

# Daiwa Japan Conference 2020

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September 15,16, 2020

**MEITEC CORPORATION**

President and CEO, COO  
MEITEC Group CEO

Hideyo Kokubun

## Disclaimer regarding forward-looking statements

Earnings forecasts and other forward-looking statements in this release are based on data currently available to management and certain assumptions that management believes are reasonable.

Actual results may therefore differ materially from these statements for various reasons.

Some important factors that might have an effect on business performance pertain to Business Risks stated in the Company's annual securities report and other information already released, but factors influencing business performance are not limited to those released.

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### TOP Message

The Meitec Group aims to cater to as many corporate clients and engineers as possible to realize more inspiring and enjoyable job opportunities and placements.

Hideyo Kokubun  
President and CEO, COO  
MEITEC Group CEO

國分秀世



## ***Engineering Firm at The Core***

We are a group of engineers that plays a core role in manufacturing through its “People and Technology.”

We would like to be a group that creates affluent “Career Style of Engineer” to engineers, reaching the stage where our clients call us their truly, indispensable “Best Partner.”

We have developed a new era by people and technology up until now. Taking pride in that achievement, we will remain a group that plays a core role in both the engineer recruiting market, labor market and the market of design and development operations.



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## ***Engineering Firm***

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“Engineering Firm” in our description means that all the members of the Meitec Group belong to a group of engineering professionals who improve each other and keep growing with the spirit of “independence and mutual support.”

## ***The Core***

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The Core in how we see ourselves means that we are a group of companies that produces “important and indispensable” value for the technological innovation of manufacturers.

The Core in how we see ourselves also means that we are a group of companies that is able to offer an “important and indispensable” way of working, as engineers who consider their profession as the core of society.

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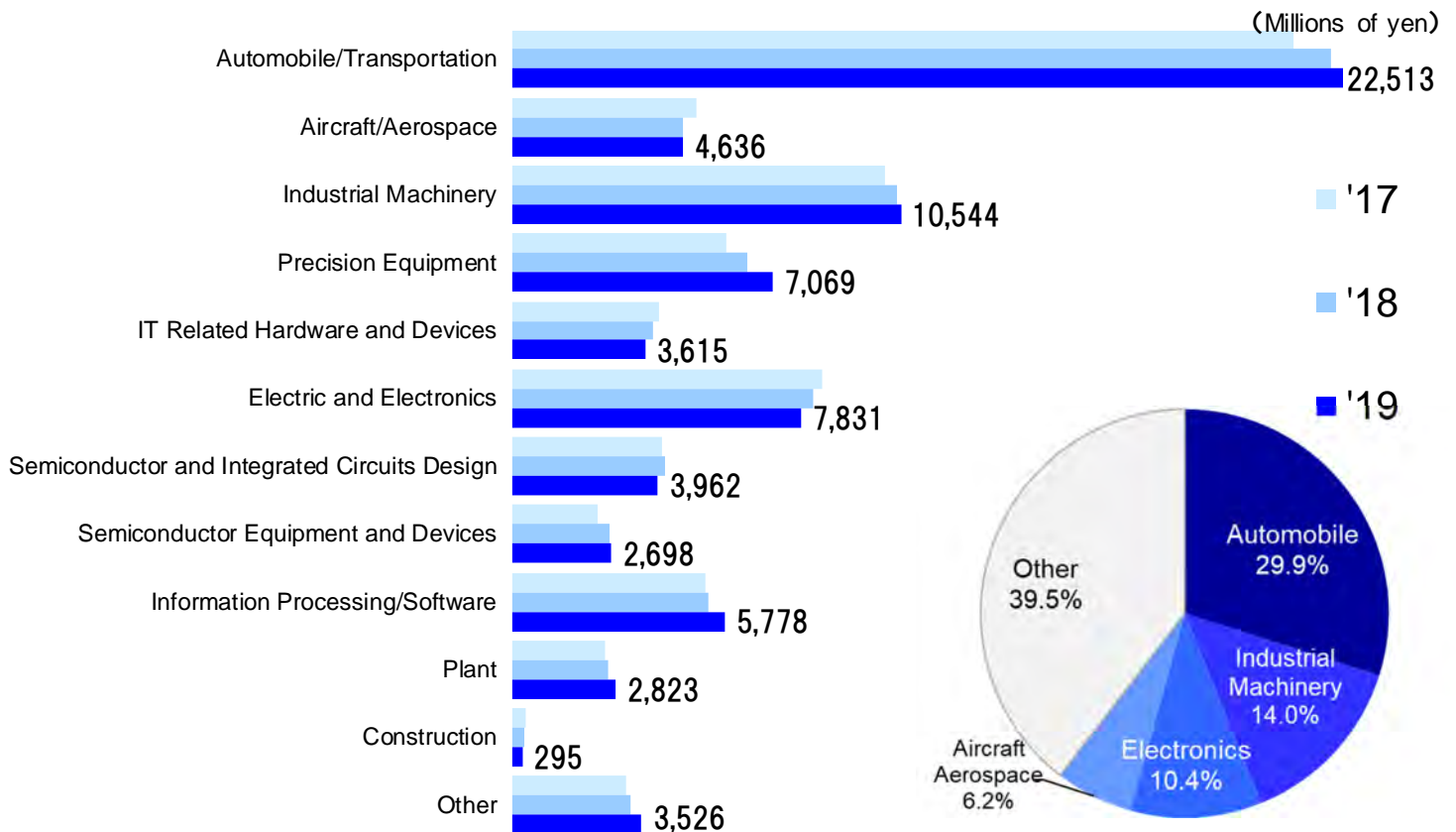
# Top 10 Clients by Sales (Meitec)

✓ Due to confidentiality reasons we refrain from disclosing matters and specific figures related to clients (individual companies) (Millions of yen)

FY2014			FY2018			FY2019		
1	Mitsubishi Heavy Industries		1	Denso		1	Mitsubishi Heavy Industries	
2	Canon		2	Mitsubishi Heavy Industries		2	Denso	
3	Denso		3	Panasonic		3	Sony Semiconductor Solutions	
4	Panasonic		4	Toyota Motor		4	Panasonic	
5	Toyota Motor		5	Sony Semiconductor Solutions		5	Toyota Motor	
6	Nikon		6	Canon		6	Nikon	
7	Kawasaki Heavy Industries		7	Nikon		7	Denso Ten	
8	Omron		8	Honda R&D		8	Canon	
9	Sony		9	Olympus		9	Nippon Steel	
10	Toshiba		10	Omron		10	Subaru	
Top 10 Total	17,170	26.5%	Top 10 Total	17,910	24.2%	Top 10 Total	17,720	23.5%
Top 20 Total	23,690	36.6%	Top 20 Total	25,607	34.6%	Top 20 Total	26,048	34.6%
Others	40,984	63.4%	Others	48,430	65.4%	Others	49,249	65.4%
Total	64,675	100.0%	Total	74,036	100.0%	Total	75,297	100.0%

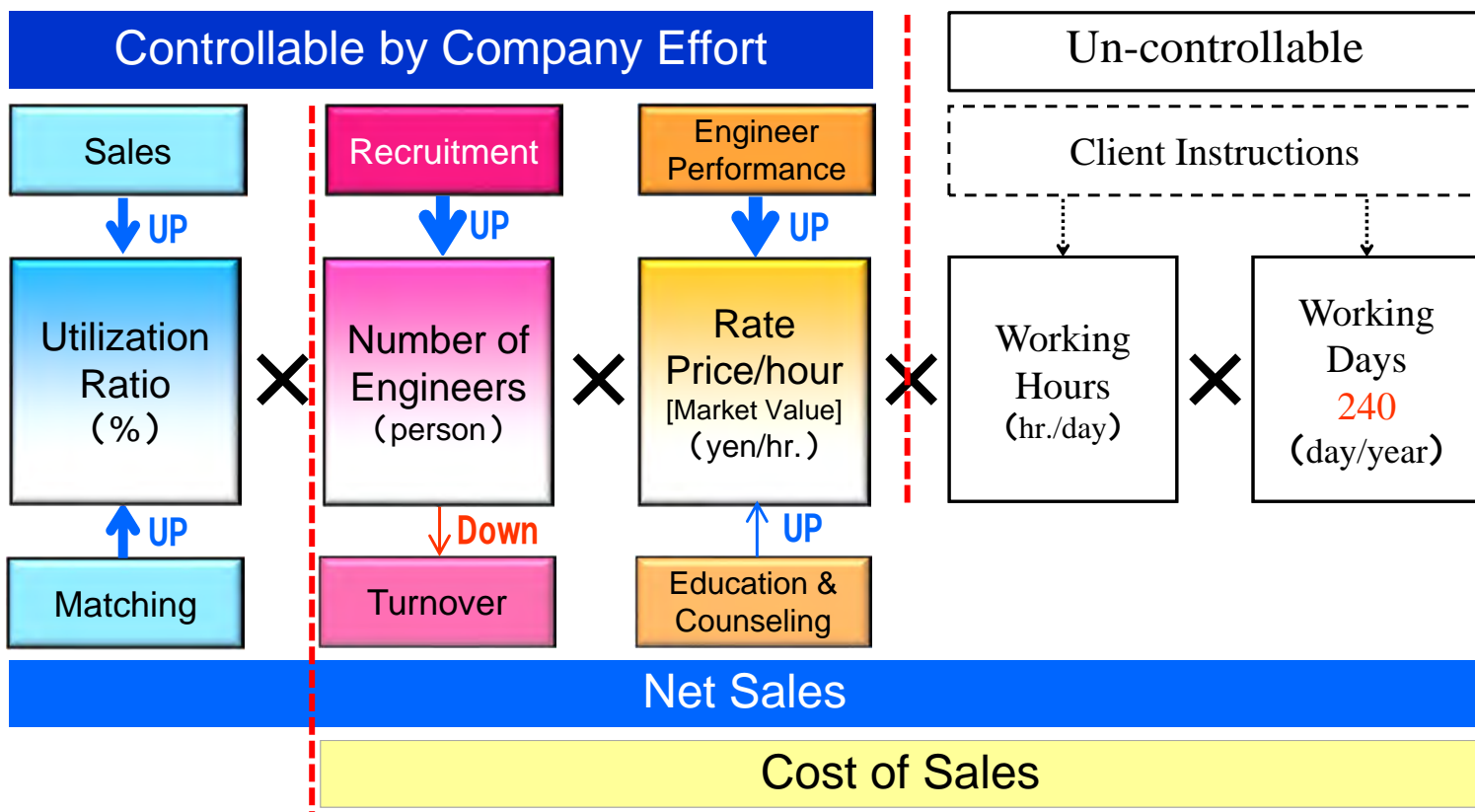
# Sales by the Industrial Segments (Meitec)

✓ Due to confidentiality reasons we refrain from disclosing the breakdown and outlook for specific clients (individual companies) (figures are stated in Reference Materials)



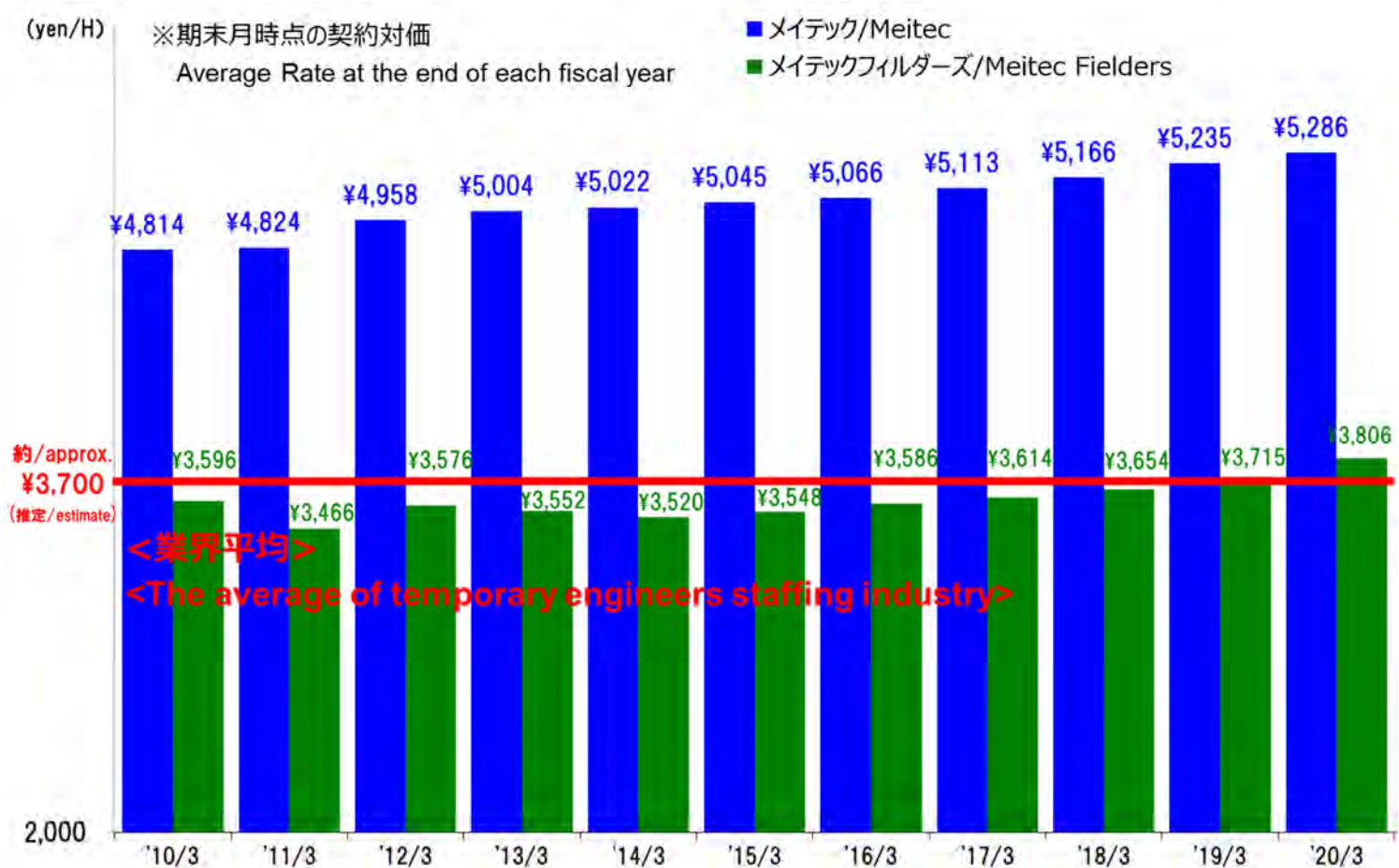
# Sales and Cost (Dispatch-type)

- ✓ Increasing the number of engineers and sustaining and improving the high "utilization ratio and prices" are the key to a growth.



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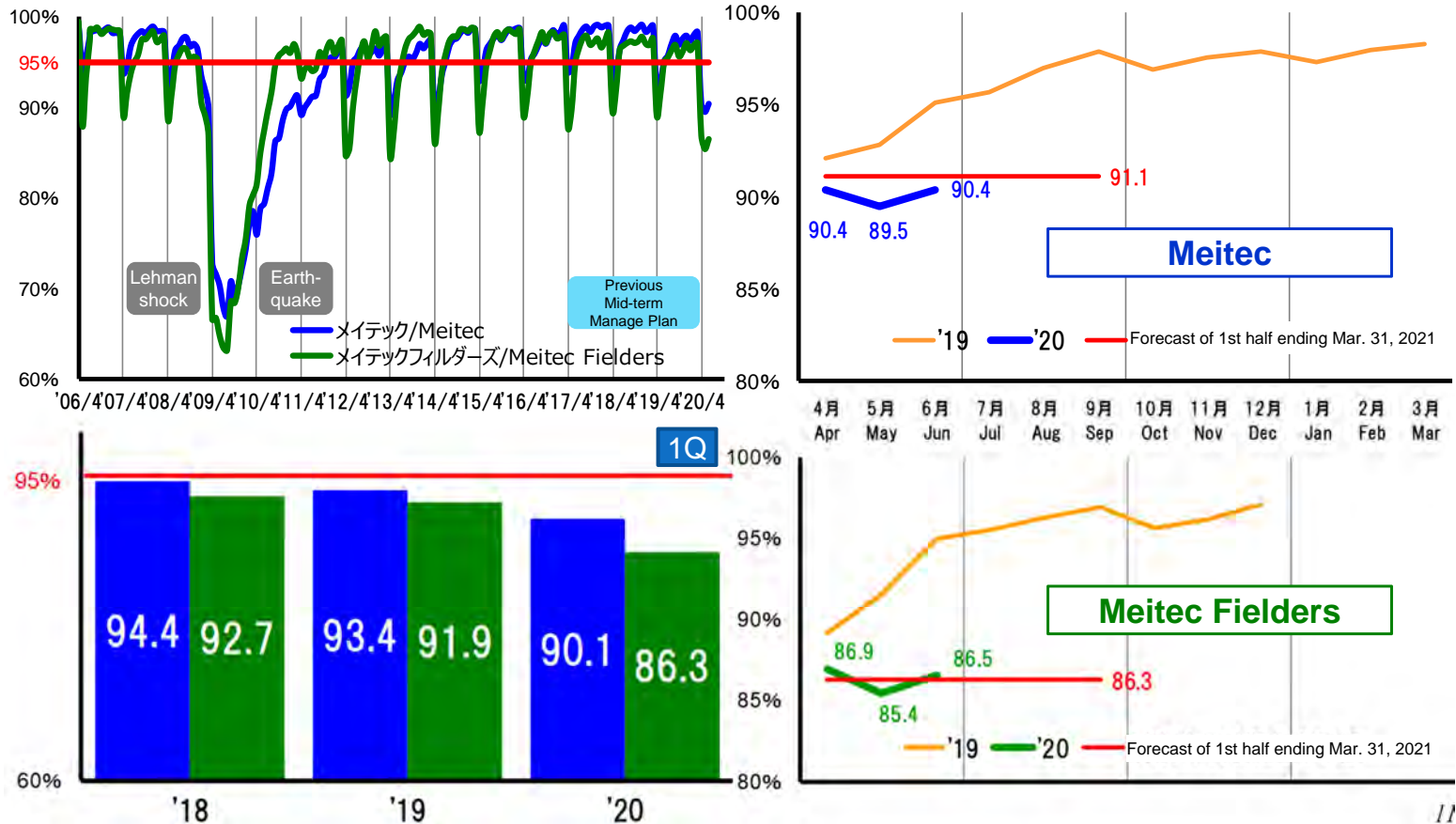
## Trend in Average Rate = (Market Value)



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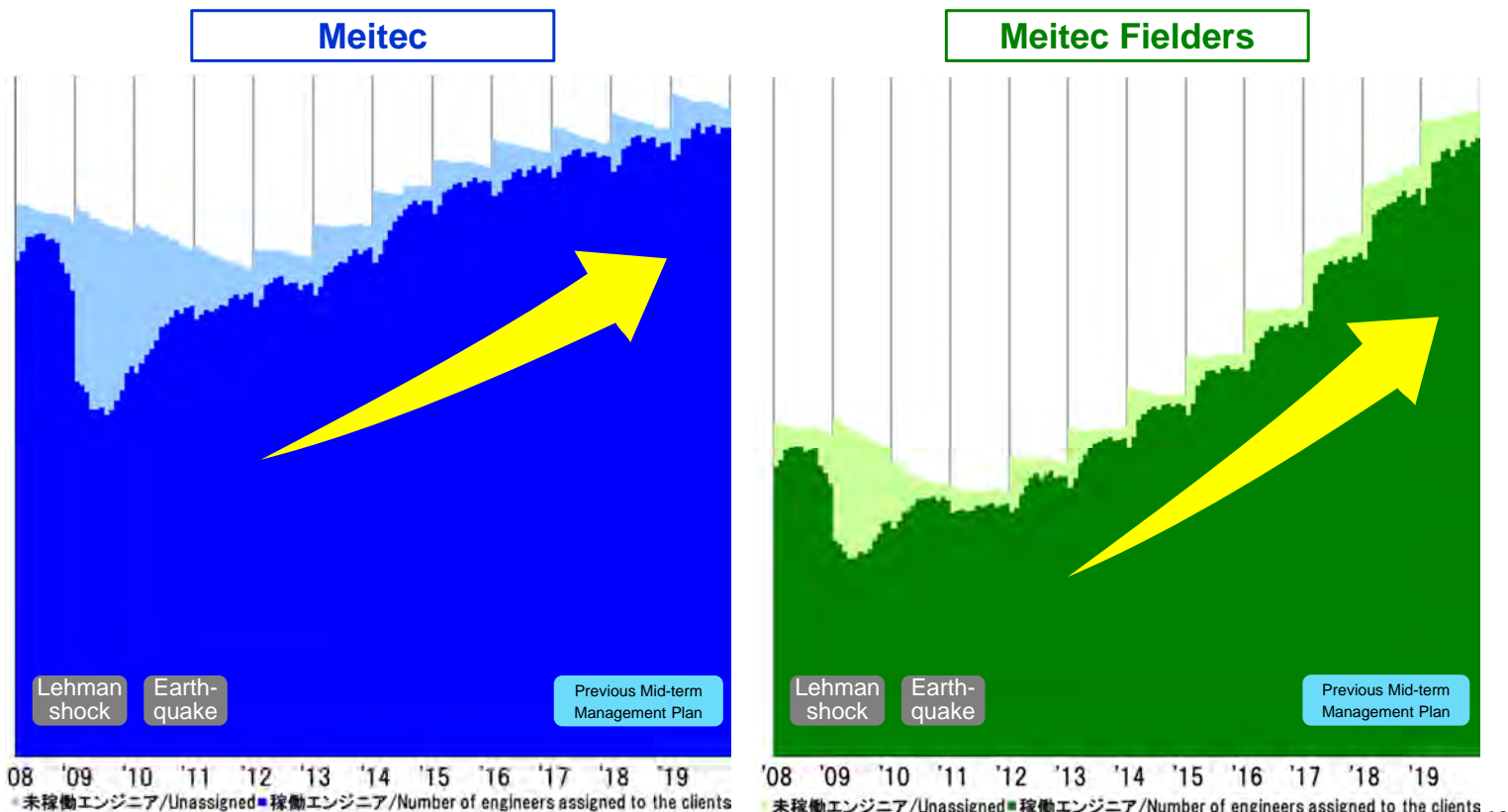
# Utilization Ratio

✓ Utilization ratio fell ⇒ Due to the fact that the assignment of new employees was delayed much more than normal years, as well as the harsh order environment.

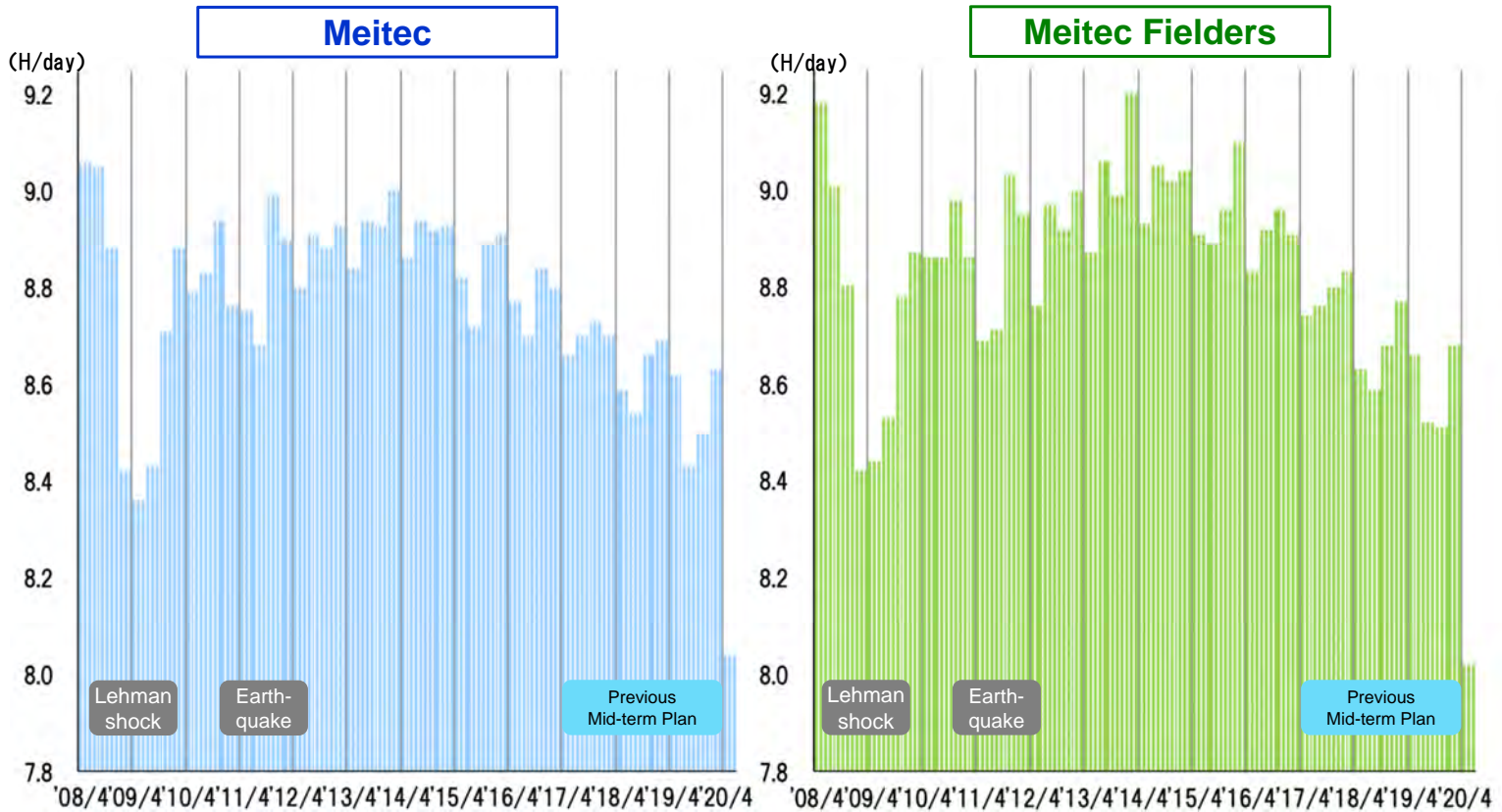


# Number of Engineers Assigned to the Clients (Key factor of Sales)

✓ The number of engineers assigned to clients has steadily risen due to the combination of an “increase in the number of engineer” by aggressive recruitment and the “maintenance of high utilization ratio” by obtaining orders and early assignment.



- ✓ Working hours decreased ⇒ Due to the fact that with requests for refraining from going out at night, etc., clients' reduction of overtime hours was enhanced.

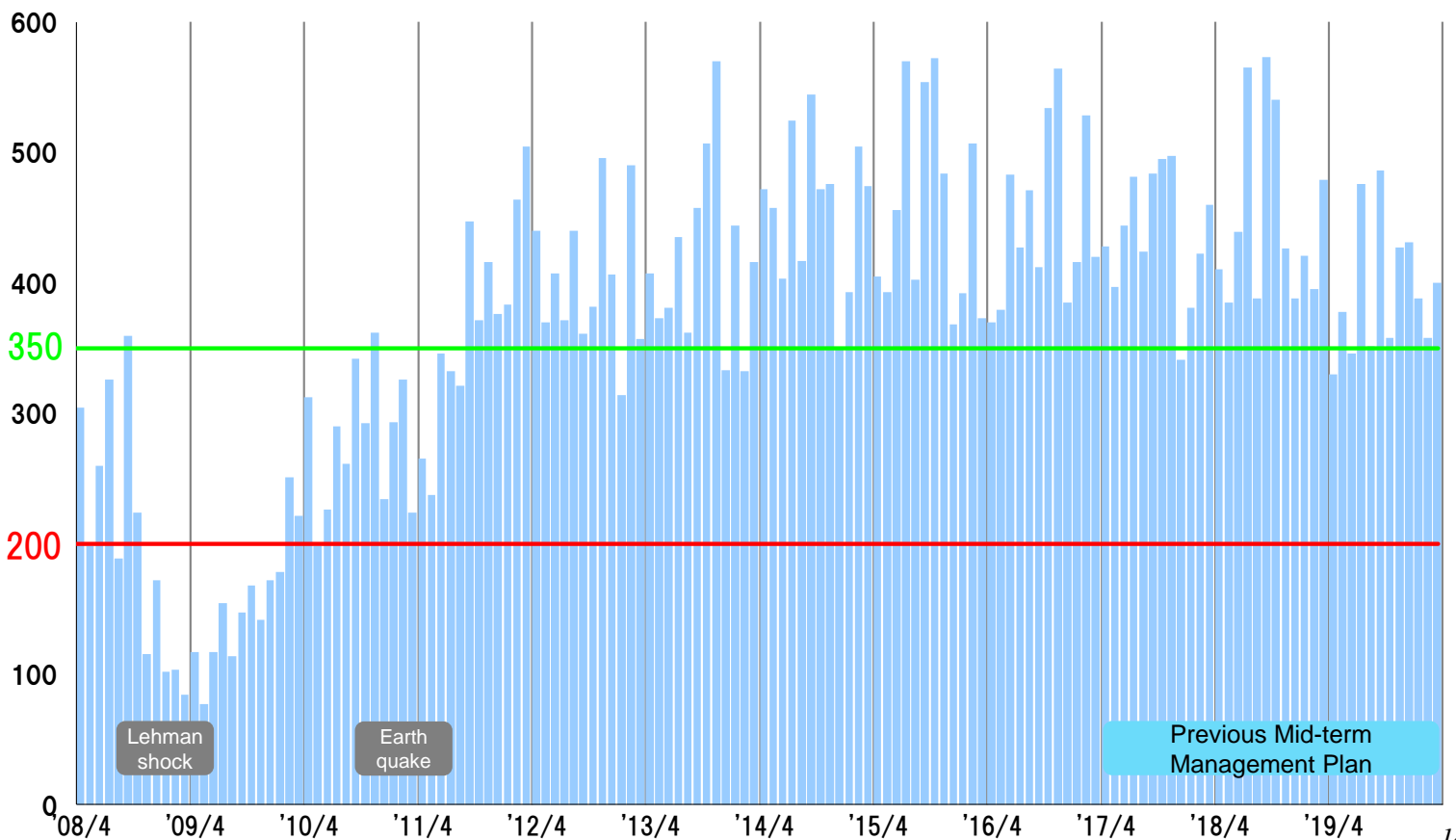


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## Trend in New Orders by Month (Meitec)

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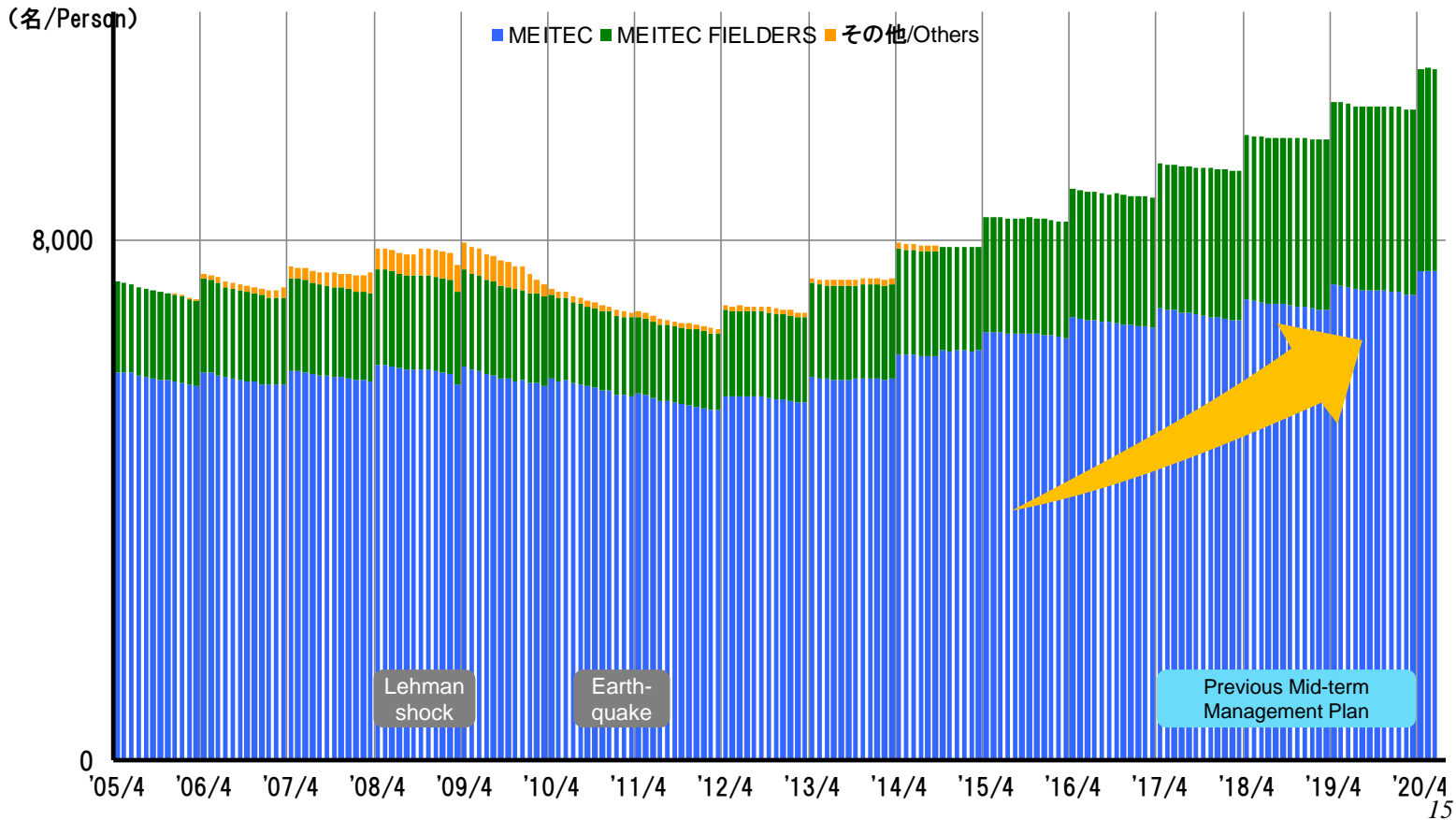
- ✓ New orders at Meitec remain at a level above 350 orders per month



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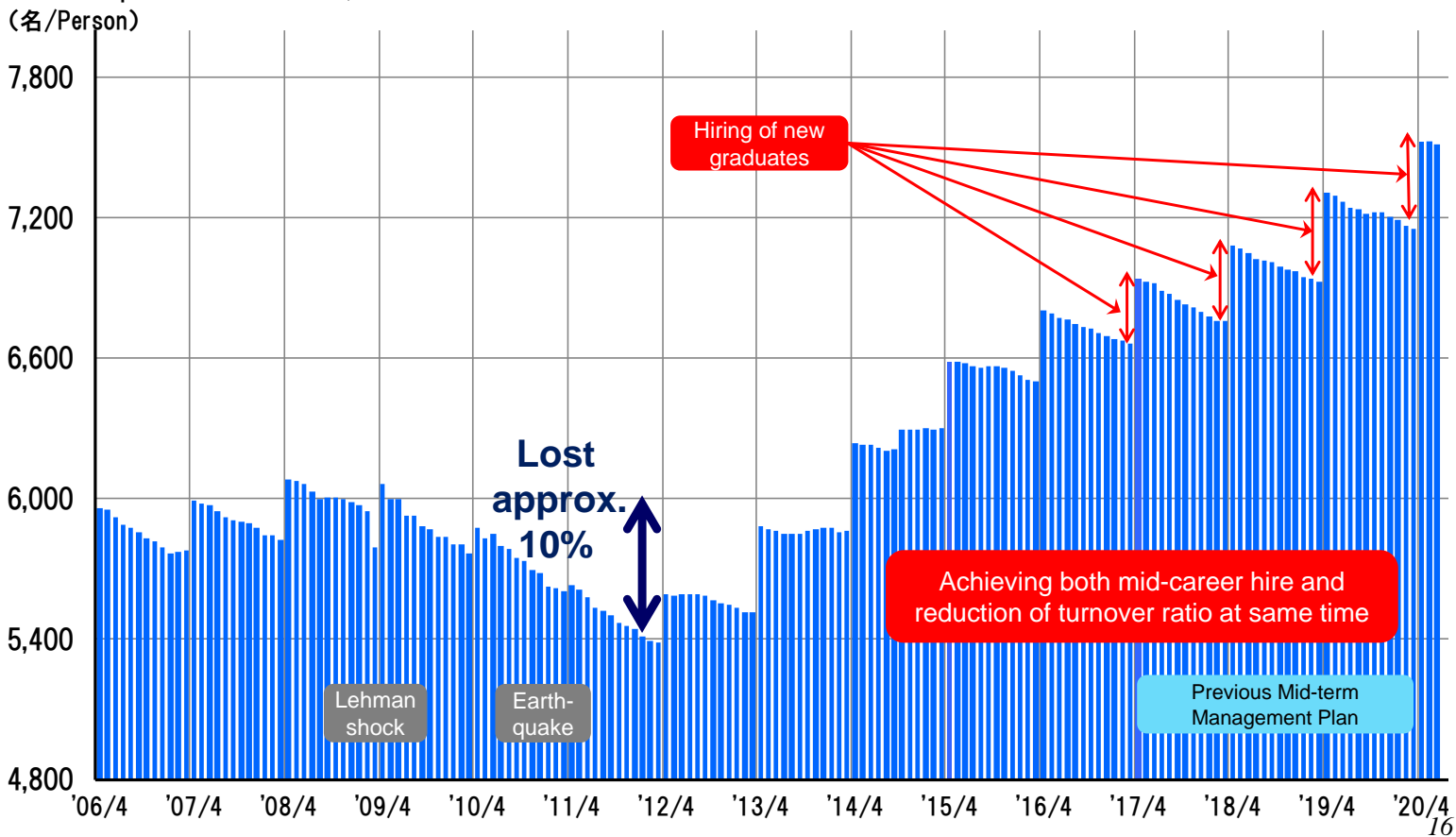
# Number of Engineers (Group Consolidated)

✓ The number of engineers as of June 30, 2020 was 10,628, an increase of 545 engineers, or 5.4%, compared to June 30, 2019.



# Number of Engineers (Meitec)

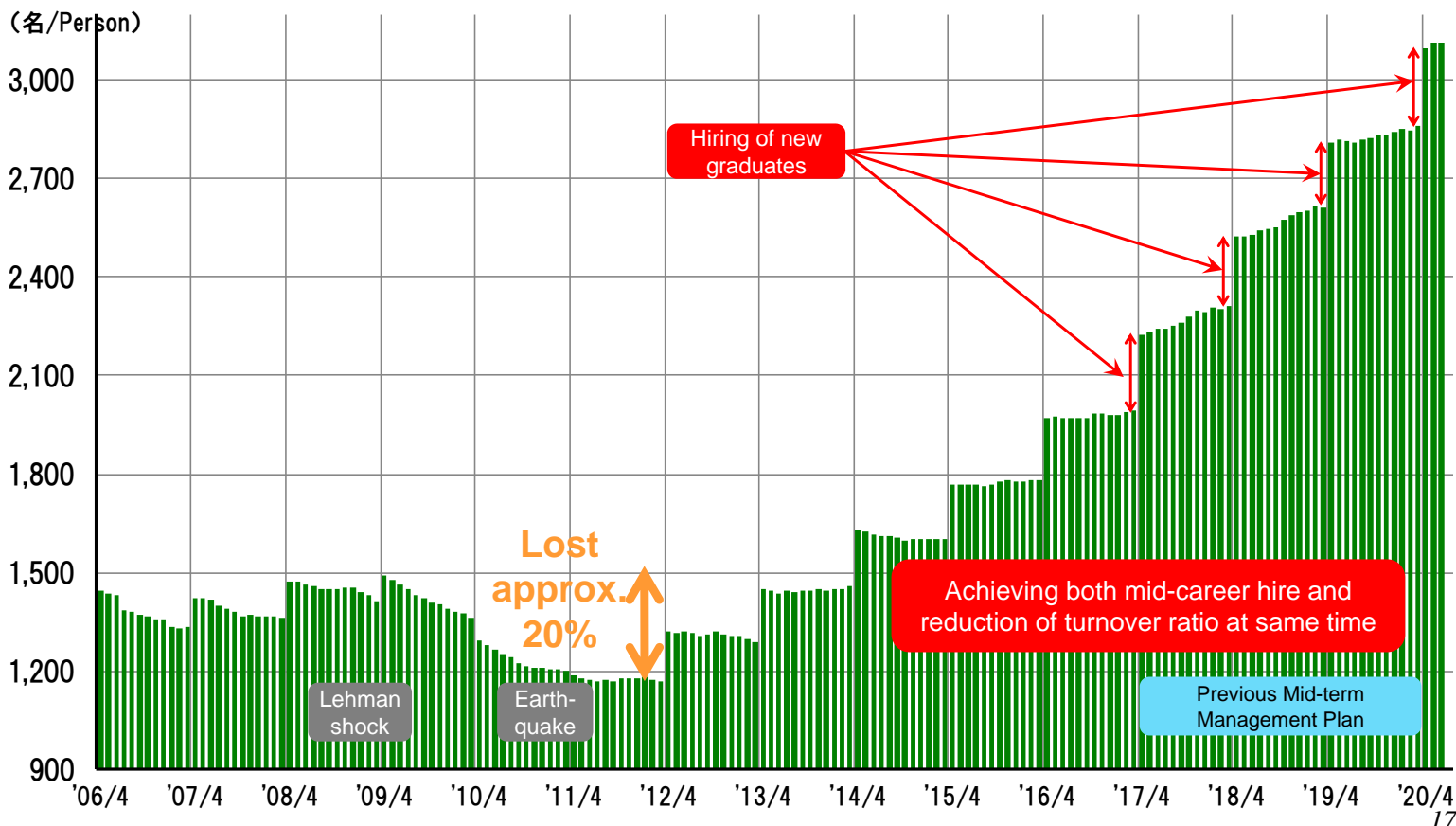
✓ The number of engineers as of June 30, 2020 was 7,512, an increase of 244 engineers, or 3.4%, compared to June 30, 2019.





# Number of Engineers (Meitec Fielders)

- ✓ The number of engineers as of June 30, 2020 was 3,116, an increase of 301 engineers, or 10.7%, compared to June 30, 2019.



## Status of Recruitment for the Fiscal Year Ended March 31, 2020

Re-posted

### Mid-career (FY 2020/3)

- Despite the outbreak of the novel coronavirus (COVID-19) from the beginning of the year, with no end in sight to corporate demand for hiring engineers among manufacturers and others, the hiring environment remains challenging.
- ✓ We will continue our hiring activities while maintaining our hiring standards.
- ✓ As a result of focusing on forming the preliminary candidate group by having people understand the fact that our business continually generates lifetime professional engineers, the number of mid-career hires was 209, 39 more than the initial forecast, for Meitec. For Meitec Fielders, it was 308, 28 more than the initial forecast.

### New Graduates (Joined April 2020)

- With the challenging hiring environment made tougher by companies' rising eagerness to hire new graduates, we focused on the trends of the new-graduate generation and progressed our hiring activities while maintaining our hiring standards.
- ✓ Applicants are narrowing down the sectors they pursue earlier than before, and their preference to work locally remains strong. So it has been difficult to encourage applicants to join the Group.
- ✓ The number of the new graduates hired was 399, 21 less the initial forecast, for Meitec. On the other hand, it was 217, 23 less the initial forecast, for Meitec Fielders.

(person)	Fiscal Year Ended March 31, 2020								Fiscal Year Ending March 31, 2021				
	New Graduates April 2019	Mid-career					Total	YoY	New Graduates April 2020				
		Initial Forecast	11/7/19 Revised Forecast	To Initial Forecast	To 11/7/19 Revised Forecast	Initial Forecast			11/7/19 Expected Number	To Initial Forecast	YoY		
Meitec	418	170	180	209	+39	+29	627	+107	420	403	399	(21)	(19)
Meitec Fielders	198	280	300	308	+28	+8	506	(18)	240	225	217	(23)	+19
Total	616	450	480	517	+67	+37	1,133	+89	660	628	616	(44)	—
Comparison to previous year	+56	(34)	(4)	+33			+89		To 11/7/19 Revised Forecast		(12)		

## 2. New Mid-term Management Plan [3 years]

### Disclaimer regarding the description of the medium-term management plan

1. The quantitative goals in this document, which disclose the medium-term management plan, differ from the performance forecasts.  
The impact of COVID-19 (Novel Coronavirus) expansion and long-term concerns on business performance is not reflected.
2. The quantitative goals and other information in this document merely show medium- to long-term strategies based on the strong will of the management team. The company is not obligated to update such information.
3. Please see the disclosures in the Consolidated Financial Results for the official earnings forecast, based on the rules of Stock Exchange, Inc.

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## New Mid-term Management Plan

The Transformation

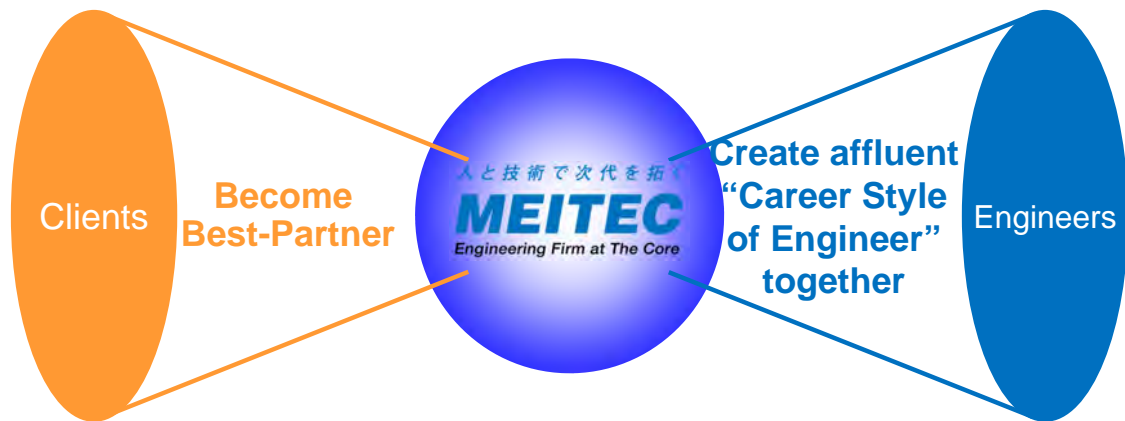
Mid-term Management Plan of Meitec Group [2020 – 2022]

# The Transformation

The Group will “**Transform the business model**” not with the current extension line, but by itself, in line with the changes and evolution of society and clients, pursue high added value as a unified group maintaining the quality cultivated up until now, and transform into a company that is “**The Only One.**”

# Further “increase the level of satisfaction” of clients and engineers

“increase the level of satisfaction”



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## Commitment for solving social issues (SDGs)



### Engineering Firm at The Core

We are a group of engineers that plays a core role in manufacturing through its “People and Technology.”

Environment	Social	Governance
 <ul style="list-style-type: none"> <li>Contribute to solving environmental, energy, etc. issues by promoting technological innovation</li> <li>Contribute to the industry and economic growth by promoting technological innovation and innovation</li> </ul>	 <p>Contribute to sustainable economic growth through creating a Professional Labor Market</p>	 <p>Promote higher technical education and lifelong learning</p>  <p>Provide fair “opportunities and placement” regardless of nationality, gender or age</p>  <p>Ensure full compliance with the Employee Code of Conduct in the Group’s Basic Policy Regarding Corporate Governance</p>

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FY2022 Mid-term Management Plan	Group Consolidated	billion yen		
		Engineering Solutions Business		Recruiting&Placement Business for Engineers
		Meitec	Meitec Fielders	
Net Sales	135.0	90.0	40.0	2.5
Operating Profit	18.0	13.5	3.6	0.8
Margin	13%	15%	9%	32%
Profit	12.0	<p style="color: red;">Page19 : Disclaimer regarding the description of the medium-term management plan</p> <p>The quantitative goals and other information in this document merely show medium- to long-term strategies based on the strong will of the management team.</p>		
ROE	25% or more			

## Basic policy and priority measures

Transform the business model by pursuing high added value as a unified group

Basic Policy	Sales Expansion		Improving Profit Margin
	Profit Enhancement		
Priority measures	<p>✓ Providing the Prime engineering solutions</p> <p>Directly under the control of top management the Prime engineering solutions of</p> <ul style="list-style-type: none"> <li>*Create a group of engineers</li> <li>*Build a technical sales team</li> </ul>	<p>✓ Greatly increase digitization of design and development</p> <p>*Accelerate Quantitative expansion and digitization and transition to growth areas</p> <p>*Innovate systems and standards to make swift decisions</p>	<p>✓ Transfer authority to region (area/block)</p> <p>*Improve efficiency by promoting standerdization of operations</p> <p>*Redefine operational requirements</p> <p>*Promoting digitization</p>

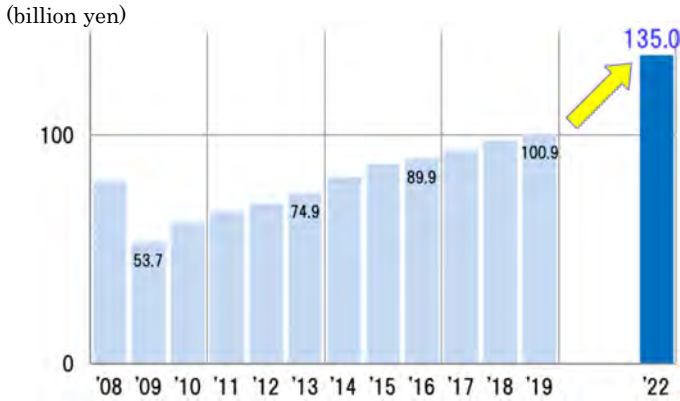
# Performance goals

See page 19: Disclaimer regarding the description of the medium-term management plan

Re-posted

The Transformation

## Consolidated net sales



## Consolidated operating profit and operating profit margins



## Consolidated profit and margins



## Consolidated ROE



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# Performance goals

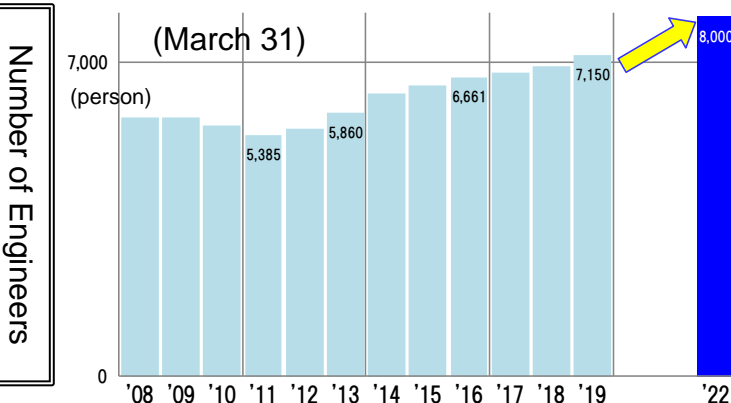
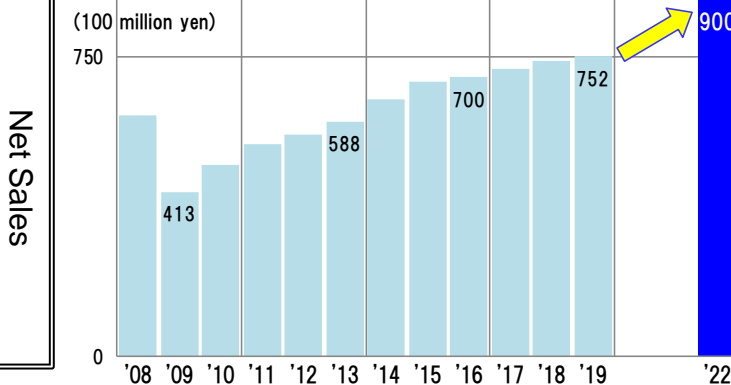
See page 19: Disclaimer regarding the description of the medium-term management plan

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The Transformation

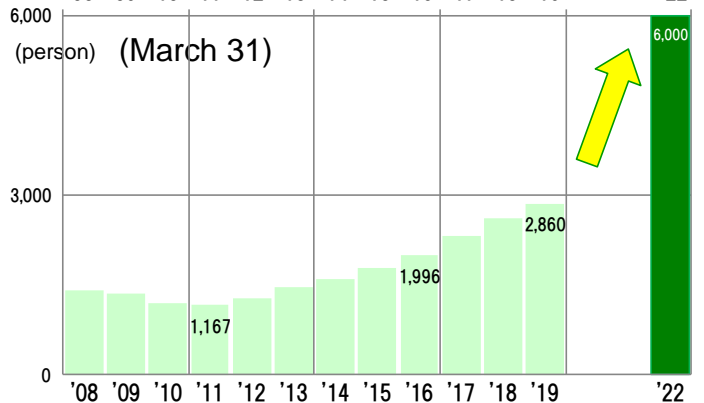
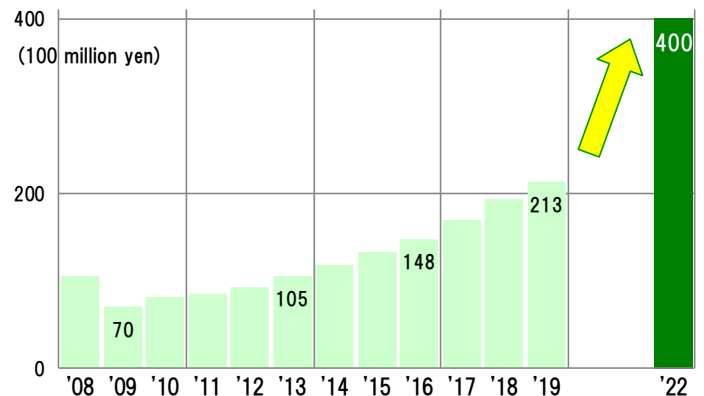
## Meitec

Transform the business model by pursuing high added value  
<Sell Core Technologies>



## Meitec Fielders

Aiming to be No. 1 in the Midrange Zone, strive to increase speed (expansion, transfer, decision)



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# Forecast for the Fiscal Year Ending March 31, 2021 (Group Consolidated)

- ✓ Due to the uncertain future, the full-year earnings forecast has been postponed and the reasonably estimated up to the second quarter cumulative earnings forecast is announced.
- ✓ Continue to actively hire to achieve the medium-term plan and achieve sustainable growth.
- ✓ Expect a delay in assigning new employees compared with the previous term, and expect a decrease from the previous term from the second quarter

(Fractions of one million yen are rounded down)	Forecast FY ending March 31, 2021	Forecast 1st half ending Sept.30, 2020	YoY Amount	% Change	% Change		
					1Q	2Q	1st half
Net sales	non-disclosure	49,600	+22	+0.0%	+4.4%	(4.1%)	+0.0%
Cost of sales		37,100	+638	+1.8%			
SG&A Expenses		7,900	+786	+11.1%			
Operating profit		4,600	(1,403)	(23.4%)	+5.2%	(44.7%)	(23.4%)
Operating profit margins		9.3%	(2.8%)				
Ordinary profit		4,600	(1,420)	(23.6%)			
Profit attributable to owners of parent		3,000	(970)	(24.5%)			
Earnings per Share	non-disclosure	108.69	(34.22)				

Re-posted

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# Forecast for the Fiscal Year Ending March 31, 2021 (Meitec)

Re-posted

- ✓ While uncertain about the future, we will continue to actively hire to achieve the medium-term plan and achieve sustainable growth
- ✓ Expect a delay in new employee assignments compared to normal times, and expect a decrease from the previous quarter from the second quarter

(Fractions of one million yen are rounded down)	Forecast FY ending March 31, 2021	YoY Amount	Forecast 1st half ending Sept.30, 2020	YoY Amount	% Change	% Change		
						1Q	2Q	1st half
Net sales	non-disclosure		36,500	(476)	(1.3%)	+2.9%	(5.3%)	(1.3%)
Cost of sales		27,600	+292	+1.1%				
Cost of sales to Net sales		75.6%	+1.8%					
SG&A Expenses		5,200	+292	+6.0%				
Operating profit		3,700	(1,062)	(22.3%)	+1.3%	(40.5%)	(22.3%)	
Operating profit margins		10.1%	(2.8%)					
Ordinary profit		4,600	(1,061)	(18.7%)				
Profit	3,200	(797)	(19.9%)					
Utilization ratio (Company-wide)	non-disclosure		91.1%	(4.0%)				
Working Hours<h/day>		8.52	—					
Number of Recruitment	619	(8)						
Newly graduated	399	(19)						
Mid-career	In-house target 220	+11						
Turnover Ratio	5.1%	(0.4%)						
			Target of the New Graduates to be hired for April 2021	To Apr. 2020				
			450	+51				

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# Forecast for the Fiscal Year Ending March 31, 2021 (Meitec Fielders)

- ✓ Aiming to achieve high targets in the medium-term plan, the policy is to further accelerate active hiring.
- ✓ Expected to be year on year negative from 2Q due to new employee posting delays and increased mid-career hires

(Fractions of one million yen are rounded down)	Forecast FY ending March 31, 2021	YoY Amount	Forecast 1st half ending Sept.30, 2020	YoY Amount	% Change	% Change		
						1Q	2Q	1st half
Net sales	non-disclosure		10,600	+160	+1.5%	+7.8%	(4.5%)	+1.5%
Cost of sales			8,300	+204	+2.5%			
Cost of sales to Net sales			78.3%	+0.8%				
SG&A Expenses			1,700	+286	+20.2%			
Operating profit			600	(330)	(35.5%)	+11.6%	(65.0%)	(35.5%)
Operating profit margins			5.7%	(3.2%)				
Ordinary profit			600	(330)	(35.5%)			
Profit			400	(244)	(37.9%)			
Utilization ratio (Company-wide)		non-disclosure		86.3%	(7.7%)			
Working Hours<h/day>				8.59	—			
Number of Recruitment	892	+386	Target of the New Graduates to be hired for April 2021		To Apr. 2020			
Newly graduated	217	+19	300		+83			
Mid-career	In-house target 675	+367						
Turnover Ratio	8.6%	(0.5%)						

Re-posted

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## Hiring Target for the Fiscal Year Ending March 31, 2021

Re-posted

### Mid-career (FY 2021/3)

- Prospects for the hiring of the Group companies remain uncertain due to the effects of COVID-19.
- ✓ As the Company's resilience is strong, we will continue hiring activities, maintaining the hiring standard, with top priority placed on ensuring applicants' safety and security.
- ✓ Bolster the ability to attract applicants by having people understand the fact that our business continually generates lifetime professional engineers

### New Graduates (Joined April 2021)

- In the continuing seller's market, companies are beginning their hiring activities earlier and competition for talent is intensifying.
- ✓ Show students the appeal of a lifetime professional engineering career through internship programs, etc.
- ✓ Continue hiring activities that value applicants' preferences, with top priority placed on ensuing applicants' safety.
  - ✗ Due to the nature of solutions provided by our engineer's involvement with the state-of-the-art technology and the latest product at the design and development department, hiring standard can not be lowered.

(person)	Fiscal Year Ending March 31, 2021					Fiscal Year Ending March 31, 2022	
	New Graduates April 2020 (Actual)	Mid-career In-house target	Comparison to Previous Year	Total In-house target	Comparison to Previous Year	New Graduates April 2021 In-house target	Comparison to Previous Year
Meitec	399	220	+11	619	(8)	450	+51
Meitec Fielders	217	675	+367	892	+386	300	+83
Total	616	895	+378	1,511	+378	750	+134

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## Results for the 1st Quarter of the Fiscal Year Ending March 31, 2021 (Group Consolidated)

- ✓ Net sales fell 2.3% year on year ⇒ Due to the effect of lower utilization ratio and shorter working hours as a result of the spread of COVID-19.
- ✓ Operating profit rose 8.2% YoY ⇒ Due to the absence of once-off recording of system costs in addition to a decrease in costs due to lower labor costs chiefly caused by shorter working hours.

(Fractions of one million yen are rounded down)	1Q ended June. 30, 2019	1Q ended June. 30, 2020	YoY Amount	% Change	Initial Forecast for 2Q, announced on May 2020	% Change
Net sales	24,333	23,764	(569)	(2.3%)	49,600	47.9%
Cost of sales	18,048	17,467	(580)	(3.2%)	37,100	
Cost of sales to Net sales	74.2%	73.5%	(0.7%)			
SG&A Expenses	3,717	3,518	(199)	(5.4%)	7,900	
Operating profit	2,567	2,778	+210	+8.2%	4,600	60.4%
Operating profit margins	10.6%	11.7%	+1.1%		9.3%	
Ordinary profit	2,576	2,786	+210	+8.2%	4,600	60.6%
Extraordinary income & loss	(1)	0	+1			
Profit before income taxes	2,574	2,786	+211	+8.2%		
Profit attributable to owners of parent	1,552	1,667	+115	+7.4%	3,000	55.6%
Profit margins	6.4%	7.0%	+0.6%			

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## Results for the 1st Quarter of the Fiscal Year Ending March 31, 2021 (Meitec)

- ✓ Net sales fell 3.4% year on year ⇒ Due to the effect of lower utilization ratio and shorter working hours as a result of the spread of COVID-19.
- ✓ Operating profit rose 6.4% YoY ⇒ Due to the absence of once-off recording of system costs in addition to a decrease in costs due to lower labor costs chiefly caused by shorter working hours.

(Fractions of one million yen are rounded down)	1Q ended June. 30, 2019	1Q ended June. 30, 2020	YoY Amount	% Change	Initial Forecast for 2Q, announced on May 2020	% Change
Net sales	18,176	17,550	(625)	(3.4%)	36,500	48.1%
Operating profit	2,073	2,206	+133	+6.4%	3,700	59.6%
Operating profit margins	11.4%	12.6%	+1.2%		10.1%	
Ordinary profit	2,962	3,141	+179	+6.0%	4,600	68.3%
Profit	2,092	2,204	+112	+5.4%	3,200	68.9%
Utilization ratio (Company-wide)	93.4%	90.1%	(3.3%)		91.1%	
Working Hours<h/day>	8.62	8.04	(0.58)	(6.7%)	8.52	
Number of Engineers	7,268	7,512	+244	+3.4%		

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## Results for the 1st Quarter of the Fiscal Year Ending March 31, 2021 (Meitec Fielders)

- ✓ Net sales rose 1.5% year on year, and operating profit was up 8.4% YoY.  
⇒ Negative impact of lower utilization ratio and shorter working hours was offset by the effect of an increase in the number of engineers assigned to clients due to a growth in the number of engineers.

(Fractions of one million yen are rounded down)	1Q ended June. 30, 2019	1Q ended June. 30, 2020	YoY Amount	% Change	Initial Forecast for 2Q, announced on May 2020	% Change
Net sales	5,101	5,179	+78	+1.5%	10,600	48.9%
Operating profit	358	388	+30	+8.4%	600	64.7%
Operating profit margins	7.0%	7.5%	+0.5%		5.7%	
Ordinary profit	358	389	+30	+8.4%	600	64.8%
Profit	247	266	+19	+7.7%	400	66.5%
Utilization ratio (Company-wide)	91.9%	86.3%	(5.6%)		86.3%	
Working Hours<h/day>	8.66	8.02	(0.64)	(7.4%)	8.59	
Number of Engineers	2,815	3,116	+301	+10.7%		

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## Results for the 1st Quarter of the Fiscal Year Ending March 31, 2021 (Group Overview)

- ✓ Sales declined year on year due to a fall in the number of job placements in the Recruiting & Placement Business for Engineers.

(Millions of yen)	Engineering Solutions Business				Recruiting & Placement Business for Engineers
	Meitec	Meitec Fielders	Meitec Cast	Meitec EX	Meitec Next
Net sales	17,550	5,179	724	46	361
YoY Amount	(625)	+78	+29	+18	(50)
% Change	(3.4%)	+1.5%	+4.2%	+64.5%	(12.2%)
Operating profit	2,206	388	68	0	120
YoY Amount	+133	+30	+22	+2	+26
% Change	+6.4%	+8.4%	+49.4%	—	+28.6%
Ordinary profit	3,141	389	68	0	120
Profit	2,204	266	46	0	82

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- ✓ Profit distribution of the New Medium-Term Management Plan follows the established policy based on adequacy of quality and quantity of capital and funds.

Revised Nov. 2018  
Revised May 2017  
Revised May 2011  
**Profit distribution policy**

1. Enhance “quality and quantity” of the shareholders’ equity
2. Balance of funds exceeds the funds necessary for business operations\* (\*3 months consolidated net sales)

**Total Return Ratio : Basically within 100%**

**Dividend**

Dividend related to performances : Equal or more than 50% of consolidated profit

Minimum Dividend : Consolidated Dividend on Equity ratio (DOE) 5%

**Treasury shares acquisition, possession and retirement**

**Acquire : Carry out as appropriate, taking the total return ratio and dividend payout ratio levels into consideration**

**Possess  
Maximum of 5% of shares issued**

**Retired  
Excess above maxim to be retired by the end of the fiscal year**

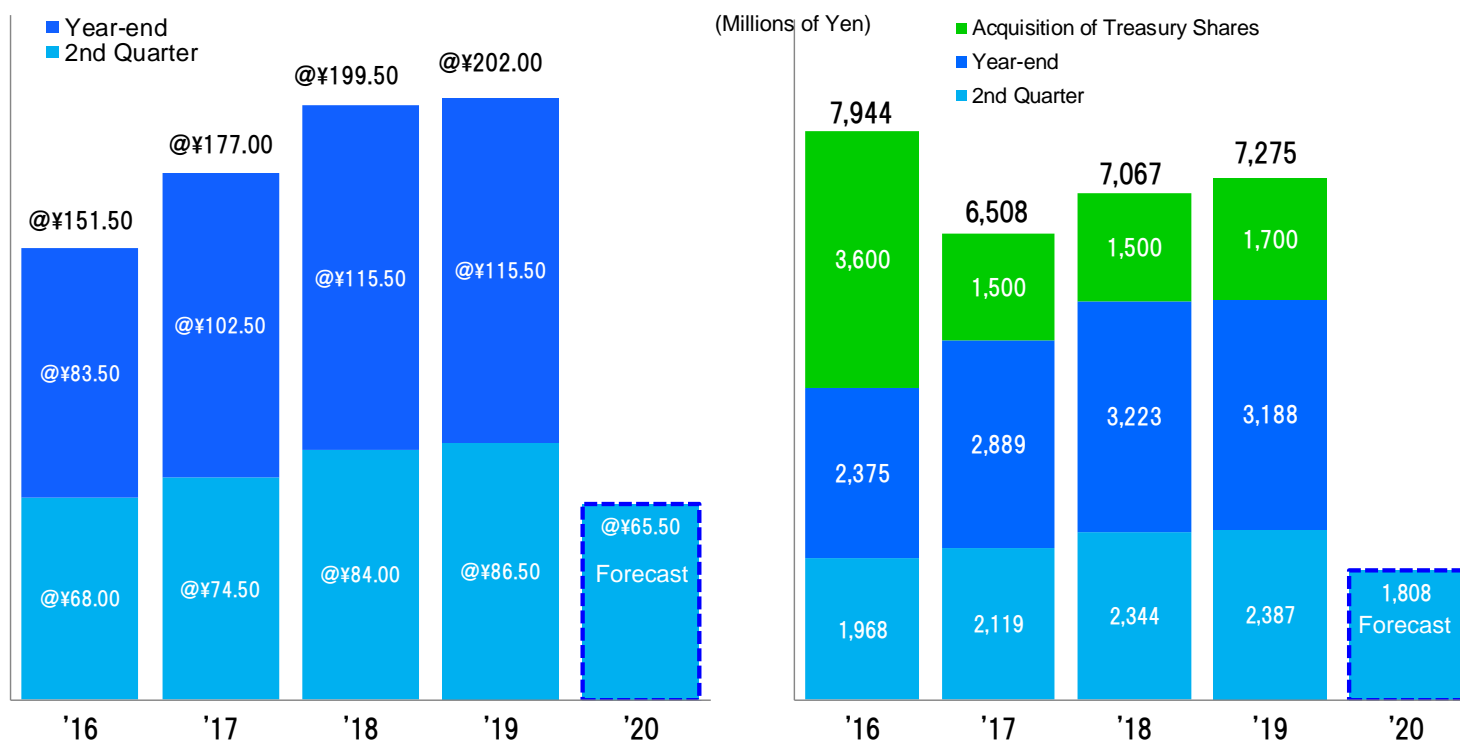
- ✓ To realize the flexible financial position, for the implementation of future growth strategies and response to the risk associated in achieving the goals of the management plan, treasury shares will be held by the company.

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## Results and Forecast of Profit Distribution

Re-posted

- ✓ The year-end dividend for FY2019 is 115.50 yen, which together with the interim dividend of 86.50 yen comes to an annual dividend of 202 yen.
- ✓ Based on the expected results up to the 2nd quarter of the announcement, a dividend payout ratio of 60%, and an interim dividend forecast of 65.50 yen.
- ✓ Purchase of treasury shares is planned within the fiscal year, but the timing is undecided



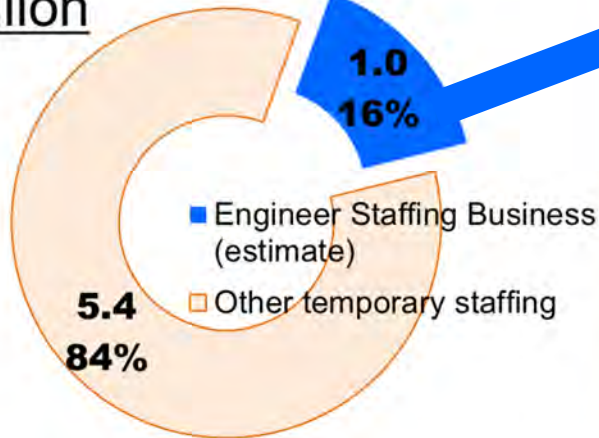
36

## 4. Reference Materials

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## Annual sales of the Temporary Staffing Market (FY2018)

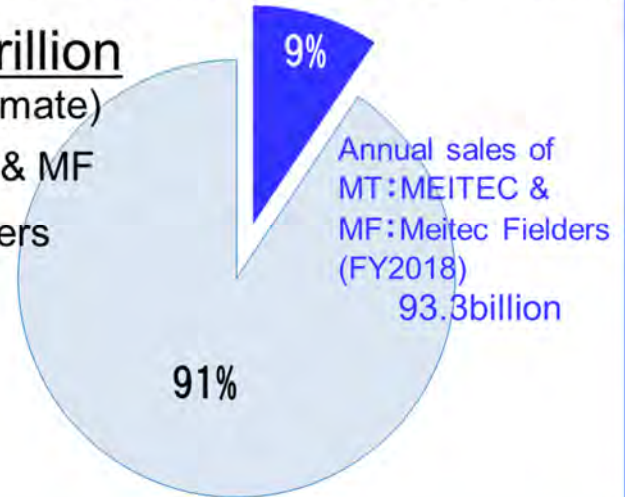
6.4trillion



## Engineer Staffing Business (estimate)

1.0trillion (estimate)

■ MT & MF  
□ Others



## March-2020

Meitec

¥5,286

Meitec Fielders

¥3,806

Engineer Staffing (estimate)

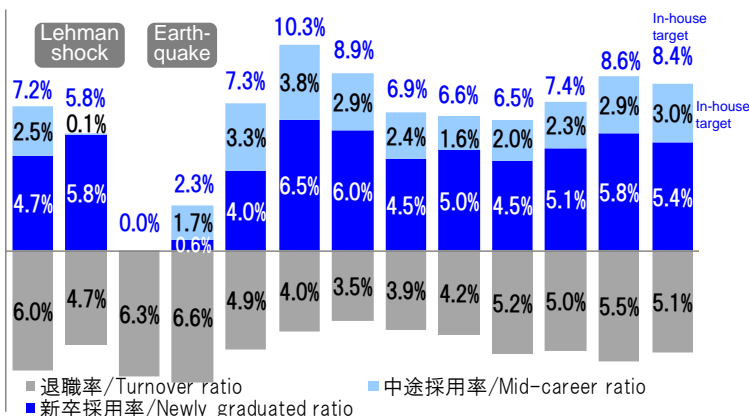
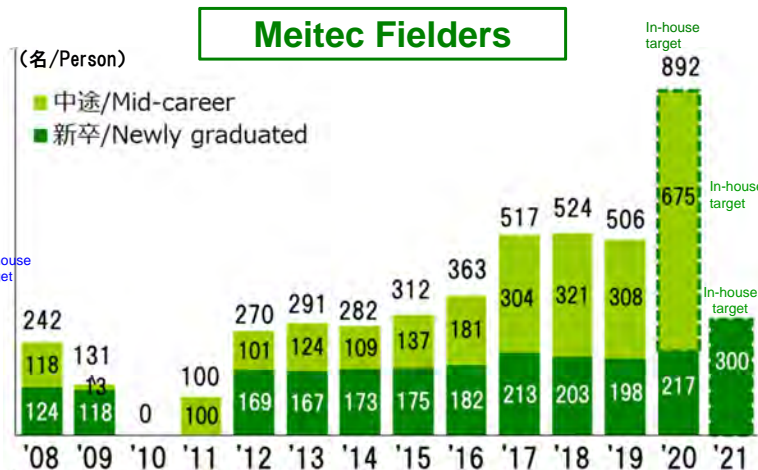
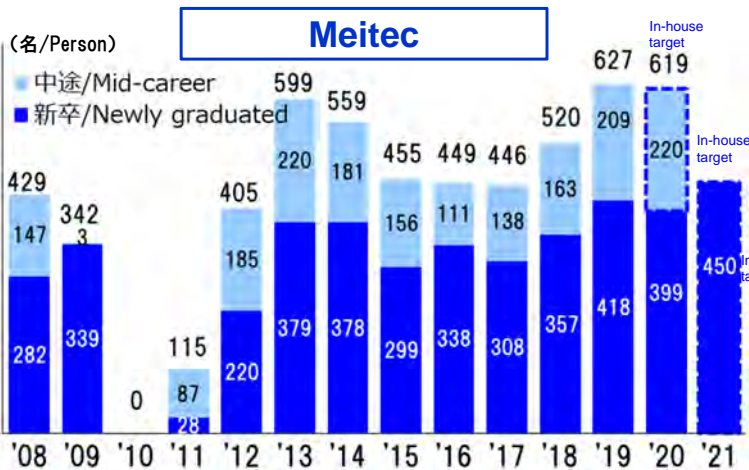
approx. ¥3,700

Source: MHLW statistics . We calculated the estimate originally. \* We assume no responsibility for our estimation.

39

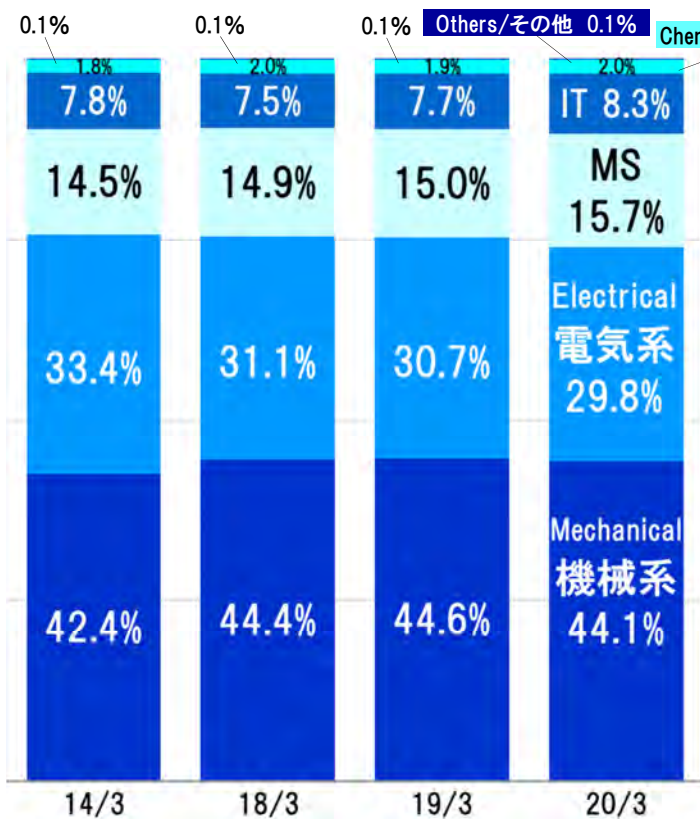
# Recruitment and Turnover

✓ The hiring environment is challenging, but we maintained hiring standards.

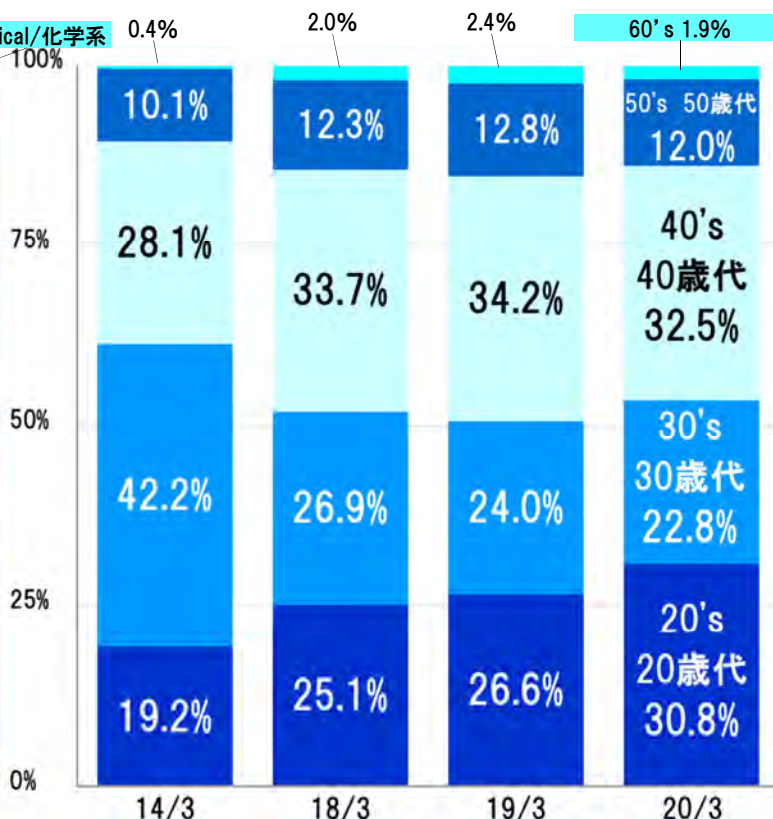


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## 技術分野/Technical field



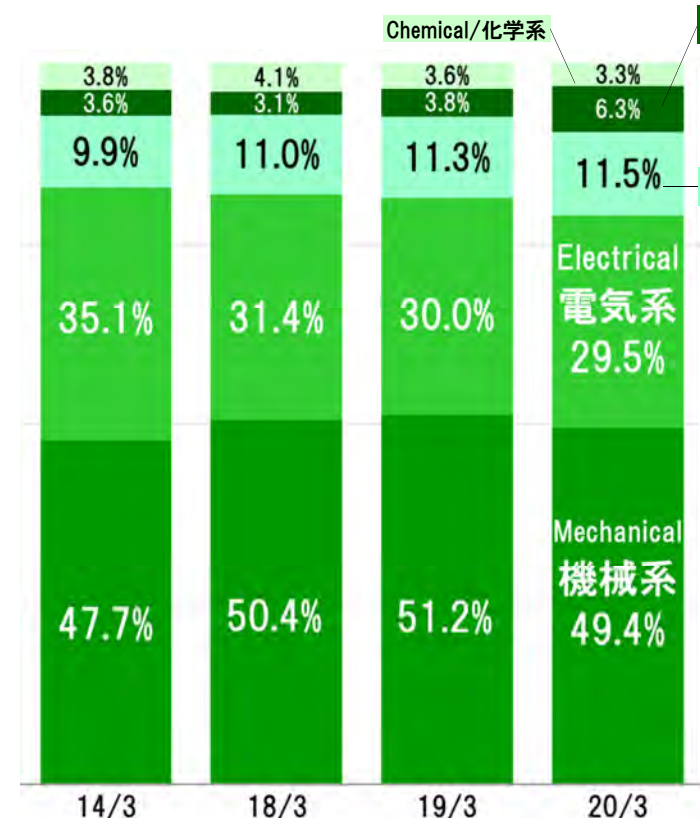
## 年齢/According to age



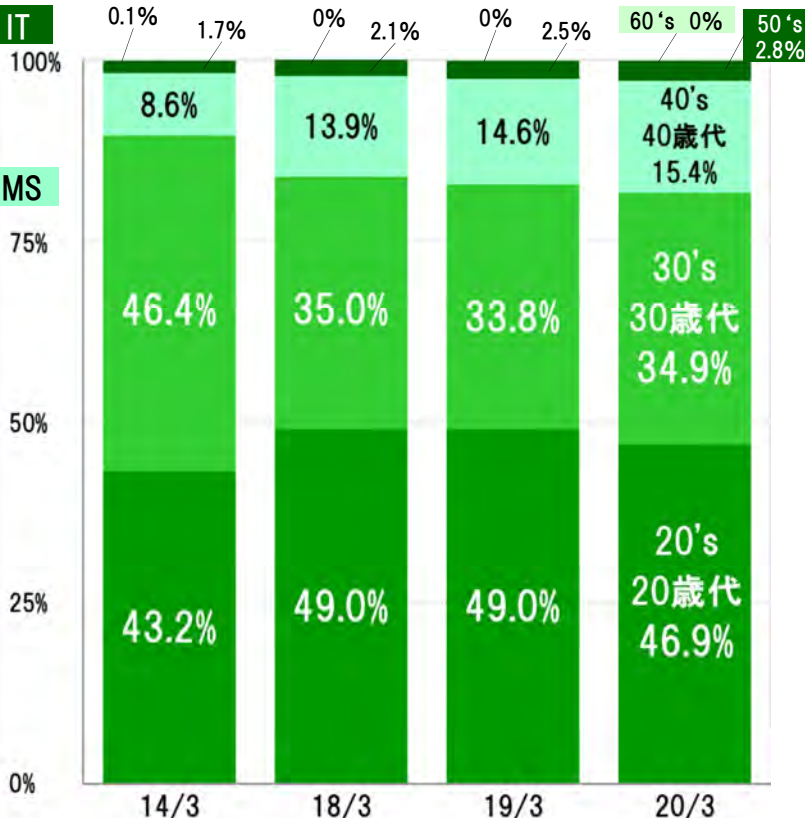
MS: Micro Computer System

# Distribution of Engineers by Technical Fields and Age (Meitec Fielders)

## 技術分野/Technical field



## 年齢/According to age



MS: Micro Computer System

# Trend of Performances (Group Consolidated)

Re-posted

人と技術で次代を拓く  
**MEITEC**  
Engineering Firm at The Core

(Millions of Yen)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net sales	83,223	82,229	82,102	79,898	53,776	61,790	66,955	70,330	74,906	82,136	87,888	89,979	93,618	97,736	100,995
Cost of sales	56,685	57,701	57,777	57,177	46,765	48,832	49,875	51,639	55,370	60,481	64,661	66,417	69,250	71,701	73,823
Cost of sales to Net sales	68.1%	70.2%	70.4%	71.6%	87.0%	79.0%	74.5%	73.4%	73.9%	73.6%	73.6%	73.8%	74.0%	73.4%	73.1%
Gross profit	26,538	24,528	24,324	22,720	7,010	12,957	17,079	18,691	19,536	21,654	23,227	23,561	24,368	26,035	27,171
Selling, general and administrative expenses	14,053	12,946	12,959	13,439	11,939	10,337	11,629	12,337	12,556	12,114	12,352	12,418	12,910	13,399	14,245
SG&A expenses to Net sales	16.9%	15.7%	15.8%	16.8%	22.2%	16.7%	17.4%	17.5%	16.8%	14.7%	14.1%	13.8%	13.8%	13.7%	14.1%
Operating profit	12,485	11,581	11,365	9,280	(4,928)	2,620	5,450	6,354	6,979	9,540	10,874	11,142	11,458	12,635	12,926
Operating profit margins	15.0%	14.1%	13.8%	11.6%	(9.2%)	4.2%	8.1%	9.0%	9.3%	11.6%	12.4%	12.4%	12.2%	12.9%	12.8%
Non-operating income	137	74	84	87	4,729	2,146	114	97	50	113	29	20	19	15	55
Non-operating expenses	59	169	115	107	77	178	32	24	51	10	58	17	11	7	6
Ordinary profit	12,562	11,487	11,334	9,260	(276)	4,588	5,531	6,427	6,978	9,643	10,845	11,145	11,465	12,643	12,975
Ordinary profit margins	15.1%	14.0%	13.8%	11.6%	(0.5%)	7.4%	8.3%	9.1%	9.3%	11.7%	12.3%	12.4%	12.2%	12.9%	12.8%
Extraordinary income	538	5	6	13	32	378	—	58	—	20	1,084	31	337	26	—
Extraordinary loss	2,235	5,092	1,826	1,094	130	234	4	215	146	3,621	65	45	262	18	3
Profit before income taxes	10,866	6,400	9,514	8,178	(374)	4,732	5,526	6,270	6,832	6,041	11,865	11,131	11,541	12,651	12,971
Total income taxes and others	5,563	6,105	4,556	3,875	530	1,041	2,699	277	2,858	2,381	3,781	3,193	3,409	3,822	3,878
Profit attributable to owners of parent	5,302	295	4,958	4,303	(904)	3,690	2,827	5,993	3,973	3,659	8,083	7,937	8,132	8,829	9,093
Profit margins	6.4%	0.4%	6.0%	5.4%	(1.7%)	6.0%	4.2%	8.5%	5.3%	4.5%	9.2%	8.8%	8.7%	9.0%	9.0%

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# Trend of Performances (Meitec)

Re-posted

人と技術で次代を拓く  
**MEITEC**  
Engineering Firm at The Core

(Millions of Yen)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net sales	61,425	61,795	62,956	60,457	41,319	48,260	53,188	55,822	58,876	64,675	68,878	70,083	72,252	74,036	75,297
Cost of sales	42,380	43,134	43,875	43,109	36,074	38,777	39,987	41,240	43,742	47,857	50,884	52,013	53,861	54,620	55,138
Cost of sales to Net sales	69.0%	69.8%	69.7%	71.3%	87.3%	80.4%	75.2%	73.9%	74.3%	74.0%	73.9%	74.2%	74.5%	73.8%	73.2%
Gross profit	19,045	18,660	19,081	17,348	5,245	9,482	13,200	14,582	15,134	16,817	17,994	18,069	18,391	19,416	20,159
Selling, general and administrative expenses	7,913	8,039	8,620	8,540	8,210	7,758	8,587	9,179	9,382	8,891	8,932	8,856	9,048	9,258	9,776
SG&A expenses to Net sales	12.9%	13.0%	13.7%	14.1%	19.9%	16.1%	16.1%	16.4%	15.9%	13.7%	13.0%	12.6%	12.5%	12.5%	13.0%
Operating profit	11,131	10,621	10,460	8,807	(2,964)	1,724	4,613	5,402	5,751	7,925	9,061	9,213	9,342	10,157	10,382
Operating profit margins	18.1%	17.2%	16.6%	14.6%	(7.2%)	3.6%	8.7%	9.7%	9.8%	12.3%	13.2%	13.1%	12.9%	13.7%	13.8%
Non-operating income	458	4,988	356	564	3,840	1,976	389	314	426	523	517	601	769	769	913
Non-operating expenses	33	109	48	76	53	150	14	19	426	10	52	16	6	6	5
Ordinary interests in income	11,556	15,500	10,768	9,294	822	3,550	4,988	5,698	6,149	8,438	9,526	9,798	10,105	10,921	11,290
Ordinary profit margins	18.8%	25.1%	17.1%	15.4%	2.0%	7.4%	9.4%	10.2%	10.4%	13.0%	13.8%	14.0%	14.0%	14.8%	15.0%
Extraordinary income	102	5	3	7	2	3	—	462	—	324	1,088	200	364	16	—
Extraordinary loss	132	10,202	2,084	2,912	626	318	66	228	372	3,673	50	222	261	52	2
Profit before income taxes	11,526	5,304	8,687	6,389	197	3,236	4,921	5,932	5,776	5,089	10,563	9,776	10,208	10,885	11,287
Total income taxes	4,706	5,388	3,749	3,391	144	1,094	2,331	(124)	2,352	1,749	3,171	2,702	2,747	3,117	3,174
Profit	6,820	(83)	4,938	2,998	53	2,141	2,590	6,056	3,425	3,340	7,391	7,073	7,461	7,768	8,112
Profit margins	11.1%	(0.1%)	7.8%	5.0%	0.1%	4.4%	4.9%	10.8%	5.8%	5.2%	10.7%	10.1%	10.3%	10.5%	10.8%

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# Trend of Performances (Meitec Fielders)

Re-posted

人と技術で次代を拓く  
**MEITEC**  
Engineering Firm at The Core

(Millions of Yen)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net sales	10,382	10,748	10,747	10,582	7,050	8,175	8,510	9,349	10,587	11,911	13,327	14,865	16,981	19,336	21,383
Cost of sales	7,655	7,888	7,759	7,744	6,621	6,361	6,387	7,061	8,084	9,154	10,288	11,540	13,173	14,941	16,476
Cost of sales to Net sales	73.7%	73.4%	72.2%	73.2%	93.9%	77.8%	75.1%	75.5%	76.4%	76.9%	77.2%	77.6%	77.6%	77.3%	77.1%
Gross profit	2,727	2,859	2,987	2,837	429	1,814	2,122	2,287	2,502	2,757	3,039	3,325	3,808	4,394	4,906
Selling, general and administrative expenses	1,357	1,551	1,677	2,018	1,890	1,238	1,585	1,639	1,646	1,682	1,834	1,978	2,351	2,660	2,962
SG&A expenses to Net sales	13.1%	14.4%	15.6%	19.1%	26.8%	15.1%	18.6%	17.5%	15.5%	14.1%	13.8%	13.3%	13.8%	13.8%	13.9%
Operating profit	1,369	1,308	1,310	819	(1,461)	575	537	648	856	1,073	1,204	1,346	1,456	1,734	1,944
Operating profit margins	13.2%	12.2%	12.2%	7.7%	(20.7%)	7.0%	6.3%	6.9%	8.1%	9.0%	9.0%	9.1%	8.6%	9.0%	9.1%
Non-operating income	3	3	10	6	848	182	3	3	1	—	—	1	—	1	1
Non-operating expenses	—	1	1	—	5	1	—	—	15	—	—	1	4	—	—
Ordinary profit	1,373	1,310	1,319	825	(618)	757	540	651	841	1,074	1,205	1,346	1,452	1,735	1,945
Ordinary profit margins	13.2%	12.2%	12.3%	7.8%	(8.8%)	9.3%	6.3%	7.0%	7.9%	9.0%	9.0%	9.1%	8.6%	9.0%	9.1%
Extraordinary income	6	—	—	—	—	1	—	—	—	—	—	—	1	—	—
Extraordinary loss	3	4	5	13	2	1	—	—	—	5	7	—	—	—	—
Profit before income taxes	1,376	1,306	1,314	811	(620)	756	540	651	841	1,068	1,198	1,346	1,453	1,735	1,945
Total income taxes	560	537	544	344	313	(187)	264	272	358	420	412	301	422	444	484
Profit	816	768	769	467	(933)	943	275	378	483	648	786	1,045	1,031	1,291	1,461
Profit margins	7.9%	7.1%	7.2%	4.4%	(13.2%)	11.5%	3.2%	4.0%	4.6%	5.4%	5.9%	7.0%	6.1%	6.7%	6.8%

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# Trend of Performances (Meitec Next)

Re-posted

人と技術で次代を拓く  
**MEITEC**  
Engineering Firm at The Core

(Millions of Yen)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net sales		8	252	480	334	438	593	734	872	1,131	1,321	1,483	1,662	1,762	1,639
Cost of sales															
Cost of sales to Net sales															
Gross profit		8	252	480	334	438	593	734	872	1,131	1,321	1,483	1,662	1,762	1,639
Selling, general and administrative expenses		207	470	559	349	333	446	512	577	746	887	966	1,116	1,203	1,204
SG&A expenses to Net sales		2,587.5%	186.5%	116.5%	104.5%	76.0%	75.2%	69.8%	66.2%	66.0%	67.1%	65.1%	67.2%	68.2%	73.5%
Operating profit		(198)	(217)	(78)	(14)	104	147	221	295	385	433	517	545	559	434
Operating profit margins		(2,475.0%)	(86.1%)	(16.3%)	(4.2%)	23.7%	24.8%	30.1%	33.8%	34.0%	32.8%	34.9%	32.8%	31.8%	26.5%
Non-operating income		—	—	—	2	2	—	—	—	—	—	—	—	—	—
Non-operating expenses		—	—	—	—	—	—	—	—	—	—	—	—	—	1
Ordinary profit		(198)	(217)	(78)	(12)	106	147	221	295	385	433	517	545	559	432
Ordinary profit margins		(2,475.0%)	(86.1%)	(16.3%)	(3.6%)	24.2%	24.8%	30.1%	33.8%	34.0%	32.8%	34.9%	32.8%	31.7%	26.4%
Extraordinary income		—	—	—	—	—	—	—	—	—	—	—	—	—	—
Extraordinary loss		—	—	—	—	—	—	—	—	—	—	—	—	—	—
Profit before income taxes		(198)	(217)	(78)	(13)	106	147	221	295	385	433	517	544	559	432
Total income taxes		—	—	1	—	—	—	19	95	141	145	182	193	198	152
Profit		(199)	(217)	(79)	(14)	105	147	201	200	243	288	334	350	361	279
Profit margins		(2,487.5%)	(86.1%)	(16.5%)	(4.2%)	24.0%	24.8%	27.4%	22.9%	21.5%	21.8%	22.6%	21.1%	20.5%	17.1%

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# Trend of Balance Sheets (Group Consolidated)

Re-posted

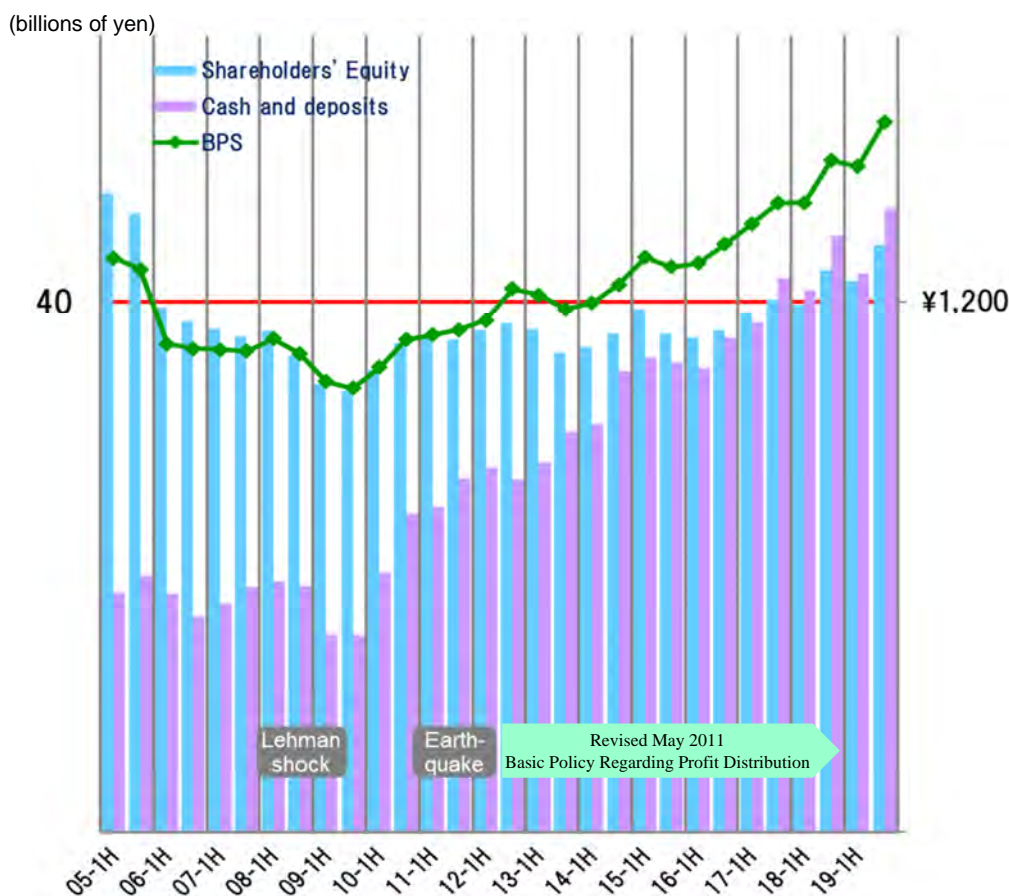
(Millions of Yen)	2007/3/31	2008/3/31	2009/3/31	2010/3/31	2011/3/31	2012/3/31	2013/3/31	2014/3/31	2015/3/31	2016/3/31	2017/3/31	2018/3/31	2019/3/31	2020/3/30
Cash and deposits	16,177	18,512	18,526	14,732	23,999	26,686	26,592	30,104	34,773	35,413	37,259	41,753	45,052	47,033
Notes and accounts receivable - trade	13,256	12,841	10,985	9,582	10,245	10,675	10,887	11,297	12,858	13,823	13,400	13,816	13,884	14,696
<b>Total current assets</b>	<b>35,564</b>	<b>35,356</b>	<b>33,295</b>	<b>28,444</b>	<b>37,661</b>	<b>40,643</b>	<b>41,802</b>	<b>44,998</b>	<b>51,639</b>	<b>53,104</b>	<b>54,742</b>	<b>59,325</b>	<b>60,036</b>	<b>62,679</b>
Property, plant and equipment	14,548	13,374	12,818	12,069	11,688	11,257	10,908	10,555	7,207	5,721	5,552	5,399	5,402	5,332
<b>Total non-current assets</b>	<b>21,914</b>	<b>22,428</b>	<b>20,934</b>	<b>19,180</b>	<b>18,053</b>	<b>16,915</b>	<b>16,199</b>	<b>16,447</b>	<b>13,458</b>	<b>11,363</b>	<b>11,634</b>	<b>11,608</b>	<b>14,579</b>	<b>14,814</b>
<b>Total assets</b>	<b>57,479</b>	<b>57,784</b>	<b>54,230</b>	<b>47,625</b>	<b>55,714</b>	<b>57,559</b>	<b>58,002</b>	<b>61,445</b>	<b>65,098</b>	<b>64,468</b>	<b>66,377</b>	<b>70,934</b>	<b>74,615</b>	<b>77,493</b>
<b>Total current liabilities</b>	<b>12,559</b>	<b>13,764</b>	<b>11,026</b>	<b>6,392</b>	<b>10,016</b>	<b>11,165</b>	<b>9,683</b>	<b>12,589</b>	<b>15,797</b>	<b>13,650</b>	<b>14,662</b>	<b>16,176</b>	<b>16,927</b>	<b>17,228</b>
<b>Total non-current liabilities</b>	<b>6,236</b>	<b>6,422</b>	<b>7,034</b>	<b>7,789</b>	<b>8,603</b>	<b>9,183</b>	<b>9,895</b>	<b>12,667</b>	<b>11,735</b>	<b>13,212</b>	<b>13,860</b>	<b>14,617</b>	<b>15,317</b>	<b>15,937</b>
<b>Total liabilities</b>	<b>18,795</b>	<b>20,186</b>	<b>18,061</b>	<b>14,181</b>	<b>18,619</b>	<b>20,349</b>	<b>19,579</b>	<b>25,257</b>	<b>27,532</b>	<b>26,862</b>	<b>28,523</b>	<b>30,794</b>	<b>32,244</b>	<b>33,166</b>
<b>Shareholders' equity</b>	<b>39,144</b>	<b>38,048</b>	<b>36,747</b>	<b>34,101</b>	<b>37,745</b>	<b>38,017</b>	<b>39,264</b>	<b>38,299</b>	<b>39,619</b>	<b>39,973</b>	<b>39,970</b>	<b>42,078</b>	<b>44,173</b>	<b>45,950</b>
<b>Other net assets</b>	<b>(461)</b>	<b>(449)</b>	<b>(577)</b>	<b>(658)</b>	<b>(651)</b>	<b>(808)</b>	<b>(841)</b>	<b>(2,111)</b>	<b>(2,054)</b>	<b>(2,367)</b>	<b>(2,116)</b>	<b>(1,939)</b>	<b>(1,802)</b>	<b>(1,623)</b>
<b>Total net assets</b>	<b>38,683</b>	<b>37,598</b>	<b>36,169</b>	<b>33,443</b>	<b>37,094</b>	<b>37,209</b>	<b>38,422</b>	<b>36,188</b>	<b>37,565</b>	<b>37,605</b>	<b>37,854</b>	<b>40,139</b>	<b>42,371</b>	<b>44,327</b>

Cash flows from operating activities	6,010	8,486	6,308	(1,545)	9,291	5,753	5,205	8,893	8,434	6,910	10,186	10,957	10,273	9,837
Cash flows from investing activities	(955)	124	623	(19)	287	(292)	(465)	(398)	(275)	1,487	(325)	(464)	(240)	(536)
Cash flows from financing activities	(8,366)	(5,997)	(5,580)	(1,835)	(104)	(2,769)	(4,837)	(4,991)	(3,495)	(7,752)	(8,011)	(5,999)	(6,734)	(7,319)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(3,303)</b>	<b>+2,634</b>	<b>+1,313</b>	<b>(3,394)</b>	<b>+9,467</b>	<b>+2,691</b>	<b>(93)</b>	<b>+3,511</b>	<b>+4,668</b>	<b>+643</b>	<b>+1,845</b>	<b>+4,493</b>	<b>+3,298</b>	<b>+1,980</b>

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# Shareholders' Equity and Cash and Deposit

Re-posted



- Protecting employment of engineers under economic crisis is essential for sustainable growth for indefinite employment engineer staffing business.  
→ Engineers can continue to concentrate on brushing up their own career under assumption of stable employment.
- With consideration of remaining fund, prioritize the “improvement of “quality and quantity” of shareholders’ equity” which would lead to the safeness of finance.

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# Trend of Profit Distributions and Forecast

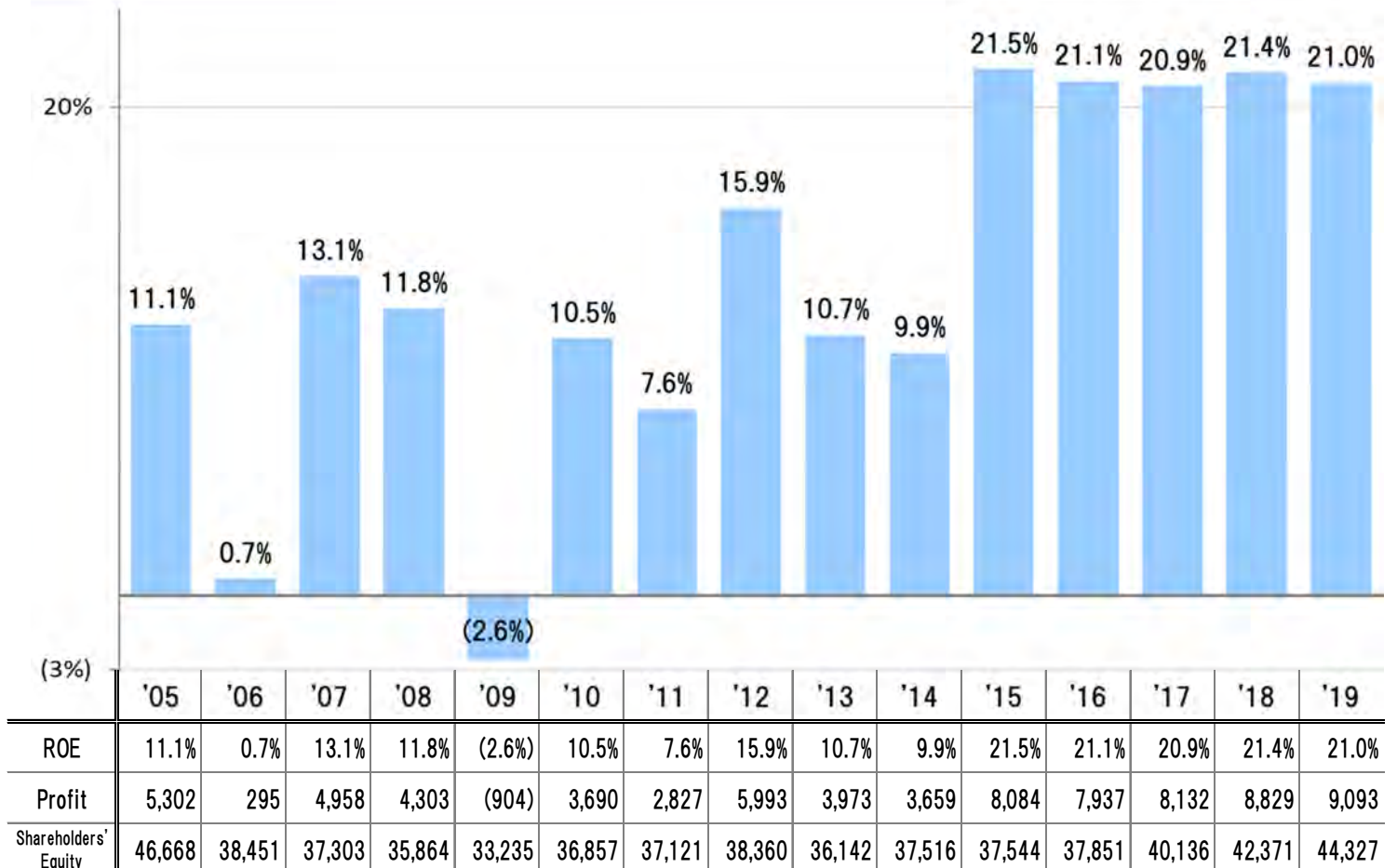
Re-posted

(Fractions of one million yen are rounded)		FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	Actual FY2018	Actual FY2019	Forecast FY2020
Total Return Ratio		—	24.7%	92.9%	99.0%	101.2%	116.8%	100.0%	100.1%	80.0%	80.0%	80.0%	
Dividend Payout ratio		—	24.7%	68.5%	53.2%	56.1%	92.4%	53.5%	55.2%	61.8%	63.3%	61.5%	
Dividend on Equity		2.4%	2.6%	5.2%	8.4%	6.0%	9.2%	11.4%	11.6%	12.9%	13.6%	12.9%	
Annual Dividends	Per Share	@¥24.50	@¥27.50	@¥58.50	@¥99.00	@¥72.00	@¥111.00	@¥144.00	@¥151.50	@¥177.00	@¥199.50	@¥202.00	
	Millions of Yen	812	911	1,925	3,134	2,220	3,373	4,286	4,344	5,008	5,567	5,575	
2nd Quarter	Per Share	@¥24.50		@¥29.00	@¥30.00	@¥31.50	@¥44.00	@¥63.00	@¥68.00	@¥74.50	@¥84.00	@¥86.50	@¥65.50
	Millions of Yen	812		961	981	983	1,344	1,908	1,968	2,119	2,344	2,387	1,808
Year-end	Per Share		@¥27.50	@¥29.50	@¥69.00	@¥40.50	@¥67.00	@¥81.00	@¥83.50	@¥102.50	@¥115.50	@¥115.50	
	Millions of Yen		911	965	2,153	1,237	2,029	2,378	2,375	2,889	3,223	3,188	
Acquisition of Treasury Shares	Thousands of shares			421	1,506	641	269	921	915	257	280	303	
	Millions of Yen			700	2,800	1,800	899	3,799	3,600	1,500	1,500	1,700	
Total Shareholders Return	Millions of Yen	812	911	2,625	5,934	4,020	4,273	8,086	7,944	6,508	7,067	7,275	
Retirement of Treasury Stock	Thousands of shares			400	1,700	500	300	900	1,300		700	300	
Stock Price TSE#9744	As of April 1	¥1,242	¥1,893	¥1,621	¥1,681	¥2,193	¥2,857	¥3,965	¥3,865	¥4,505	¥5,960	¥5,130	¥4,065
	As of March 31	¥1,831	¥1,664	¥1,669	¥2,343	¥2,930	¥4,025	¥3,935	¥4,520	¥5,890	¥5,030	¥4,300	
Earnings per Share		@¥(27.30)	@¥111.33	@¥85.45	@¥186.08	@¥128.30	@¥120.12	@¥269.24	@¥274.32	@¥286.64	@¥315.43	@¥328.36	
Net Assets per Share		@¥1,002.58	@¥1,112.69	@¥1,135.10	@¥1,229.62	@¥1,182.85	@¥1,238.78	@¥1,278.59	@¥1,330.57	@¥1,424.01	@¥1,518.42	@¥1,606.03	

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# Trend of ROE

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## I. Organization of the Company

### 1. Type of organization

Corporation with audit & supervisory board

### 2. The Company established following two distinctive committee chaired by an outside director.

#### i. Corporate Governance Committee

Chairman: Outside Director; Members: All Directors

- Evaluation and analysis of effectiveness of Board of Directors
- Discussion of basic matters of governance and other issues

#### ii. Officer Appointment Advisory Committee

Chairman: Outside Director;

Members: CEO and Outside Directors

#### Evaluating appropriateness of processes

- Appointment/dismissal of Representative Director & CEO
- Performance evaluation of inside executive directors
- Nomination of directors and audit & supervisory board member candidates
- Remuneration of inside executive directors

CEO Candidates Screening Council

## II. Executives(As of March 31, 2020)

	Directors	Audit & Supervisory Board Members	Total	
Number	9	4	13	
of which Independent & Outside	4	4	8	Policy of composition
ratio	44%	100%	62% >	One-third or more of attendees

## III. Calculation Method of Executive Remuneration

### Remuneration Amounts to Individual Executives

¥1K=JPY1,000-	Revised March 2019	
CEO, MEITEC Group President and CEO, COO	Yearly payment	¥28,800K (Monthly ¥2,400K)
Senior Vice President and Director	Yearly payment	¥24,000K (Monthly ¥2,000K)
Director	Yearly payment	¥19,200K (Monthly ¥1,600K)
Outside Director	Yearly payment	¥9,000K (Monthly ¥750K)
Standing audit & supervisory board member	Yearly payment	¥24,000K (Monthly ¥2,000K)
Audit & supervisory board member	Yearly payment	¥7,800K (Monthly ¥650K)

### Performance-linked remuneration etc.

	Revised: April 1, 2016
Consolidated profit (not including performance-linked directors' remuneration)	x 2.5% Upper limit: 250 million yen annually
Of which Outside Directors	Not eligible for allocation
Of which the equivalent to 20% of post-tax value	Allocated for purchase of treasury shares (Directors shareholding association method)

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## Shareholders by Business Segments

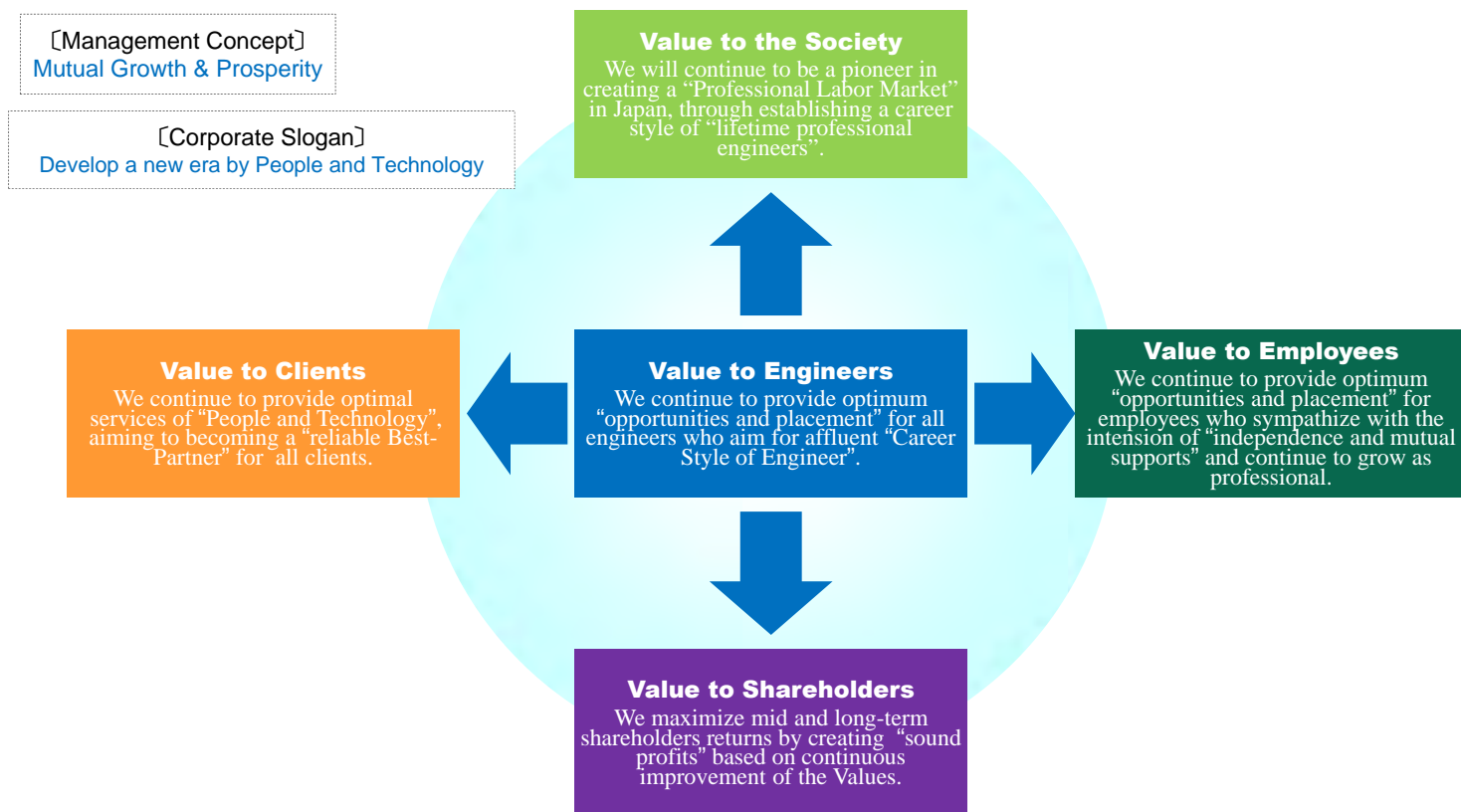
Re-posted

Shareholder Segment	(As of the Fiscal year ended March 31, 2020)			
	Shareholders	%	Shares Held	%
Banks	8	0.2%	295,511	1.0%
Trust Banks	19	0.4%	8,383,100	28.9%
Life and nonlife insurance companies	31	0.6%	3,610,583	12.5%
Securities financing and other financial companies	5	0.1%	35,260	0.1%
Securities companies	30	0.6%	347,005	1.2%
Business concerns and other companies	71	1.5%	156,805	0.5%
Overseas companies and investors	250	5.1%	12,068,934	41.6%
Individuals and others	4,473	91.5%	4,102,802	14.2%
<b>Total</b>	<b>4,887</b>	<b>100.0%</b>	<b>29,000,000</b>	<b>100.0%</b>

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# “Ideal State of the Meitec Group”

We, the Meitec Group, with cooperation of all the employees, shall improve the five values continuously from the "Value to Engineers" as a starting point.



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## Company Information

<b>Tokyo Headquarters</b>	<b>Taito-ku, Tokyo</b>
<b>Nagoya Headquarters</b>	<b>Nishi-ku Nagoya</b>
<b>Stock listings</b>	<b>Tokyo Stock Exchange, 1st Section (No. 9744)</b>
<b>Incorporated</b>	<b>July 17, 1974</b>
<b>C l i e n t s</b>	<b>Approximately 1,200 blue-chip companies, mostly listed in the first and second sections of Tokyo Stock Exchange</b>
<b>B r a n c h e s</b>	<b>41 Sales offices, including Tokyo, Osaka, Nagoya, and other major Japanese cities</b>
<b>Group Companies</b>	<p>[Engineering Solutions Business]</p> <ul style="list-style-type: none"> <li>■ MEITEC FIELDERS INC.</li> <li>■ MEITEC CAST INC.</li> <li>■ MEITEC EX CORPORATION</li> <li>■ MEITEC BUSINESS SERVICE CORPORATION</li> </ul> <p>[Recruiting &amp; Placement Business for engineers]</p> <ul style="list-style-type: none"> <li>■ MEITEC NEXT CORPORATION</li> </ul>

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