

## Highlights of consolidated financial results

### Summary of operating results for the fiscal year ended March 2020

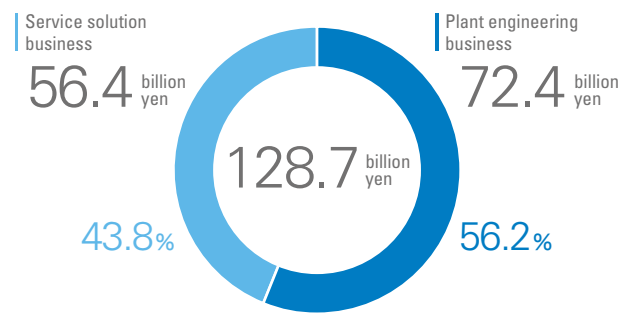
#### Profit and loss

■ For the year ended March 2020, the second year of the “Mid-Term Management Plan 2020”, in addition to contributions from sales of projects with long delivery periods that had already been ordered and increases in completed projects of highly profitable construction, we achieved increases in operating profit, ordinary profit, and net profit after implementing strategic development investments for the future.

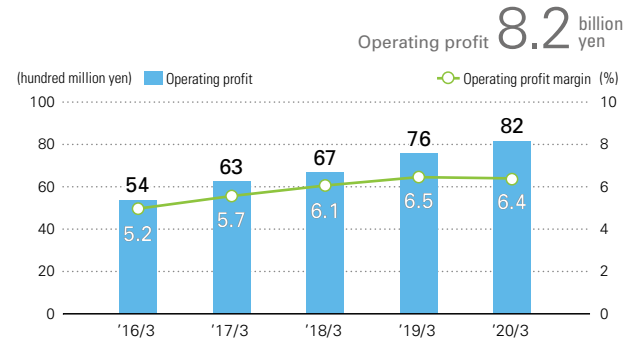
#### Financial

■ The acquisition of the Company’s shares held by NGK Insulators, Ltd., and Fuji Electric Co., Ltd., through tender offers in November 2019 led to a decline in net assets for the fiscal year ended March 2020, but the equity ratio remains high.  
 ■ “Current earnings per share”, which is an indicator for profitability and growth analysis, has been showing an increasing trend. “Book value per share”, which indicates stability, continues to increase as well.

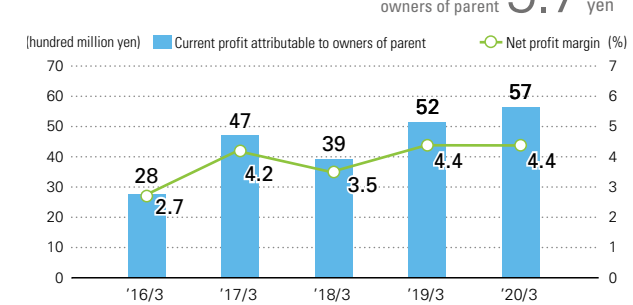
#### Sales composition (FY ended March 2020)



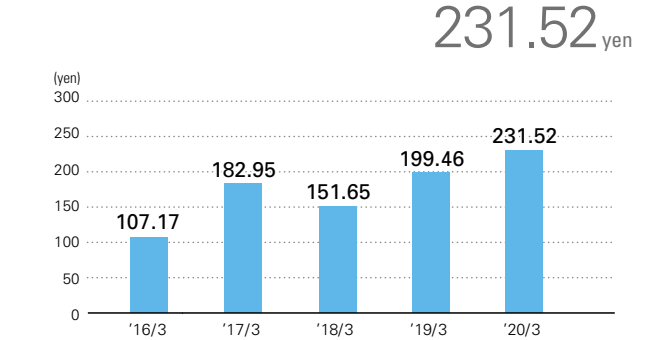
#### Operating profit / Operating profit margin



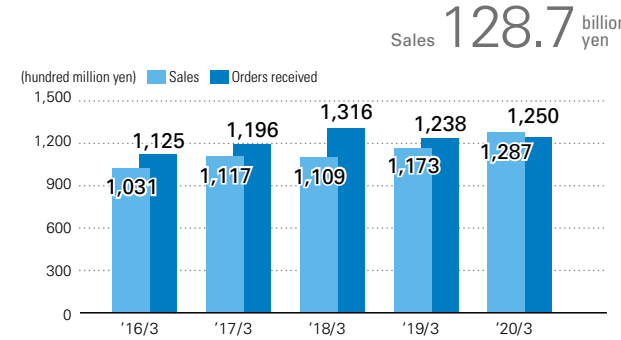
#### Current profit attributable to owners of parent / Net profit margin



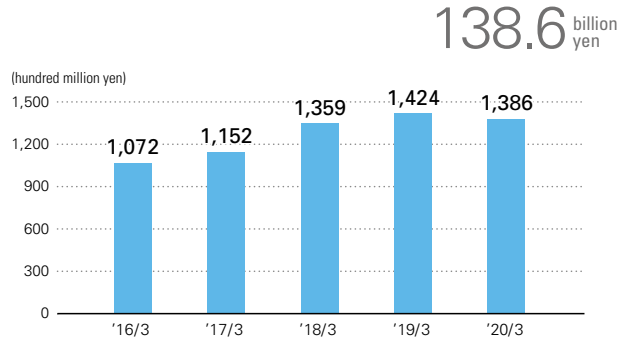
#### Current earnings per share



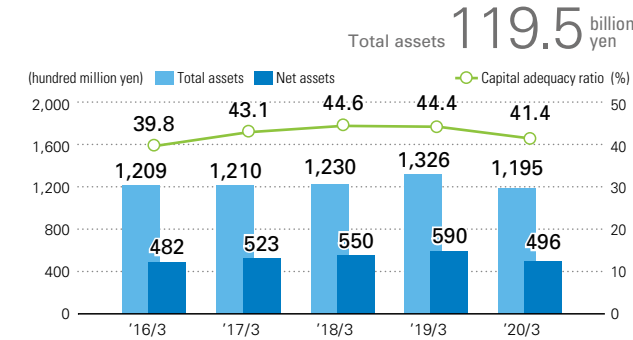
#### Sales / Orders received



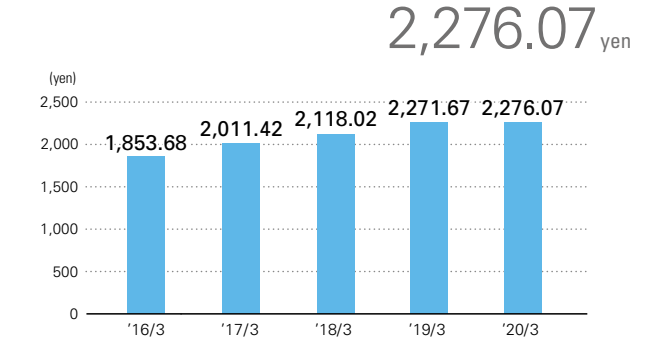
#### Order backlog



#### Total assets / Net assets / Capital adequacy ratio

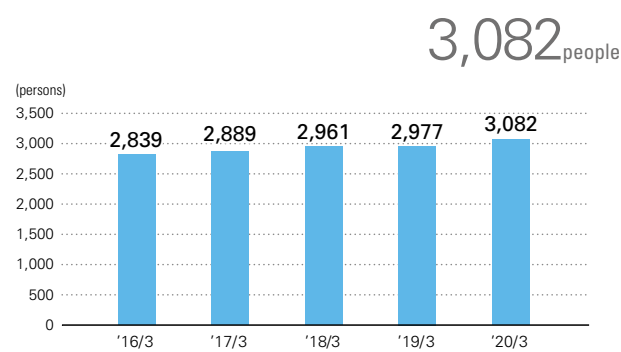


#### Book value per share

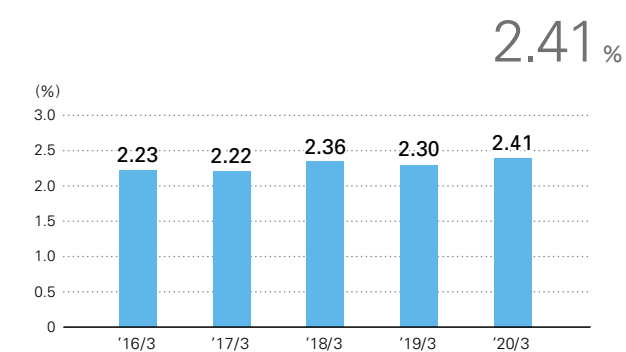


## Consolidated non-financial highlights

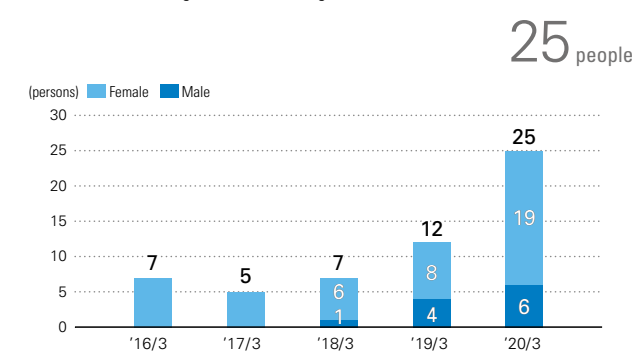
#### Number of employees



#### Percentage of employees with disabilities (non-consolidated)



#### Number of employees taking childcare leave



#### Number of participants in social contribution activities / Number of social contribution activities

