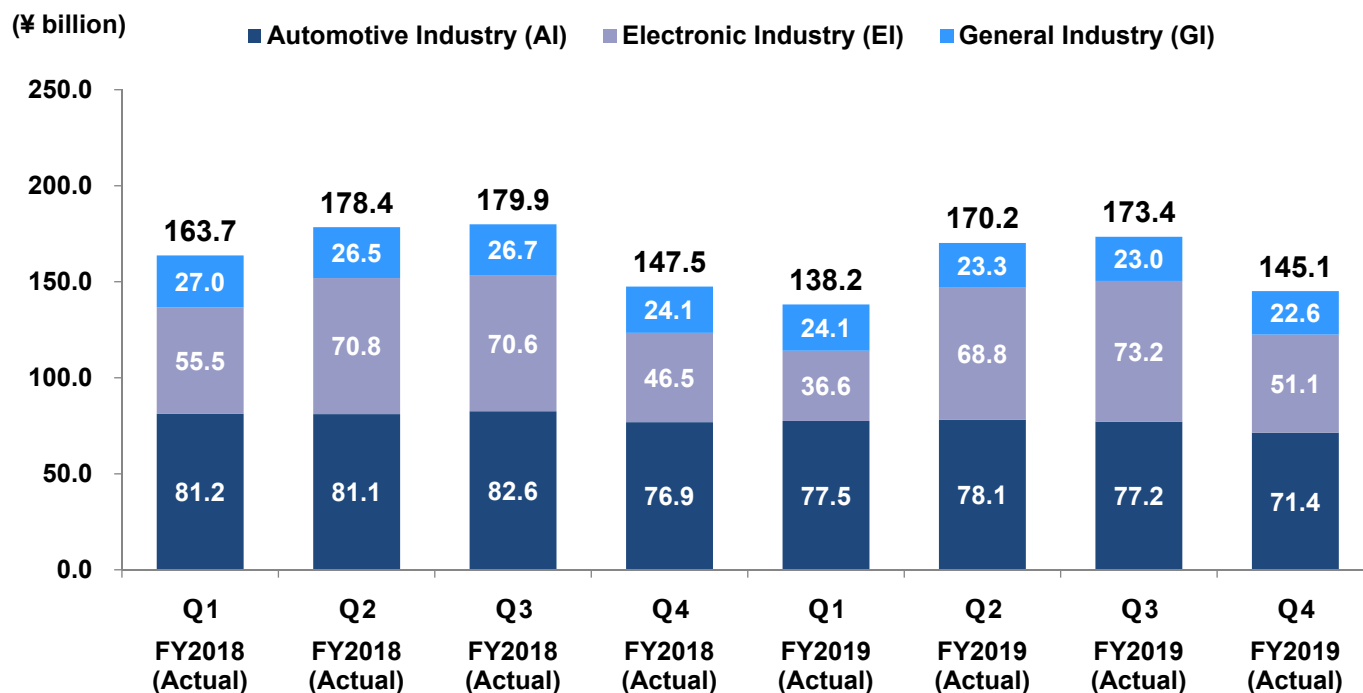
## Business Overview by Industry and by Region





## Consolidated Net Sales Trend by Industry (by Quarter)

### Net Sales by Industry



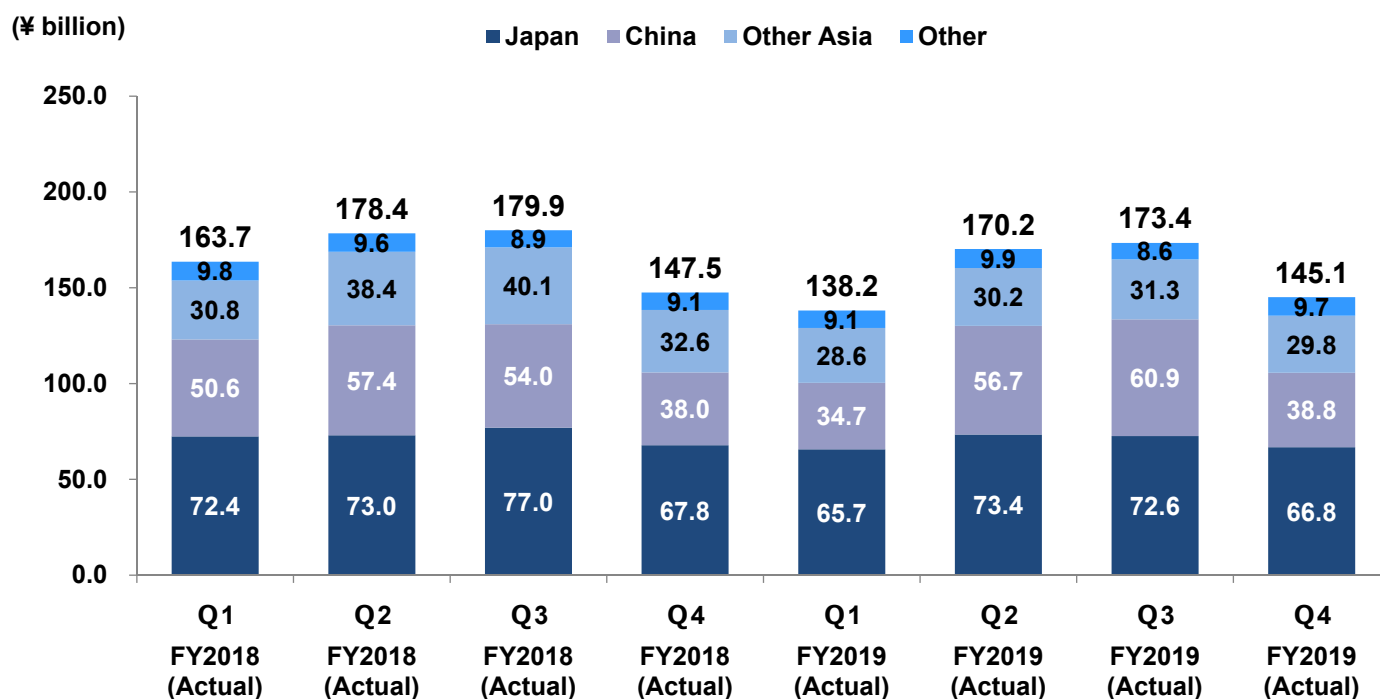
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## Consolidated Net Sales Trend by Region (by Quarter)

### Net Sales by Region

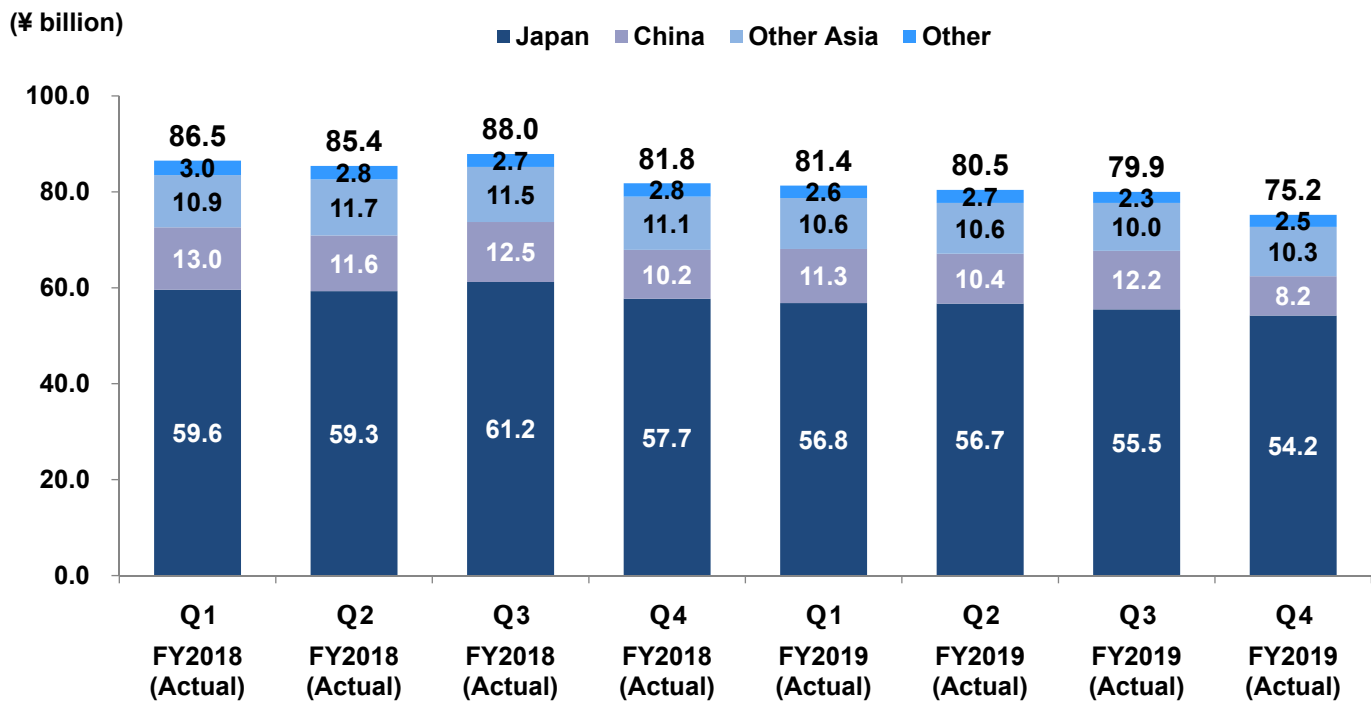


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## Net Sales Trend for Seal Business by Region (by Quarter)

### Seal Business: Net Sales by Region

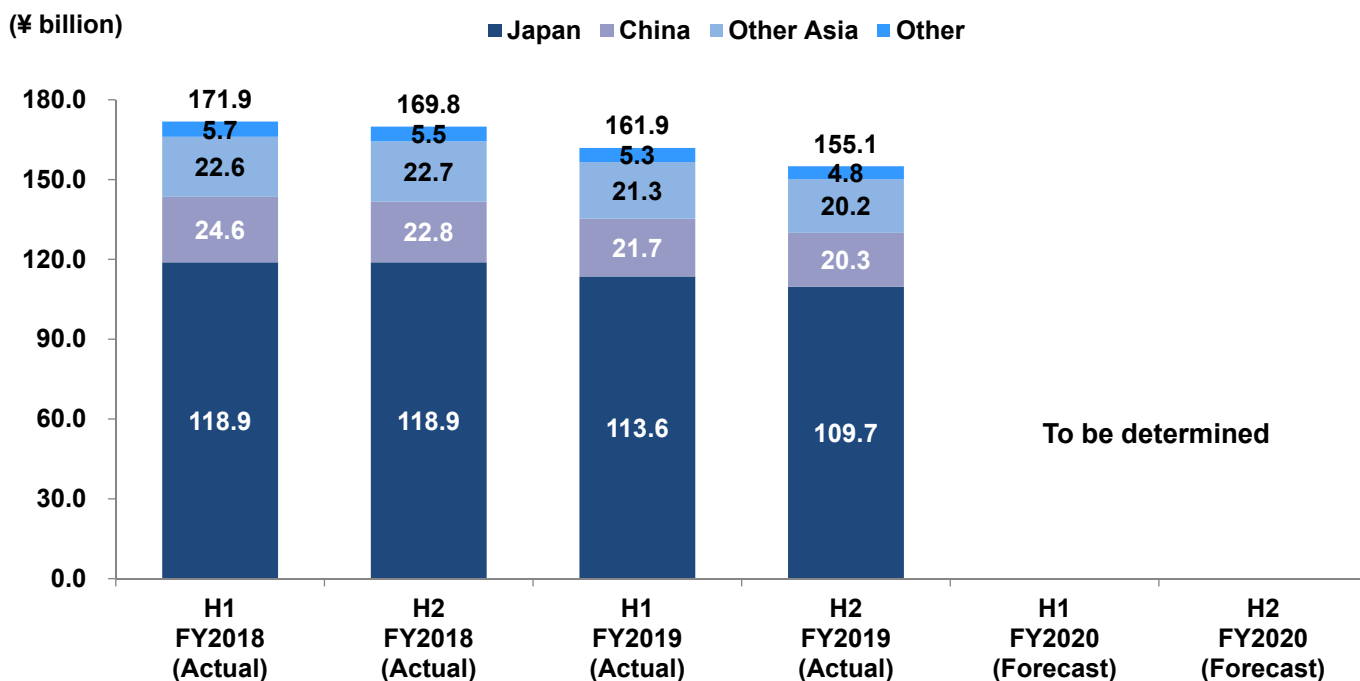


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## Net Sales Trend for Seal Business by Region (by Half Year)

### Seal Business: Net Sales by Region



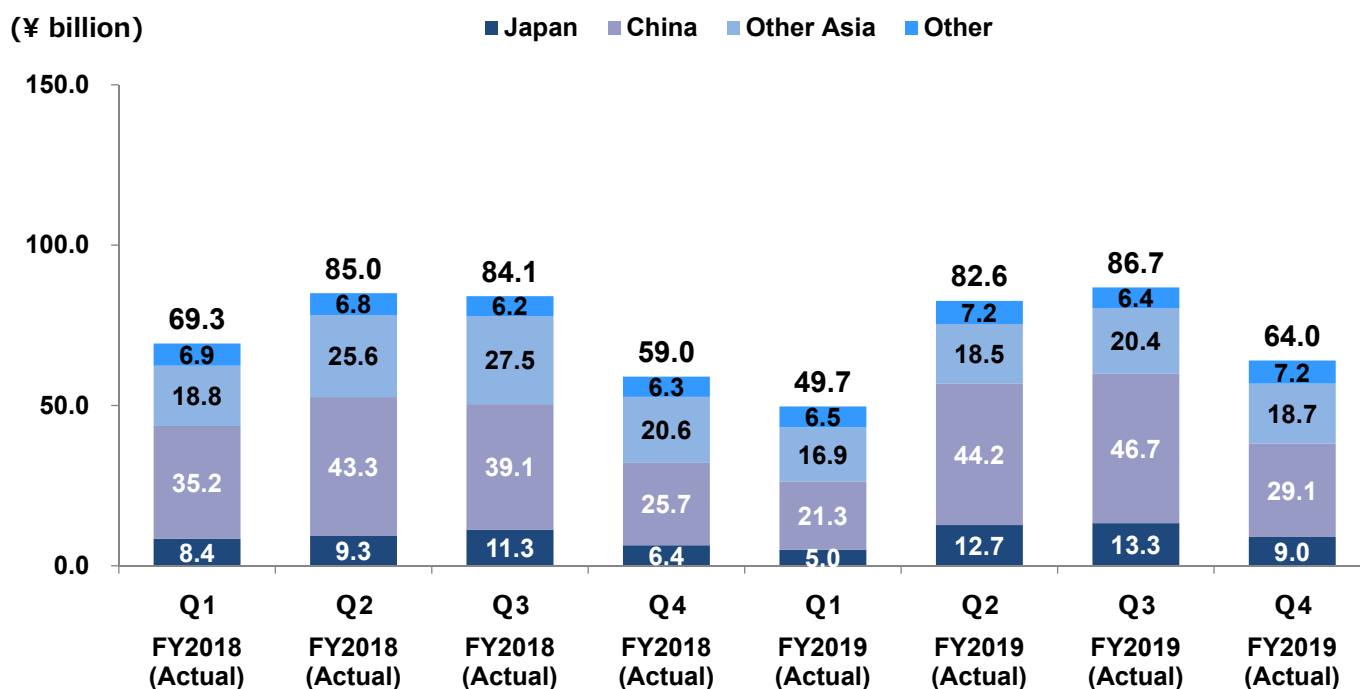
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## Net Sales Trend for Electronic Product Business by Region (by Quarter)

### Electronic Product Business: Net Sales by Region



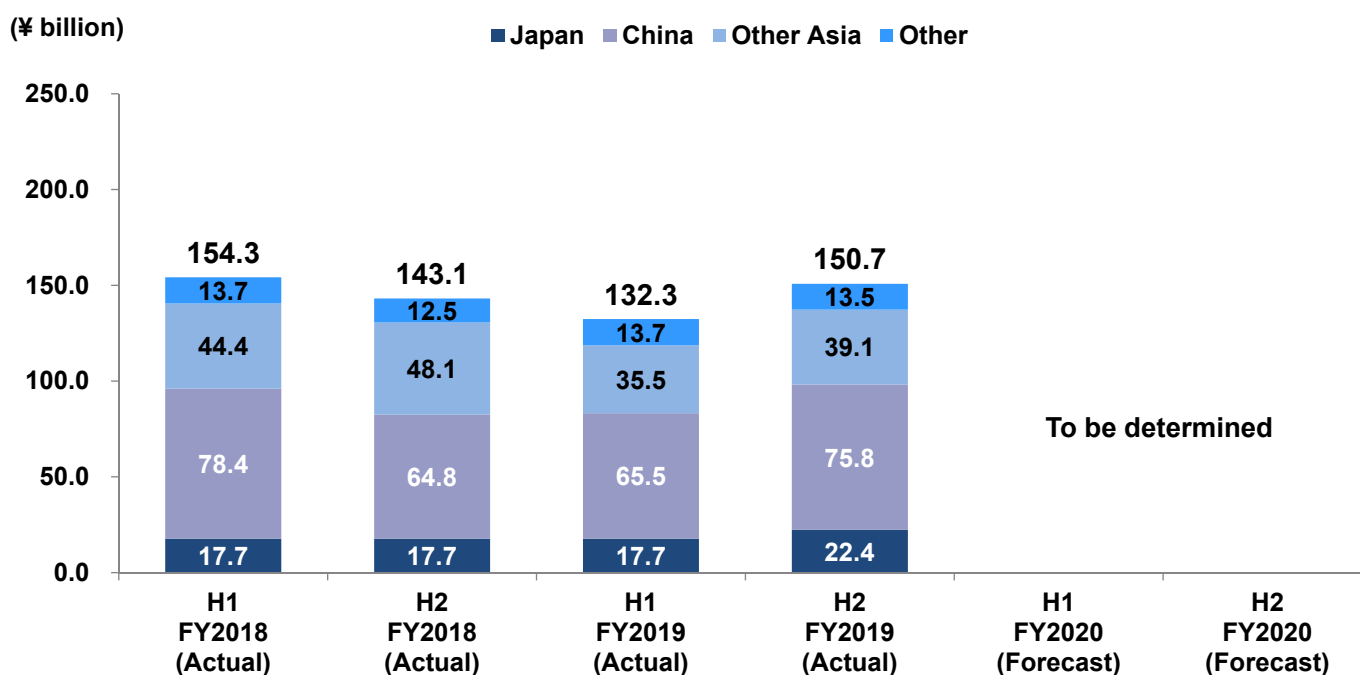
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## Net Sales Trend for Electronic Product Business by Region (by Half Year)

### Electronic Product Business: Net Sales by Region



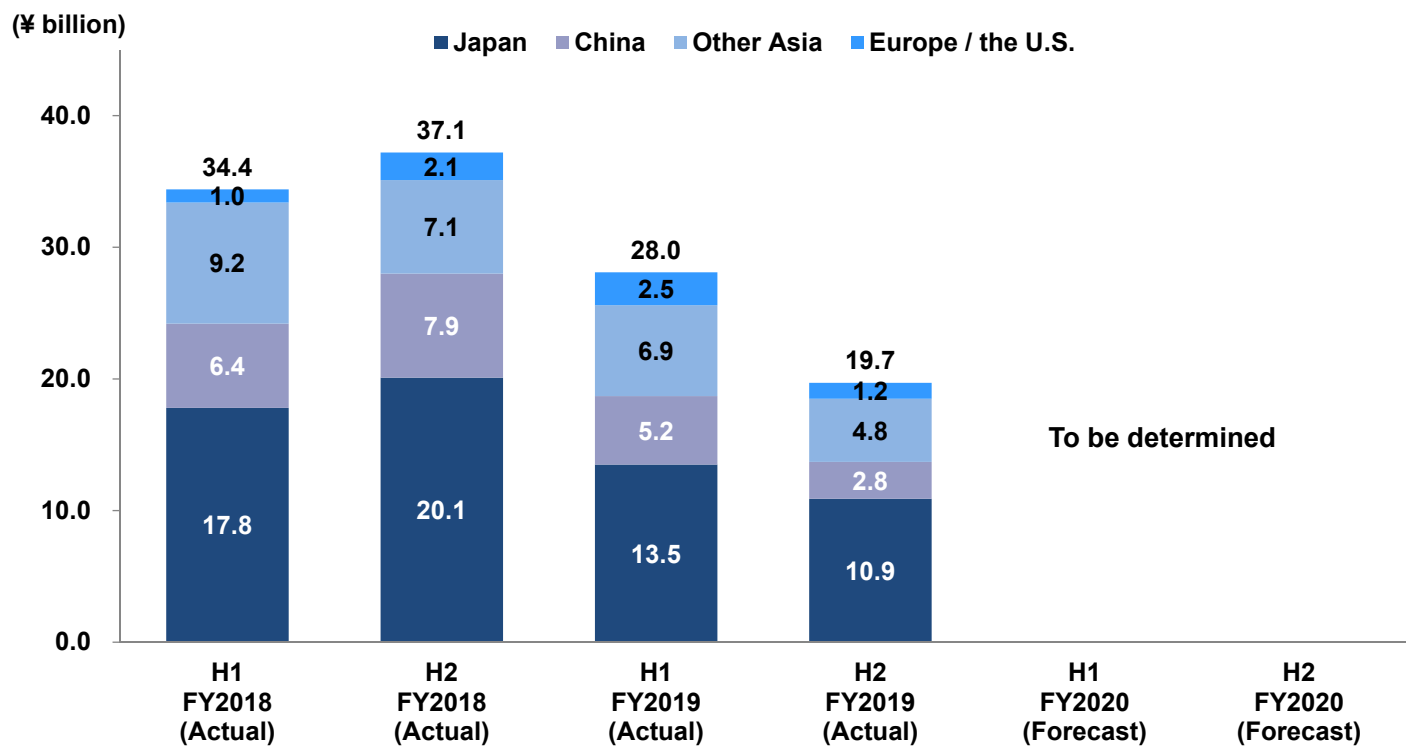
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## Trend of Capital Investment by Region (by Half Year)

### Capital Investment



\* Capital investment includes the acquisition of intangible assets.



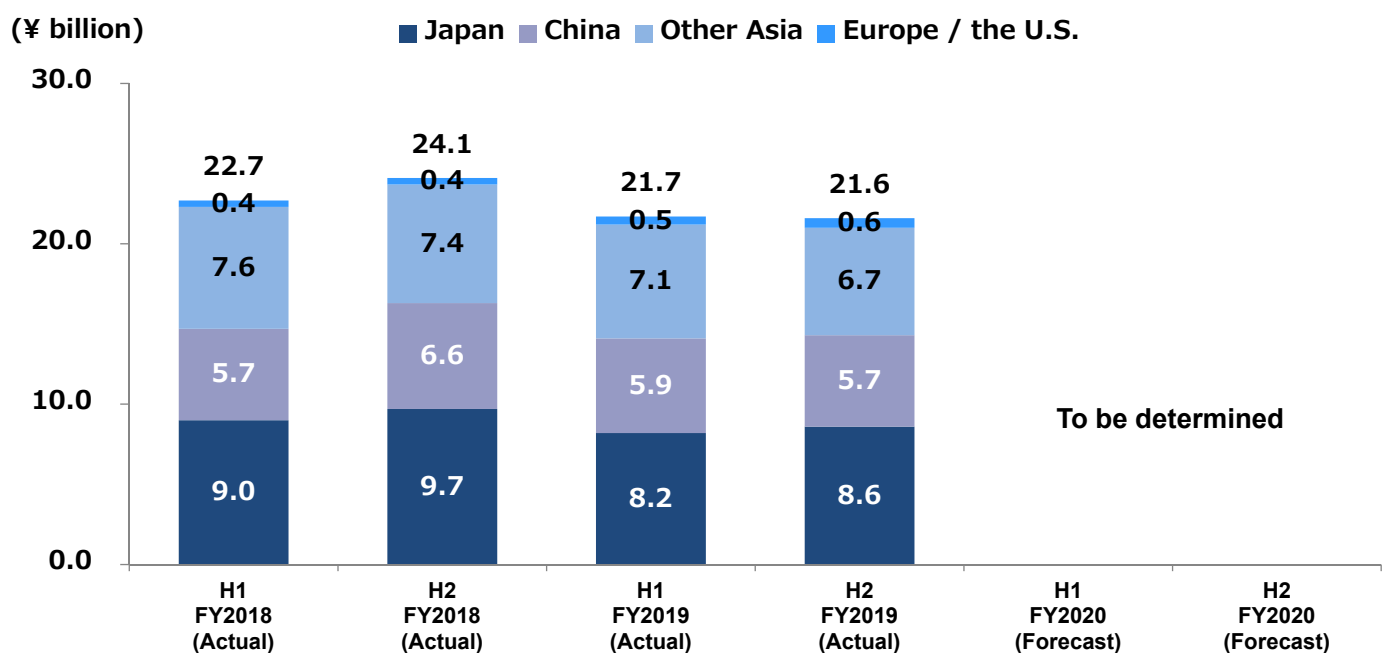
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## Trend of Depreciation by Region (by Half Year)

### Depreciation



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## References



## Corporate History

1939 Edogawa Seiki Co., Ltd. founded  
1941 Japan Bearing Production Co., Ltd. founded in Kobe  
1951 Tokyo Oil Seal Industry Co., Ltd. merges with Nippon Yushi Industry Co., Ltd., and the company name changed to Nippon Oil Seal Industry Co., Ltd.

1976 Subsidiary NOK KLUEBER CO., LTD. established  
1978 Equity stake taken in Pyung Hwa Oil Seal Industry Co., Ltd. (South Korea)

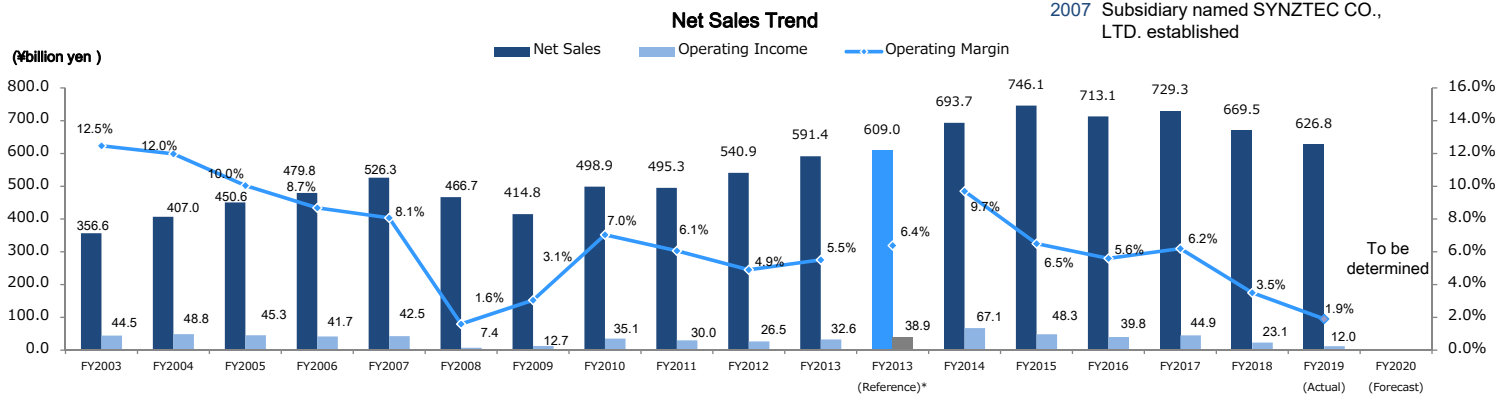
1995 Subsidiary Wuxi NOK-Freudenberg Oilseal Co., Ltd. established in China  
1996 Subsidiary named P.T. NOK Indonesia established in Indonesia; subsidiary named NOK Asia Co., Ptd. Ltd. established in Singapore

1950 1960 1970 1980 1990 2000 2010 2020

1960 Capital participation agreement concluded with Carl Freudenberg KG (Germany).  
1961 Listed on the Tokyo Stock Exchanges  
1968 NOK-USA, Inc. established (changes its name to NOK INC. in 1980)  
1969 Subsidiary NIPPON MEKTRON, LTD. established

1985 Company name changed from Nippon Oil Seal Industry Co., Ltd. to NOK CORPORATION  
1988 Subsidiary named THAI NOK CO., LTD. established in Thailand  
1989 FREUDENBERG-NOK G.P. established as an affiliate company in the U.S.

2000 SIGMA FREUDENBERG NOK PVT. LTD. established as an affiliate company in India  
2002 Subsidiary named UNIMATEC CO., LTD. established  
2004 Subsidiary named VIETNAM NOK CO., LTD. established in Vietnam  
2007 Subsidiary named SYNZTEC CO., LTD. established



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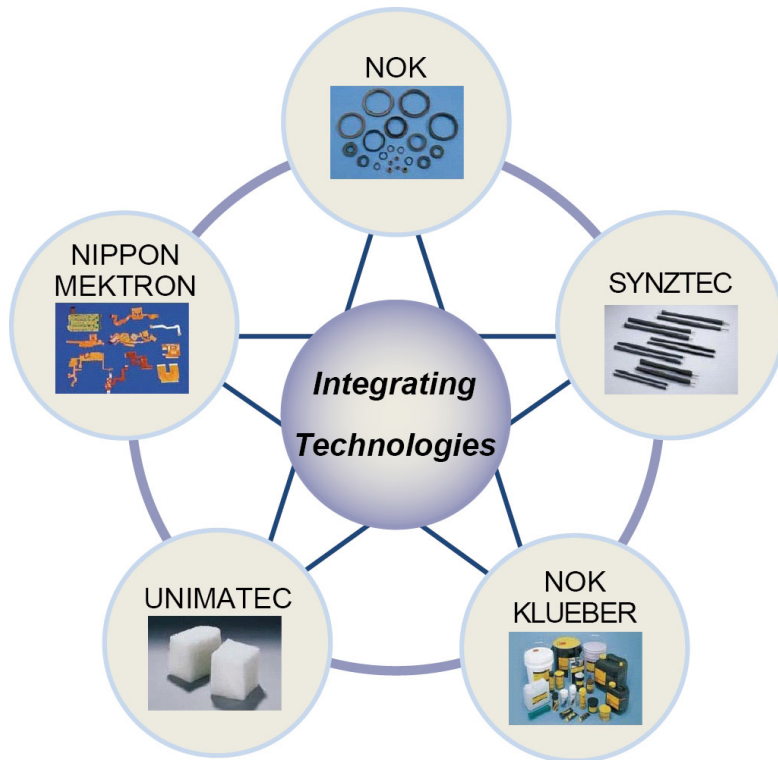
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## Global Network



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NOK Group companies make up a “Group of Compound Technology Manufacturers” like one firm connected to each division, an enterprise group sharing core technologies. Each company boasts its individual strengths while sharing a common vision, and conducts business operations to handle any and all client requirements.



The Shonan Development Center aggregates all of NOK’s advanced technologies, and was established with the aim of accelerating the development process. This development system removes barriers between each division, and provides a self contained comprehensive approach from product design through shipment inspections. The center actively promotes merging R&D and production technologies, churning out products with unique cutting edge technology that can’t be imitated by others.

### POINT

NOK’s Shonan Development Center was opened in 2005 as a think tank concentrating all the company’s advanced technologies, striving to be **global No. 1 technology creator**. The Center has functional abilities in materials technologies, evaluation analysis technologies and production technologies, making possible self contained operations execution. NOK responds to the needs of society, and will further pursue R&D in order to continue supplying products that contribute to daily living convenience and the environment.

## » NOK Major Products: Oil Seals



Oil seals are a functional part to seal oil. For “moving” parts of machinery, revolving and vertical up and down motion etc, oil seals prevent leakage of lubricant oils, water, chemical solutions, gas etc, and also prevent outside particulates from getting in. They are indispensable parts for a wide range of machinery types including automobiles, ships, planes, air conditioners, washing machines, water works etc.

(Example of Use)



### POINT

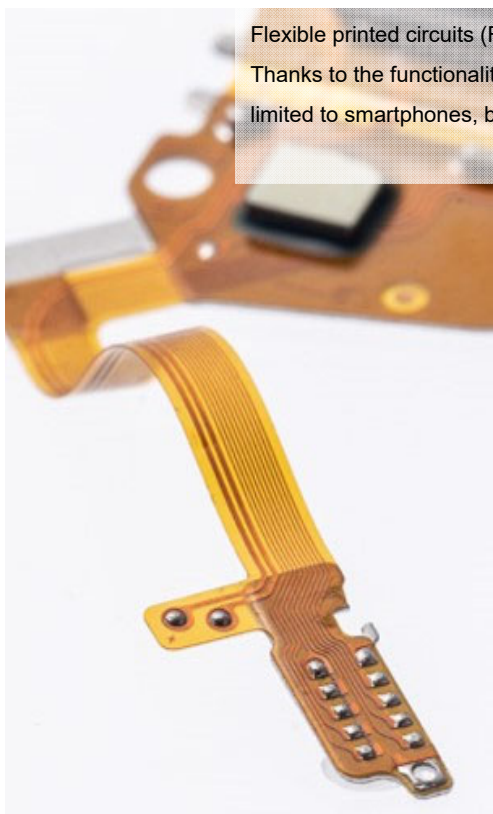
NOK's history is the history of oil seals. The road to becoming Japan's No. 1 oil seal maker began in 1960, when the company concluded a technology partnership agreement with Carl Freudenberg KG of the former West Germany. After that the company built a production plant in the US when there was still only one Japanese auto manufacturer located there, eventually supplying oil seals to the US 'Big 3.' Today the company boasts **top shares domestically of 70% and globally 50%**, recognized for its reliability and actual performance results.



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## » NOK Major Products: Flexible Printed Circuits (FPCs)



Flexible printed circuits (FPCs) are made of thin films.

Thanks to the functionality of FPCs, compact high performance smartphones became a reality. Applications are not limited to smartphones, but also cover many areas including HDD, digital cameras and tablet PCs.

(Applications)



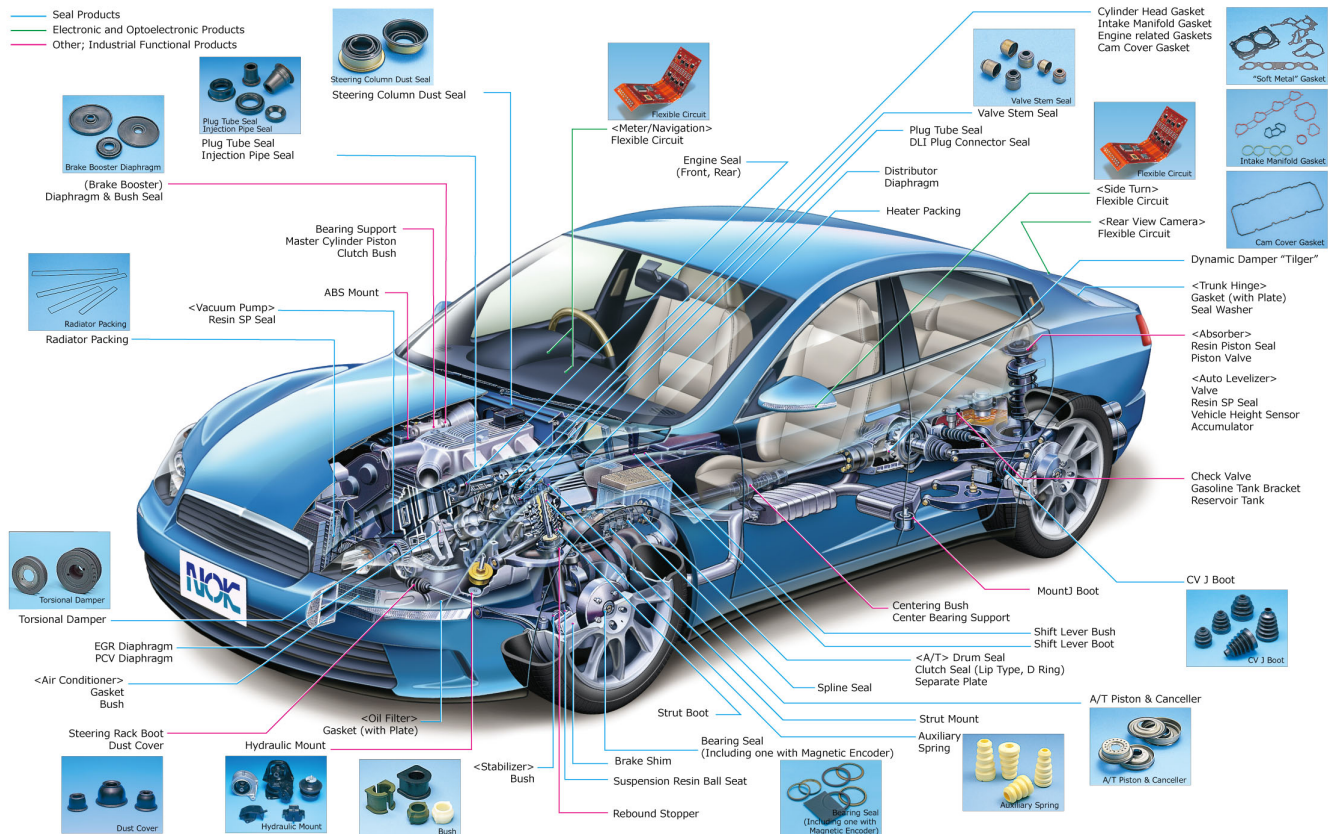
### POINT

This is electronics business of NOK Group company NIPPON MEKTRON, LTD. These thin and light circuit boards are used in smartphones. FPCs which have the characteristics of being thin, lightweight and flexible, are expected to see further increased functionality in the future. NOK has the **No. 1 shares in domestic and global market.**



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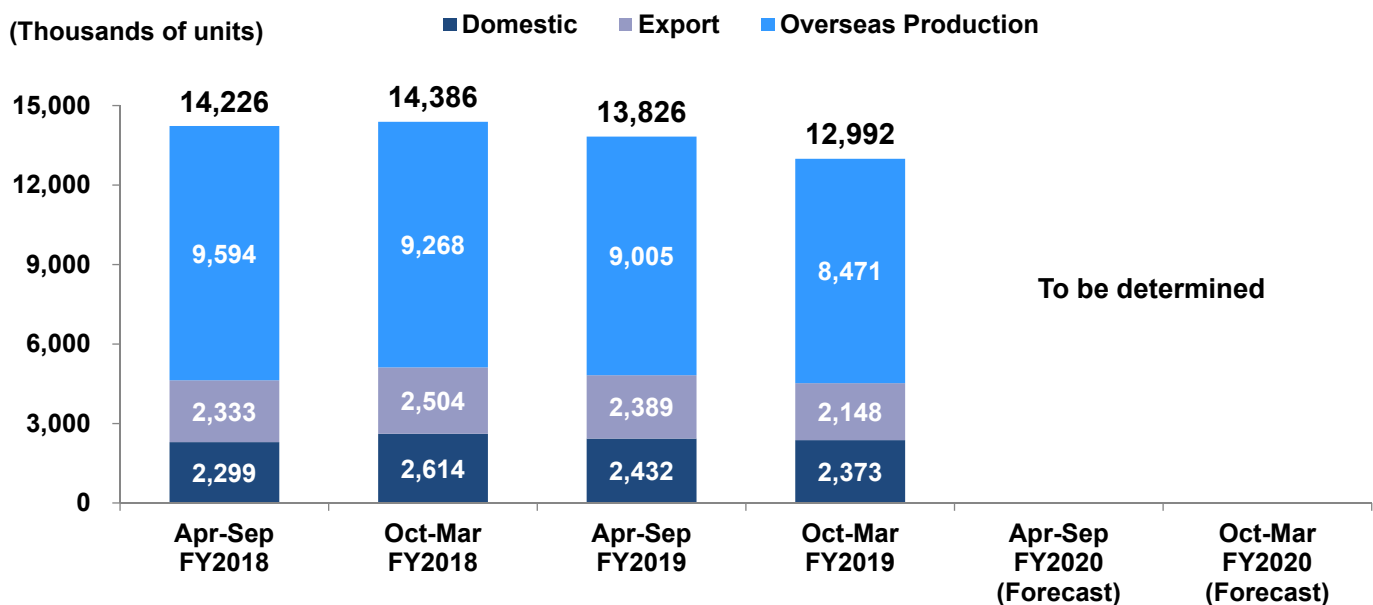


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## Market Trends by Sector: Automobile Production (by Half Year, Fiscal Year)

### Automobile Production



\* The value for Overseas Production includes completed vehicle units produced overseas in addition to knock-down units.

Source: Estimates by NOK CORPORATION



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# NOK Products in General Industrial Machinery

## For Solar Panels

### Rubber Gaskets for Solar Panels

With NOK's original material compounding techniques, we offer tailored materials.

## For Artificial Lawns and Athletic Track Fields

### Recycled Rubber Burr

An example of artificial lawn paving faults

Pile (leaf and stem)  
Sand, Rubber chips  
Ground Fabric, Mats  
Base Layer

Recycling of oil and heat resistant rubber pieces generated during manufacturing of rubber functional parts.

## For Pipework including Water and Hot Water Pipes

### O-Rings

Utilizing NOK's original material compounding techniques which are responsive to any kind of condition of use including hot water and water pipes, gas meters, fuel batteries, water faucet clasps, water filters and water purifiers.

## For Home Pumping including Well Water Pumping

### Mechanical Seal

Mechanical Seals can be used maintenance-free for an extended period since the sliding surfaces are shaped into highly-refined flat surfaces, and they are also excellent in terms of performance and running cost.

## For Air Conditioners, IH Cooking Heaters, Microwaves and Refrigerators

### Thermopile

With sensors which allow non-contact temperature measurement, thermopiles are effective for energy savings.

## For Household Small-size Wind Power Generation

### Oil Seals

### O-Rings

### Rubber Vibration Isolators

We offer highly-reliable and time-proven functional parts.

## For Power Control Units and Secondary Batteries

### Sealing Plates for Capacitors

### 電磁波シールド(EMシールド)

We offer functional parts specific to sites, environments and conditions.

## For Fuel Batteries

### Cell Seals

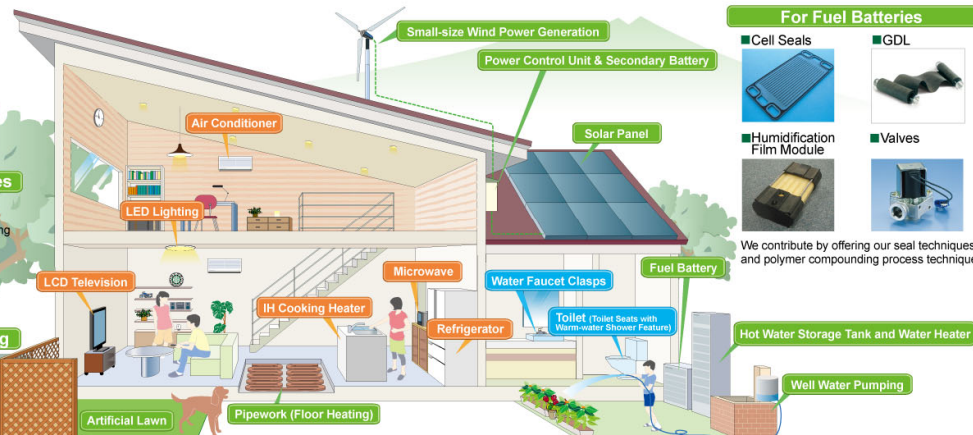
### GDL

Humidification Film Module

Valves

We contribute by offering our seal techniques and polymer compounding process techniques.

Hot Water Storage Tank and Water Heater



## Lubricants

Our lubricants are long-lasting and highly-reliable even in severe use conditions including super-high and super-low humidity, high speed and high load. They can be used for fuel batteries, home electric appliances and pipework etc.

## For Toilet Seats with Warm-water Shower Features, Showers, Water Faucet Appliances, and Gas Meters

### Flow Regulating Valves, Mixer Valves and Pressure Control Valves

With a combination of our seal techniques and actuator techniques, these valves offer pressure control and flow regulation of water, gas and specific fluids.

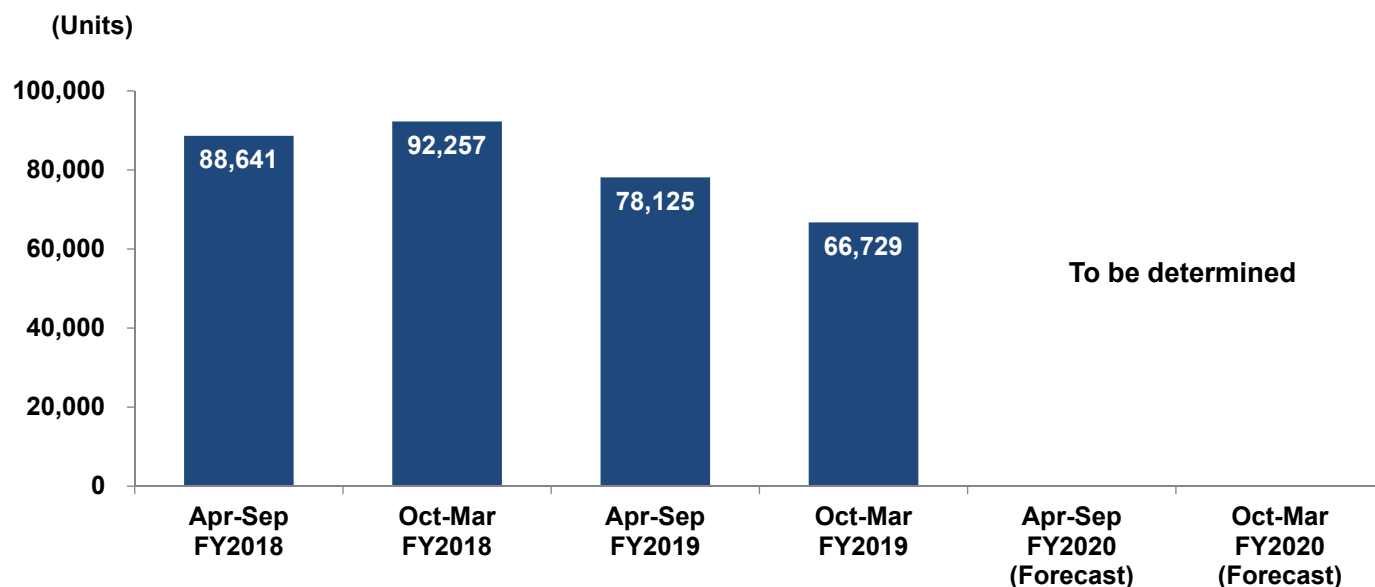


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# Market Trends by Sector: Construction Machinery Domestic Production (by Half Year, Fiscal Year)

## Construction Machinery Domestic Production



Source: Estimates by NOK CORPORATION



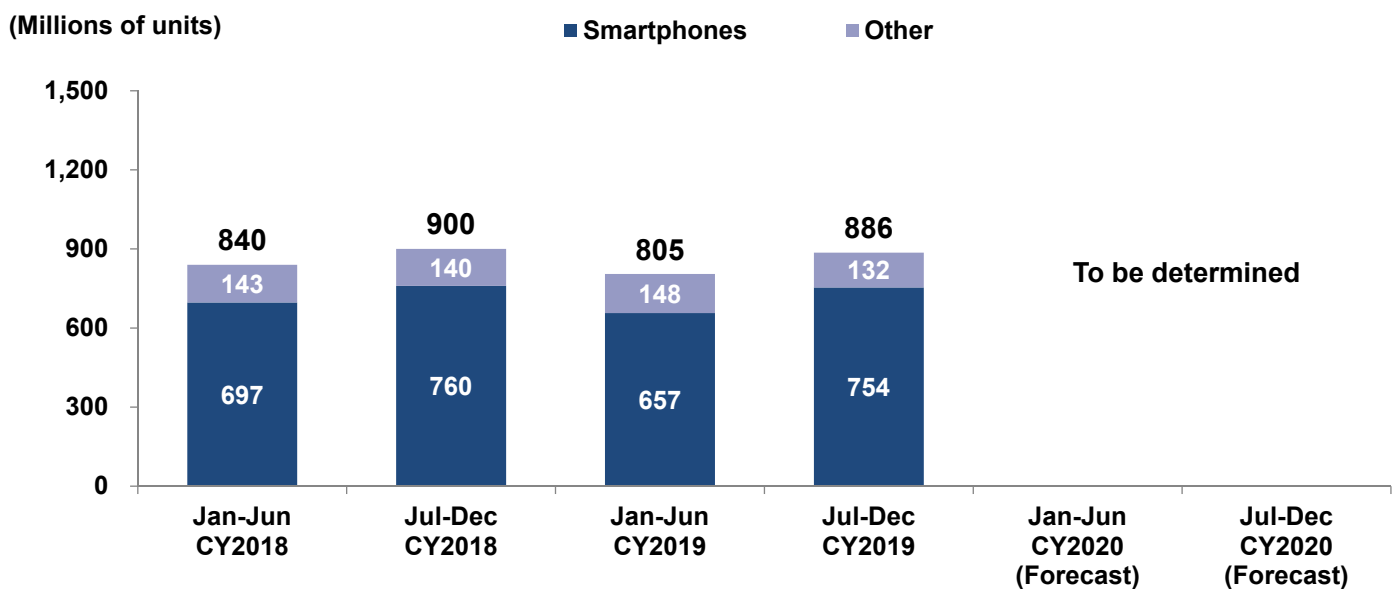
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## » Market Trends by Sector: Mobile Phone Worldwide Shipments (by Half Year, Calendar Year)

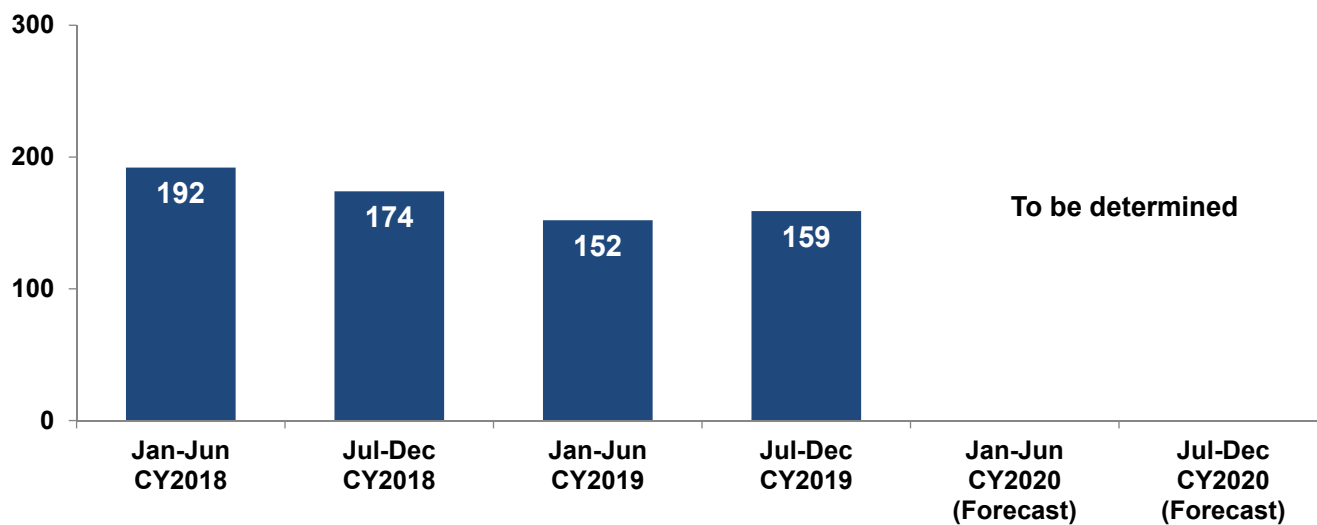
### Mobile Phone Worldwide Shipments



Source: Estimates by NOK CORPORATION

### Hard Disk Drive Worldwide Production

(Millions of units)



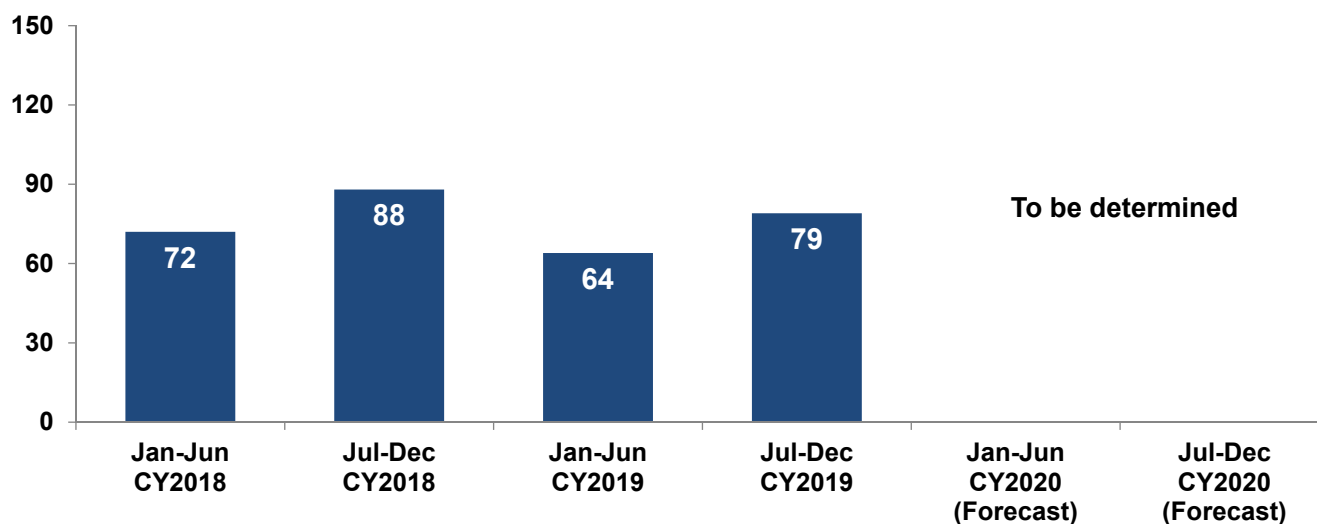
Source: Estimates by NOK CORPORATION



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### Tablet PC Worldwide Shipments

(Millions of units)



Source: Estimates by NOK CORPORATION



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## Segment Information: Fiscal 2019 Results and Fiscal 2020 Forecasts

(Millions of yen)

| Segment          |                    | FY2018<br>(Results) |         |           | FY2019 (Results) |         |           |         |          |
|------------------|--------------------|---------------------|---------|-----------|------------------|---------|-----------|---------|----------|
|                  |                    | 上期                  | 下期      | Full Year | 1H               | 2H      | Full Year | Y on Y  | % Change |
| Seal<br>Business | External sales     | 171,873             | 169,807 | 341,680   | 161,885          | 155,081 | 316,966   | △24,714 | △7.2%    |
|                  | Inter-seg sales    | 989                 | 936     | 1,925     | 846              | 946     | 1,792     | △133    |          |
|                  | Net sales          | 172,863             | 170,742 | 343,605   | 162,731          | 156,028 | 318,759   | △24,846 |          |
|                  | Operating Income   | 18,363              | 17,846  | 36,209    | 11,572           | 12,718  | 24,290    | △11,919 | △32.9%   |
|                  | Profit Margin      | 10.6%               | 10.5%   | 10.5%     | 7.1%             | 8.2%    | 7.6%      | △ 2.9pt |          |
|                  | Capital Investment | 20,731              | 20,750  | 41,482    | 16,278           | 12,531  | 28,809    | △12,672 |          |
|                  | Depreciation       | 10,161              | 11,027  | 21,188    | 11,650           | 12,029  | 23,679    | 2,491   |          |
|                  | No. of Personnel   | 20,967              | 21,293  | 21,293    | 21,263           | 21,115  | 21,115    | △178    |          |

|                                             |                    |         |         |         |         |         |         |         |       |
|---------------------------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|-------|
| Electronic<br>Device<br>Product<br>Business | External sales     | 154,283 | 143,091 | 297,374 | 132,332 | 150,747 | 283,079 | △14,295 | △4.8% |
|                                             | Inter-seg sales    | 24      | 23      | 47      | 11      | 17      | 28      | △19     |       |
|                                             | Net sales          | 154,307 | 143,114 | 297,421 | 132,344 | 150,763 | 283,107 | △14,314 |       |
|                                             | Operating Income   | △5,088  | △9,063  | △14,151 | △9,779  | △2,821  | △12,600 | 1,551   | —     |
|                                             | Profit Margin      | △3.3%   | △6.3%   | △4.8%   | △7.4%   | △1.9%   | △4.5%   | 0.3pt   |       |
|                                             | Capital Investment | 13,288  | 14,229  | 27,517  | 11,359  | 6,642   | 18,001  | △9,516  |       |
|                                             | Depreciation       | 11,930  | 12,509  | 24,439  | 9,482   | 9,014   | 18,496  | △5,943  |       |
|                                             | No. of Personnel   | 20,446  | 18,784  | 18,784  | 18,532  | 17,300  | 17,300  | △1,484  |       |

|                  |                    |        |       |        |       |       |        |         |        |
|------------------|--------------------|--------|-------|--------|-------|-------|--------|---------|--------|
| Roll<br>Business | External sales     | 10,398 | 9,673 | 20,071 | 9,538 | 8,269 | 17,807 | △2,264  | △11.3% |
|                  | Inter-seg sales    | —      | 1     | 1      | —     | 0     | —      | △ 1     |        |
|                  | Net sales          | 10,398 | 9,674 | 20,072 | 9,538 | 8,269 | 17,807 | △2,265  |        |
|                  | Operating Income   | 52     | △181  | △129   | △134  | △617  | △751   | △622    | —      |
|                  | Profit Margin      | 0.5%   | △1.9% | △0.6%  | △1.4% | △7.5% | △4.2%  | △ 3.6pt |        |
|                  | Capital Investment | 345    | 443   | 788    | 287   | 476   | 763    | △26     |        |
|                  | Depreciation       | 496    | 490   | 986    | 449   | 442   | 891    | △95     |        |
|                  | No. of Personnel   | 2,023  | 1,986 | 1,986  | 1,929 | 1,891 | 1,891  | △95     |        |

|                   |                    |       |       |        |       |       |       |         |        |
|-------------------|--------------------|-------|-------|--------|-------|-------|-------|---------|--------|
| Other<br>Business | External sales     | 5,474 | 4,882 | 10,356 | 4,608 | 4,354 | 8,962 | △1,394  | △13.5% |
|                   | Inter-seg sales    | 219   | 216   | 435    | 233   | 234   | 467   | 32      |        |
|                   | Net sales          | 5,694 | 5,278 | 10,972 | 4,841 | 4,588 | 9,429 | △1,543  |        |
|                   | Operating Income   | 708   | 495   | 1,203  | 473   | 523   | 996   | △207    | △17.2% |
|                   | Profit Margin      | 12.4% | 9.7%  | 11.2%  | 9.8%  | 11.4% | 10.6% | △ 0.6pt |        |
|                   | Capital Investment | 39    | 292   | 331    | 38    | 58    | 96    | △235    |        |
|                   | Depreciation       | 114   | 122   | 235    | 117   | 117   | 235   | △1      |        |
|                   | No. of Personnel   | 200   | 188   | 188    | 173   | 186   | 186   | △2      |        |

|                                |        |        |        |        |        |        |     |  |  |
|--------------------------------|--------|--------|--------|--------|--------|--------|-----|--|--|
| Elimination of Inter-seg sales | △1,234 | △1,175 | △2,409 | △1,091 | △1,196 | △2,287 | 122 |  |  |
|--------------------------------|--------|--------|--------|--------|--------|--------|-----|--|--|

|              |                    |         |         |         |         |         |         |         |        |
|--------------|--------------------|---------|---------|---------|---------|---------|---------|---------|--------|
| Consolidated | External sales     | 342,029 | 327,453 | 669,482 | 308,364 | 318,451 | 626,815 | △42,667 | △6.4%  |
|              | Inter-seg sales    | —       | —       | —       | —       | —       | —       | —       |        |
|              | Net sales          | 342,029 | 327,453 | 669,482 | 308,364 | 318,451 | 626,815 | △42,667 |        |
|              | Operating Income   | 14,040  | 9,100   | 23,140  | 2,164   | 9,864   | 12,028  | △11,112 | △48.0% |
|              | Profit Margin      | 4.1%    | 2.8%    | 3.5%    | 0.7%    | 3.1%    | 1.9%    | △ 1.5pt |        |
|              | Capital Investment | 34,403  | 35,715  | 70,118  | 27,963  | 19,706  | 47,669  | △22,449 |        |
|              | Depreciation       | 22,701  | 24,147  | 46,848  | 21,698  | 21,603  | 43,300  | △3,547  |        |
|              | No. of Personnel   | 43,636  | 42,251  | 42,251  | 41,897  | 40,492  | 40,492  | △1,759  |        |

Note: The above forecasts are based on currently available information. Actual performance may differ substantially from these forecasts due to various factors.

: Year-on-year change of number of personnel is calculated by comparing with a previous term.

The guidance for the fiscal year ending March 31, 2021 is yet to be determined at this stage as it is difficult to predict a future performance rationally due to the outbreak of COVID-19.



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