

Results for the Fiscal Year Ended March 31, 2020

May 12, 2020

MEITEC CORPORATION

President and CEO, COO
MEITEC Group CEO

Hideyo Kokubun

- 1. Results for the Fiscal Year Ended March 31, 2020**
- 2. New Mid-term Management Plan [3 years]**
- 3. Forecast for the Fiscal Year Ending March 31, 2021**
- 4. Reference Materials**

(Note) This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.

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- I will now discuss the following:
 1. Results for the fiscal year ended March 31, 2020;
 2. New Mid-term Management Plan; and
 3. Forecast for the fiscal year ending March 31, 2021.
- Please take a look at 4. Reference materials later.

1. Results for the Fiscal Year Ended March 31, 2020

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

- I will begin by discussing results for the fiscal year ended March 31, 2020.

Results for the Fiscal Year Ended March 31, 2020 (Group Consolidated)

- ✓ Net sales rose 3.3% year on year, operating profit was up 2.3% YoY, and profit attributable to owners of parent increased 3.0% YoY.

(Fractions of one million yen are rounded down)	FY ended March. 31, 2019	FY ended March. 31, 2020	YoY Amount	% Change	Past Forecast	Progress toward the FY forecast
Net sales	97,736	100,995	+3,259	+3.3%	101,800	(805)
Cost of sales	71,701	73,823	+2,122	+3.0%	74,200	(377)
Cost of sales to Net sales	73.4%	73.1%	(0.3%)			
SG&A Expenses	13,399	14,245	+845	+6.3%	14,700	(455)
Operating profit	12,635	12,926	+290	+2.3%	12,900	+26
Operating profit margins	12.9%	12.8%	(0.1%)		12.7%	+0.1%
Ordinary profit	12,643	12,975	+331	+2.6%	12,900	+75
Extraordinary income & loss	7	(3)	(11)			
Profit before income taxes	12,651	12,971	+320	+2.5%		
Profit attributable to owners of parent	8,829	9,093	+264	+3.0%	8,800	+293
Profit margins	9.0%	9.0%	—			
Return on Equity (ROE)	21.4%	21.0%	(0.4%)			
Ordinary profit to total assets ratio	17.4%	17.1%	(0.3%)			

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- This shows the Group's consolidated results.
- For the fiscal year ended March 31, 2020, there is little impact on the results from the spread of the novel coronavirus disease (COVID-19).
- Earnings were driven by the Engineering Solutions Business, which accounts for 90% of consolidated net sales, as a result of continued investment in technological development by major manufacturers, Meitec's main clients. Net sales rose 3.3% year on year to ¥100,995 million, operating profit increased 2.3% year on year to ¥12,926 million, and profit attributable to owners of parent increased 3.0% year on year to ¥9,093 million.
- Furthermore, net sales fell short slightly of our forecast as the working hours were lower than our expectations, while operating profit was almost the same as our forecast due to the fact that SG&A expenses were lower than expected.

Results for the Fiscal Year Ended March 31, 2020 (Business Domains)

- ✓ The Engineering Solutions Business continued to be the earnings driver ⇒ Net sales rose 3.5% year on year.
- ✓ Both sales and profit declined YoY due to a fall in the number of job placements in the Recruiting & Placement Business for Engineers.

(Fractions of one million yen are rounded down)	FY ended March. 31, 2019	FY ended March. 31, 2020	YoY Amount	% Change
Sales of Engineering Solutions Business	96,106	99,461	+3,355	+3.5%
Component ratio	98.3%	98.5%	+0.2%	
Operating profit	12,075	12,492	+416	+3.5%
Sales of Recruiting & Placement Business for Engineers	1,762	1,639	(123)	(7.0%)
Component ratio	1.8%	1.6%	(0.2%)	
Operating profit	560	434	(125)	(22.5%)

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- This shows results for the Group's business domains.
- In the Engineering Solutions Business, net sales rose 3.5% year on year, operating profit was up 3.5% year on year.
- In the Recruiting & Placement Business for Engineers, both sales and profit declined due to a fall in the number of job placements, etc.

Results for the Fiscal Year Ended March 31, 2020 (Meitec)

- ✓ Net sales rose 1.7% year on year, operating profit was up 2.2% YoY, and number of engineers increased 3.3% YoY.
- ✓ The utilization ratio declined 1.1% YoY ⇒ Due to a greater number of newly graduated engineers and tighter selection of engineers' work at places of employment.

(Fractions of one million yen are rounded down)	FY ended March. 31, 2019	FY ended March. 31, 2020	YoY Amount	% Change	Past Forecast	Progress toward the FY forecast
Net sales	74,036	75,297	+1,260	+1.7%	75,500	(203)
Cost of sales	54,620	55,138	+518	+0.9%	55,200	(62)
Cost of sales to Net sales	73.8%	73.2%	(0.6%)		73.1%	+0.1%
SG&A Expenses	9,258	9,776	+518	+5.6%	10,000	(224)
Operating profit	10,157	10,382	+224	+2.2%	10,300	+82
Operating profit margins	13.7%	13.8%	+0.1%		13.6%	+0.1%
Ordinary profit	10,921	11,290	+368	+3.4%	11,200	+90
Extraordinary income & loss	(35)	(2)	+32			
Profit before income taxes	10,885	11,287	+401	+3.7%		
Profit	7,768	8,112	+343	+4.4%	7,900	+212
Utilization ratio (Company-wide)	97.5%	96.4%	(1.1%)		96.4%	—
Working Hours<h/day>	8.62	8.54	(0.08)	(0.9%)	8.60	(0.06)
Number of Recruitment	520	627	+107	+20.6%	598	+29
Newly graduated	357	418	+61	+17.1%	418	—
Mid-career	163	209	+46	+28.2%	180	+29
Turnover Ratio	5.0%	5.5%	+0.5%		5.3%	+0.2%
Number of Engineers	6,923	7,150	+227	+3.3%		

- This shows results for Meitec.
- Net sales increased 1.7% year on year to ¥75,297 million and operating profit rose 2.2% year on year to ¥10,382 million, mainly reflecting growth in the number of engineers assigned to clients and an increase in average rate. Profit increased 4.4% year on year to ¥8,112 million.
- The number of engineers increased 3.3% year on year.
- The utilization ratio declined 1.1 percentage points year on year to 96.4% due to the greater number of newly graduated engineers joining the company in April 2019 than in the previous fiscal year.
- Working hours declined compared to the previous fiscal year, but this was due to reductions in overtime hours resulting from initiatives including workstyle reforms by our clients.

Results for the Fiscal Year Ended March 31, 2020 (Meitec Fielders)

- ✓ Net sales rose 10.6% year on year, operating profit was up 12.1% YoY, and number of engineers increased 9.5%.
- ✓ The utilization ratio declined 0.8% YoY ⇒ Mainly due to tighter selection of engineers' work at places of employment.

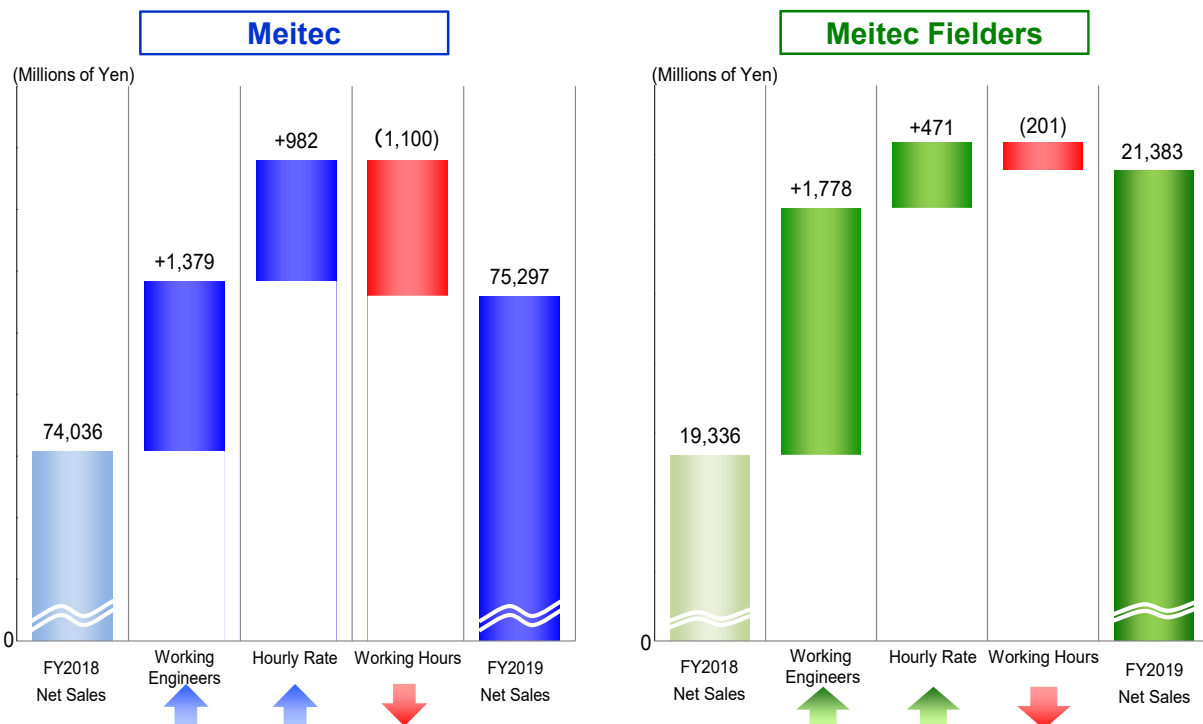
(Fractions of one million yen are rounded down)	FY ended March. 31, 2019	FY ended March. 31, 2020	YoY Amount	% Change	Past Forecast	Progress toward the FY forecast
Net sales	19,336	21,383	+2,047	+10.6%	21,500	(117)
Cost of sales	14,941	16,476	+1,534	+10.3%	16,600	(124)
Cost of sales to Net sales	77.3%	77.1%	(0.2%)		77.2%	(0.2%)
SG&A Expenses	2,660	2,962	+302	+11.4%	3,100	(138)
Operating profit	1,734	1,944	+210	+12.1%	1,800	+144
Operating profit margins	9.0%	9.1%	+0.1%		8.4%	+0.7%
Ordinary profit	1,735	1,945	+210	+12.1%	1,800	+145
Extraordinary income & loss	0	0	—			
Profit before income taxes	1,735	1,945	+210	+12.1%		
Profit	1,291	1,461	+170	+13.2%	1,300	+161
Utilization ratio (Company-wide)	96.1%	95.3%	(0.8%)		95.4%	(0.1%)
Working Hours<h/day>	8.67	8.59	(0.08)	(0.9%)	8.66	(0.07)
Number of Recruitment	524	506	(18)	(3.4%)	498	+8
Newly graduated	203	198	(5)	(2.5%)	198	—
Mid-career	321	308	(13)	(4.0%)	300	+8
Turnover Ratio	8.6%	9.1%	+0.5%		8.7%	+0.4%
Number of Engineers	2,612	2,860	+248	+9.5%		

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- This shows results for Meitec Fielders.
- Net sales increased 10.6% year on year to ¥21,383 million and operating profit rose 12.1% year on year to ¥1,944 million, mainly reflecting increases in the number of engineers assigned to clients and average rate, as with Meitec. Profit increased 13.2% year on year to ¥1,461 million, reflecting the reduction in the tax burden.
- The number of engineers increased 9.5% year on year.
- The utilization ratio declined 0.8 percentage points year on year to 95.3% due to tighter selection of both newly graduated and existing engineers' work at places of employment.
- The reason why working hours decline compared to the previous fiscal year is the same as that with Meitec.

Comparison of Net Sales

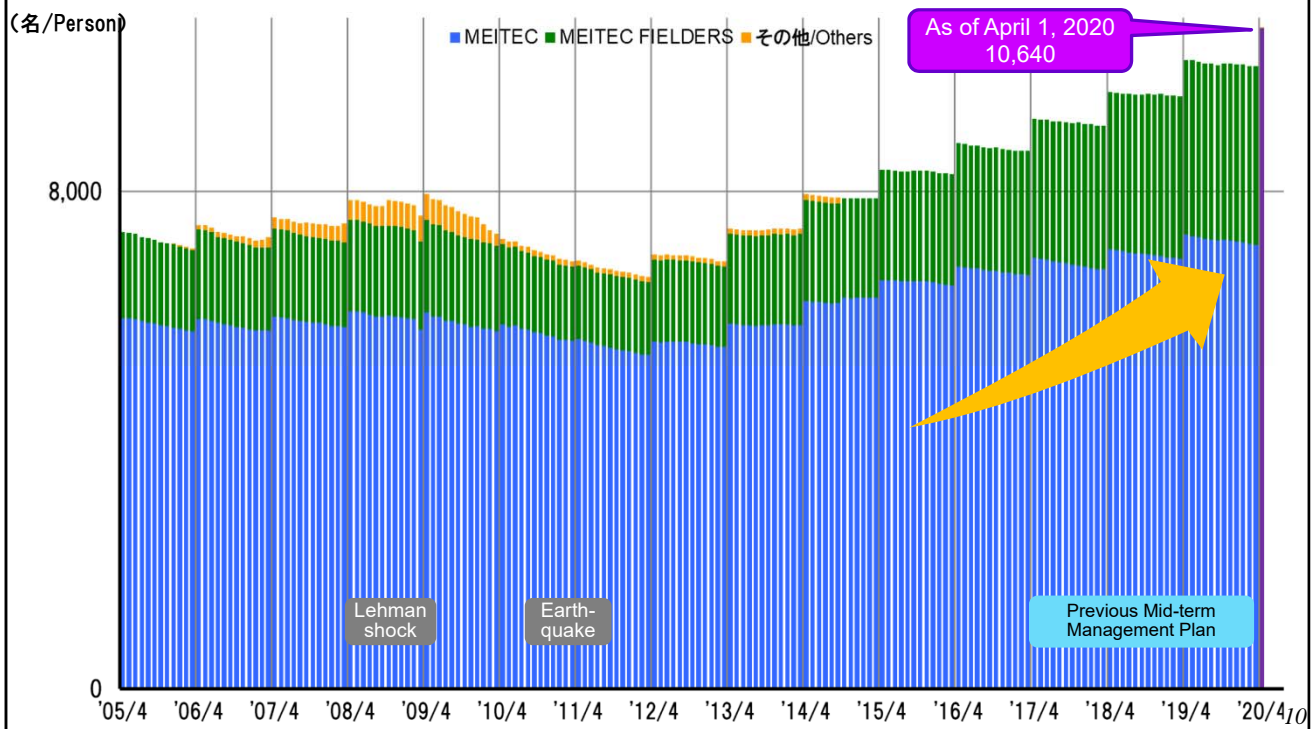
- ✓ For both Meitec and Meitec Fielders, the main factor for the increase in net sales was the “increase in the number of engineers assigned to clients” and “increase in average rate”



- This is a breakdown of factors affecting changes in net sales at Meitec and Meitec Fielders.
- The main factors that lifted net sales at both companies were “increase in the number of engineers assigned to clients,” and “increase in average pay rate” as shown in the graph, though the monetary impacts on Meitec differ from those on Meitec Fielders.

Number of Engineers (Group Consolidated)

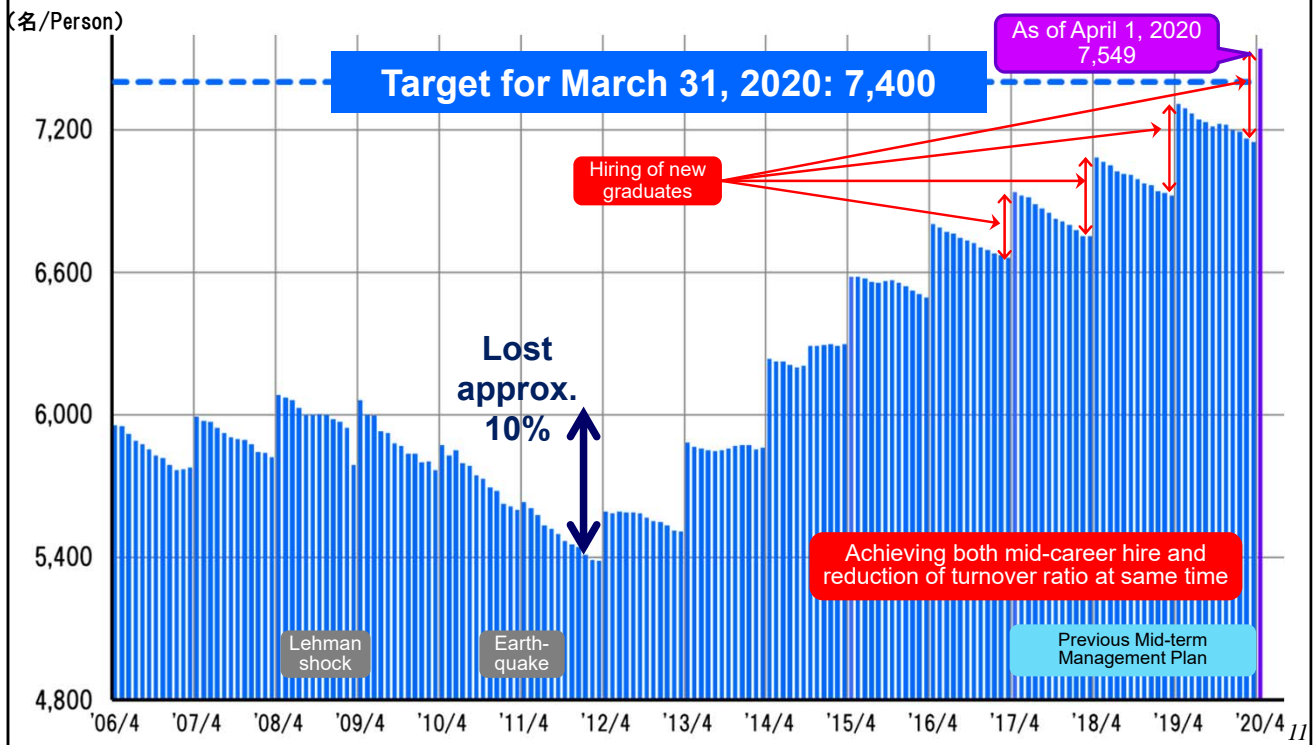
- ✓ The number of engineers as of March 31, 2020 was 10,010, an increase of 475 engineers, or 5.0%, compared to March 31, 2019.
- ✓ As of April 1, 2020, the number of engineers has reached 10,640 engineers, which is a record high.



- This shows the trend in the number of engineers across the Group.
- As of March 31, 2020, the number of engineers was 10,010, increased 475, or 5.0%, compared to March 31, 2019. On April 1, 2020, new graduates joined the Group and we started the new fiscal year with a record high 10,640 engineers.
- The number of engineers at both Meitec and Meitec Fielders is steadily increasing.

Number of Engineers (Meitec)

- ✓ The number of engineers as of March 31, 2020 was 7,150, an increase of 227 engineers, or 3.3%, compared to March 31, 2019.
- ✓ 399 new graduates joined the company on April 1, 2020, and we started the new fiscal year with a record high 7,549 engineers.

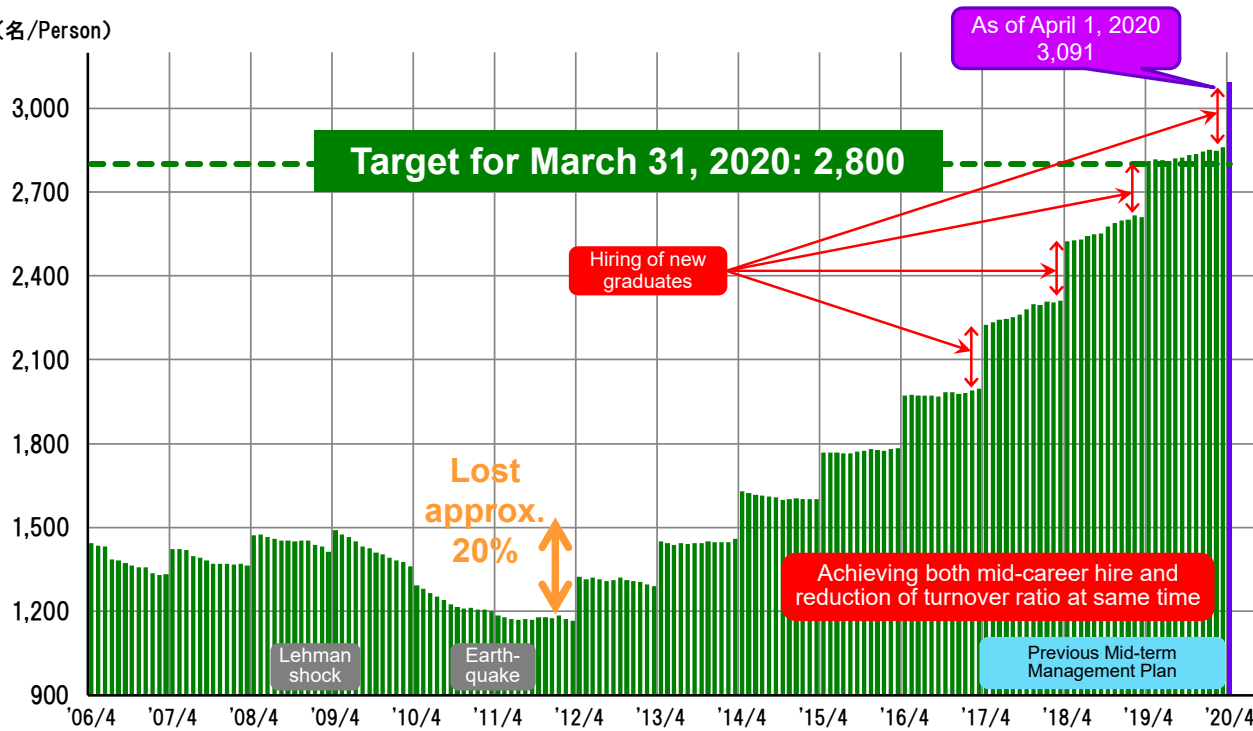


- This shows the trend in the number of engineers at Meitec.
- As of March 31, 2020, the number of engineers was 7,150, increased 227, or 3.3%, compared to March 31, 2019. On April 1, 2020, 399 new graduates joined the company and we started the new fiscal year with a record high 7,549 engineers.

Number of Engineers (Meitec Fielders)

- ✓ The number of engineers as of March 31, 2020 was 2,860, an increase of 248 engineers, or 9.5%, compared to March 31, 2019.
- ✓ 217 new graduates joined the company on April 1, 2020, and we started the new fiscal year with a record high 3,091 engineers.

(名/Person)



- This shows the trend in the number of engineers at Meitec Fielders.
- As of March 31, 2020, the number of engineers was 2,860, increased 248, or 9.5%, compared to March 31, 2019, and we achieved the target of 2,800 engineers by March 31, 2020 set forth in the Mid-term Management Plan.
- On April 1, 2020, 217 new graduates joined the company and we started the new fiscal year with a record high 3,091 engineers.

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)

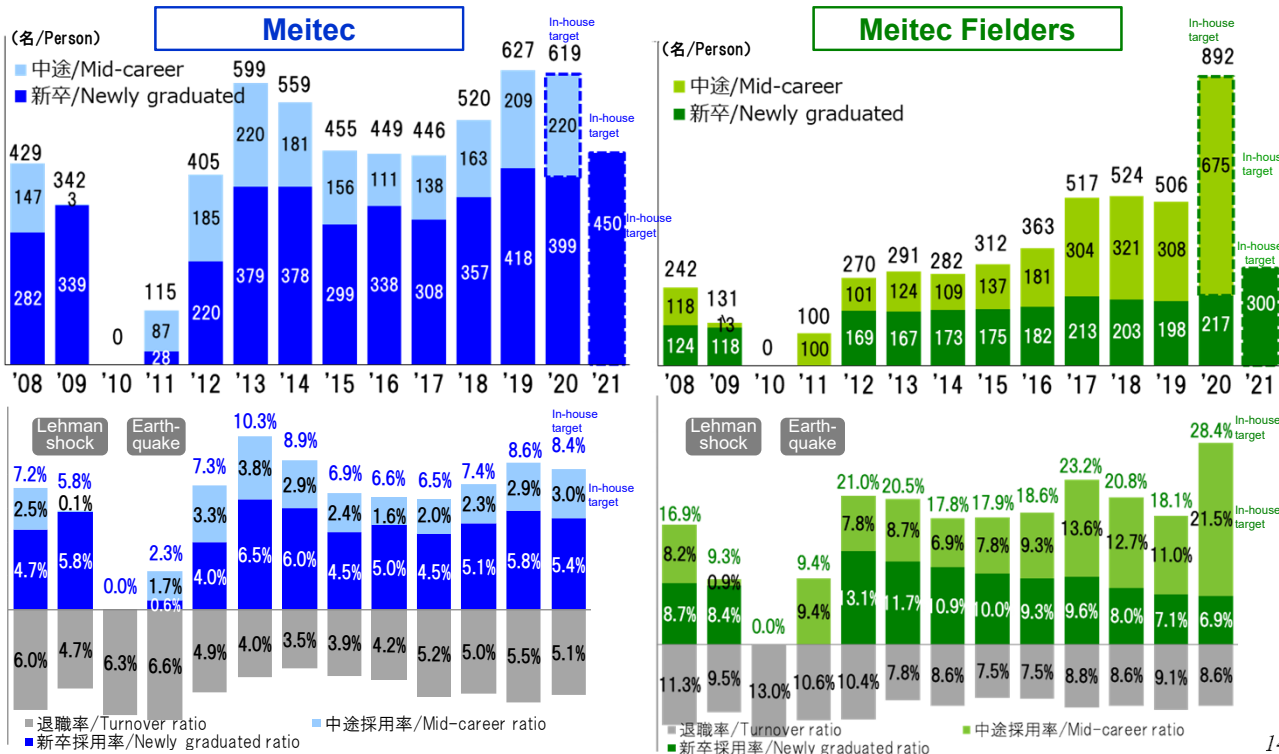
- With the challenging hiring environment made tougher by companies' rising eagerness to hire new graduates, we focused on the trends of the new-graduate generation and progressed our hiring activities while maintaining our hiring standards.
- ✓ Applicants are narrowing down the sectors they pursue earlier 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)		

- This shows the recruitment trends for the Group.
- The hiring market remains challenging, as there is no end in sight to corporate demand for hiring engineers.
- First, mid-career hires.
- We keep hiring activities, maintaining our hiring standards.
- As a result of continuing such hiring activities, the Group recruited 517 newly graduated engineers, 33 more than the previous year, comprising 209 at Meitec, 39 more than the initial forecast, and 308 at Meitec Fielders, 28 more than the initial forecast.
- Next, newly graduated engineers.
- As the hiring environment was becoming even more challenging with companies' rising eagerness to hire new graduates, we carried out hiring activities by focusing on the trends of the new-graduate generation while maintaining our hiring standards. Unfortunately, however, we faced an uphill battle to secure applicants, and the number of the new graduates hired was 399, 21 less than the initial forecast, for Meitec and 217, 23 less than the initial forecast, for Meitec Fielders.
- The Group as a whole secured 616 new graduates hires, which was the same level as in the previous fiscal year.

Recruitment and Turnover

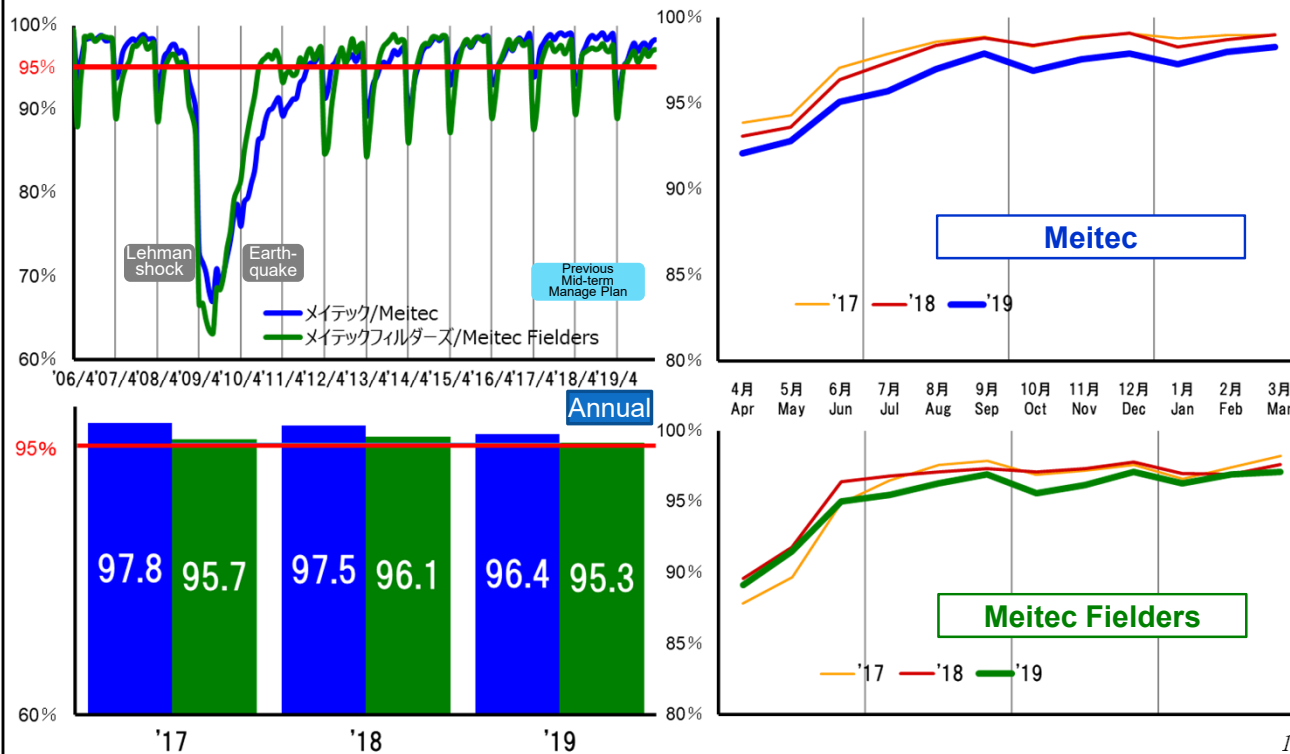
✓ The hiring environment is challenging, but we maintained hiring standards.



- This shows trends in the number of recruitment and ratios for recruitment and turnover.
- Meitec’s recruitment ratio in the fiscal year ended March 31, 2020 was 8.6%, and the growth rate increased from the previous fiscal year.
- The turnover ratio remained low at 5.5% which contributed to increasing the number of engineers.
- Meitec Fielders’ recruitment ratio in the fiscal year ended March 31, 2020 was 18.1%, and the growth rate declined slightly from the previous fiscal year.
- The turnover ratio was 9.1%.
- We are expecting a remarkable increase in mid-career hires at Meitec Fielders in the forecast for the fiscal year ending March 31, 2021. I will discuss this in more detail later on.

Utilization Ratio

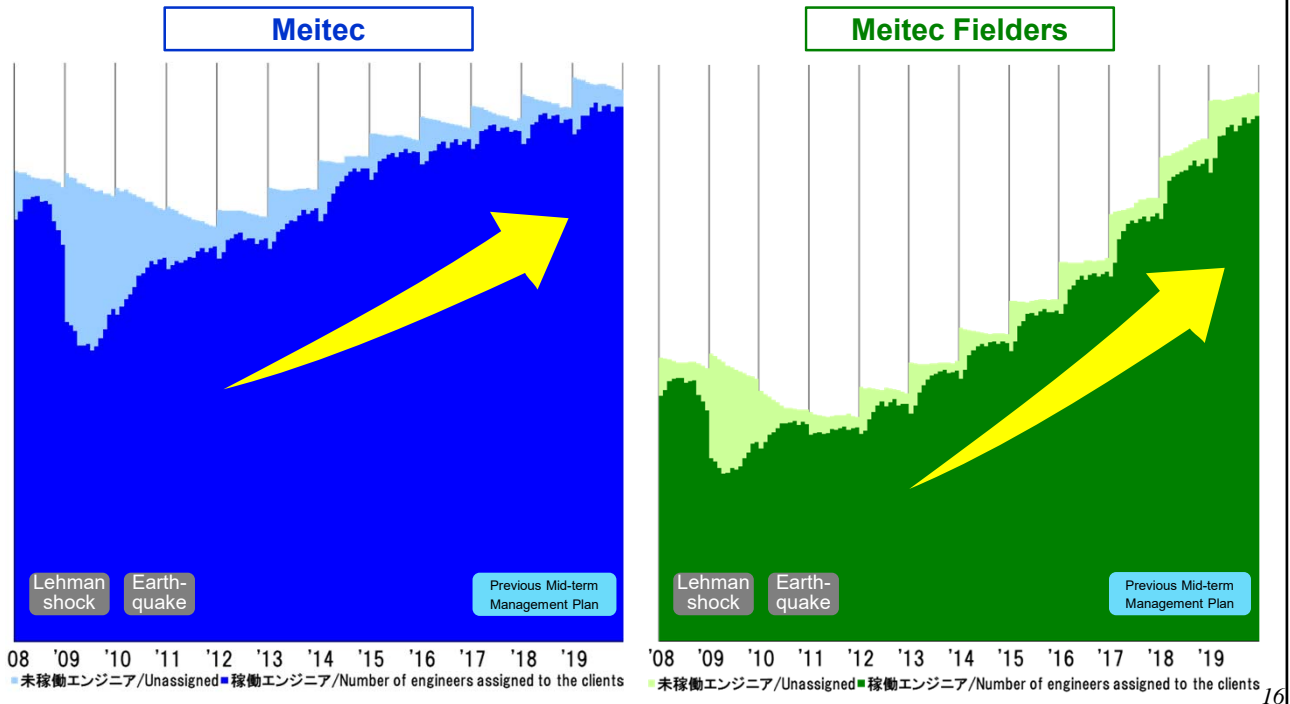
✓ Under a firm environment for order, the utilization ratio remained high.



- This shows the trend in utilization ratios.
- Amid a firm order environment, the utilization ratio for both Meitec and Meitec Fielders was stable, reflecting steady progress in assignments of newly graduated engineers and existing engineers.

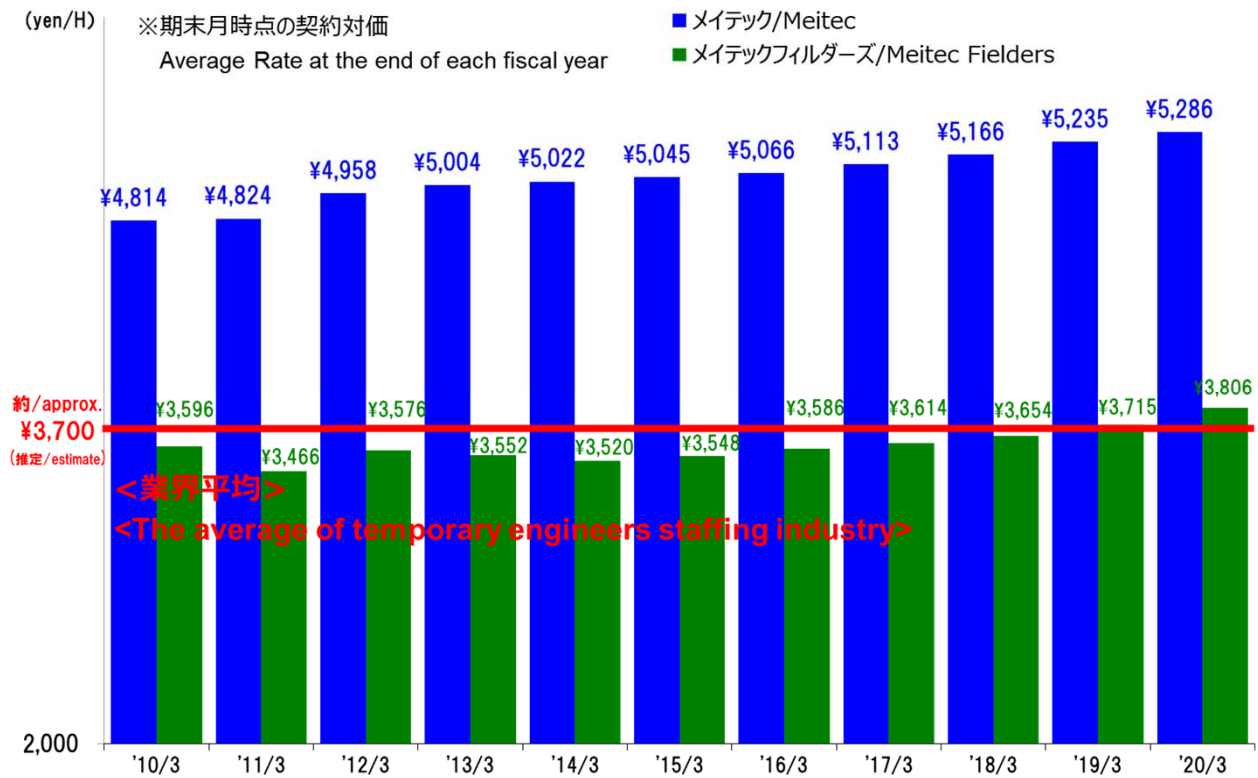
Number of Engineers Assigned to the Clients (Key factor of Sales)

- ✓ 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.



- This shows the trend in number of engineers assigned to clients.
- The number of engineers assigned to clients, which is the “number of engineers” and “utilization ratio,” is growing steadily, as the number of engineers increased and the utilization ratio remained high.

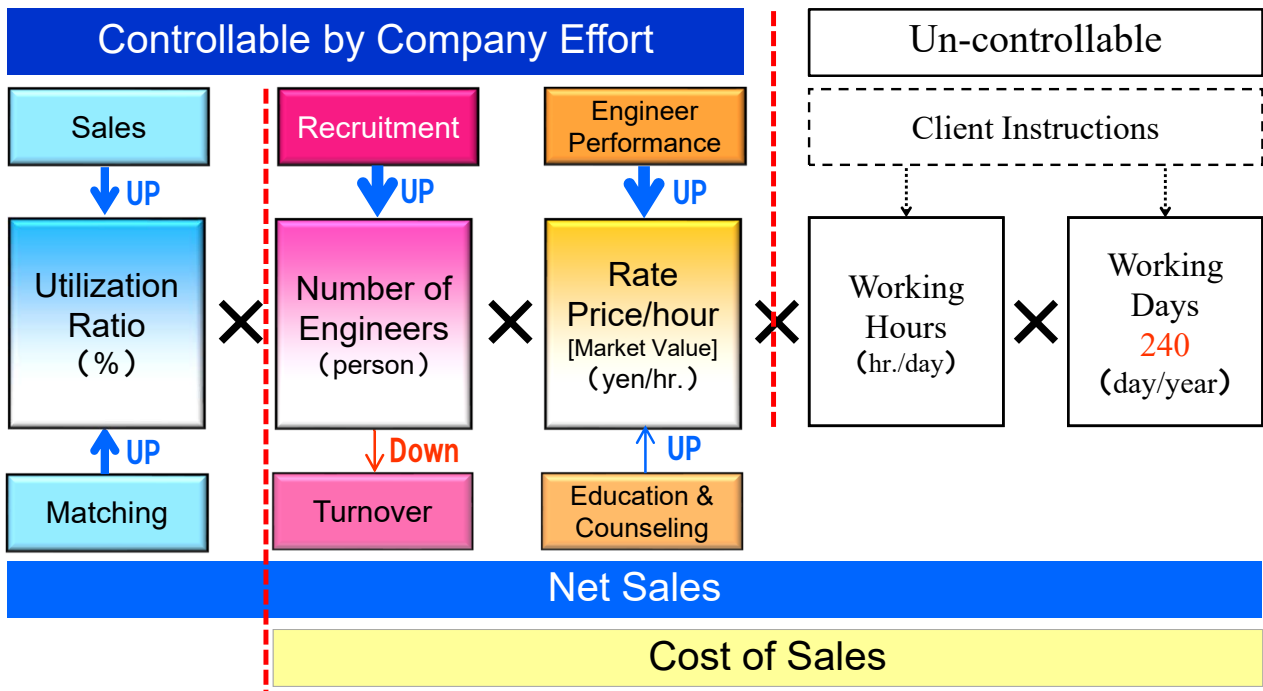
Trend in Average Rate = (Market Value)



- This shows the trend in average pay rates for engineers.
- Focusing on maintaining high quality, we were able to increase Meitec's pay rate levels to just below ¥5,300, much greater than the industry average, like in the previous fiscal year.
- We have reconfirmed it is essential to maintain hiring standards to ensure the average pay rate remains high.
- Meitec Fielders' average rate is over ¥3,800, and exceeds the average of temporary engineers staffing industry.
- Going forward, we will continue to work on obtaining an appropriate rate. Specifically, rather than obtaining a rate based on supply and demand, we will create conditions in which every one of our engineers can secure fair pay rates based on their high outputs.

Sales and Cost (Dispatch-type)

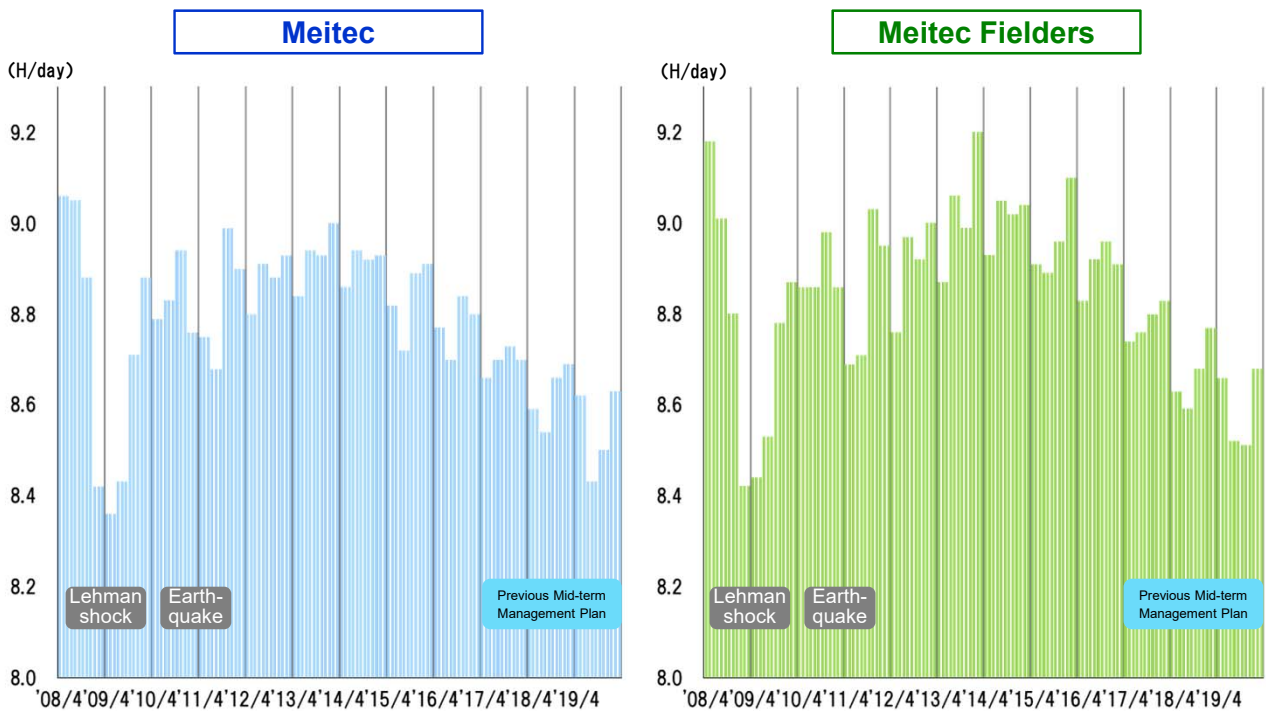
- ✓ Increasing the number of engineers and sustaining and improving the high "utilization ratio and prices" are the key to a growth.



- This slide shows components of net sales and cost of sales for the dispatch-type Engineering Solutions Business.

Working Hours

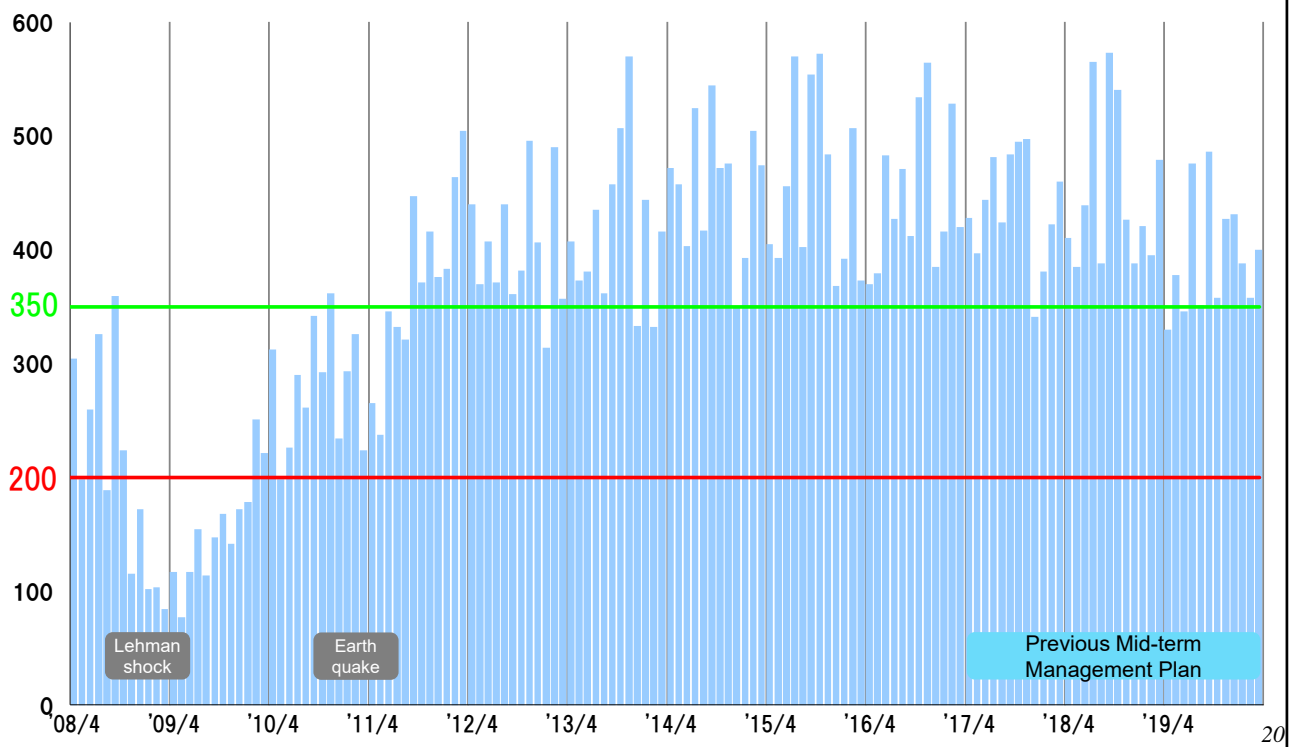
✓ Working hours declined year on year due to reductions in overtime hours.



- This shows the trend in working hours that is un-controllable.
- Against the backdrop of reductions in overtime hours, working hours fell by 0.9% compared to the previous fiscal year for both Meitec and Meitec Fielders.
- The number of working hours is determined by our clients, and is un-controllable. As a fluctuation in working hours of 0.1 hours equates to a fluctuation of 1% of total net sales, this is one indicator that has a significant impact on earnings, and, accordingly, it is one on which we will continue to focus attention.

Trend in New Orders by Month (Meitec)

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



- This shows the trend in new monthly orders.
- The number of monthly new orders is firm when it exceeds 350 orders while we are at risk when the number falls below 200.
- At present, the effects of the spread of COVID-19 on monthly new orders is unclear.
- However, we feel that clients continue to invest in technological development based on a long-term outlook.

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)

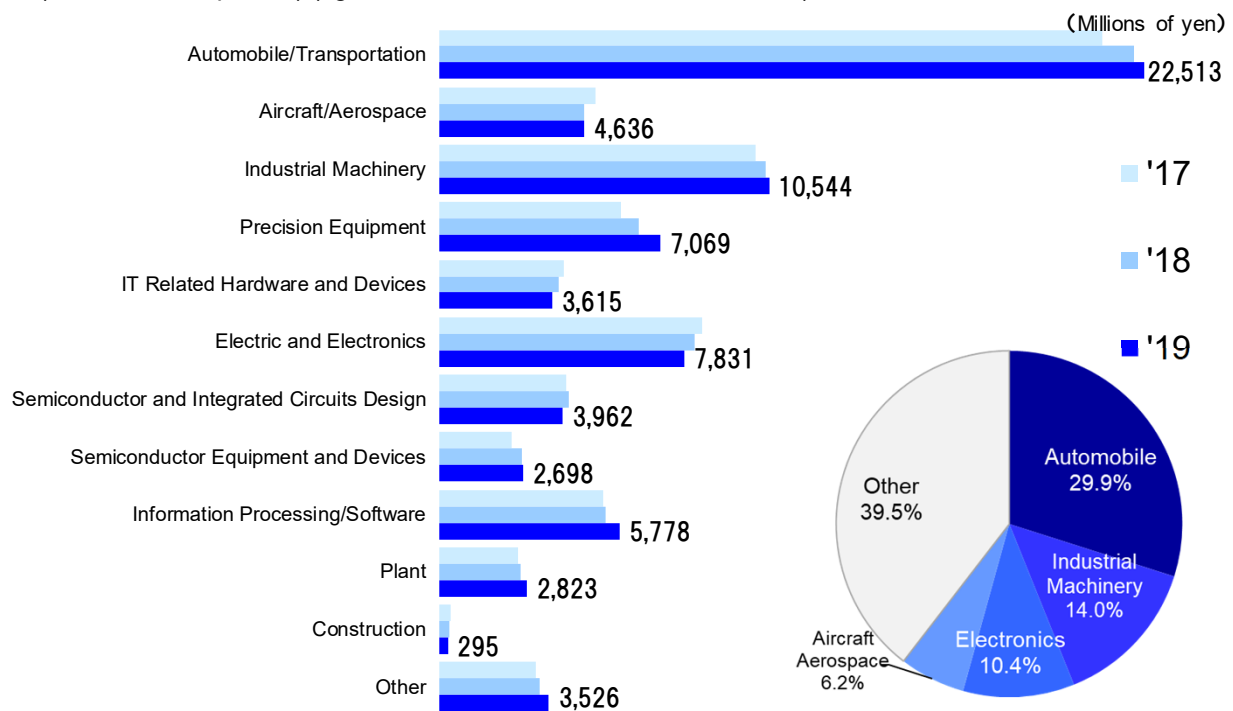
FY2014			FY2018			FY2019		
1	Mitsubishi Heavy Industries		1	Denso		1	Mitsubishi Heavy Industries	
2	Canon		2	Mitsubishi Heavy Industries		2	Denso	
3	Denso		3	Panasonic		3	Sony Semiconductor Solutions	
4	Panasonic		4	Toyota Motor		4	Panasonic	
5	Toyota Motor		5	Sony Semiconductor Solutions		5	Toyota Motor	
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%

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- This shows Meitec's top 10 clients by sales.
- There have been some changes in the order, but there have been no major changes in the clients making up the top 10.
- While intentionally rotating our engineers to growth sectors, fields, and new technological areas based on the new projects and new development themes of our clients, we are continuously working on initiatives to increase both the skills of our engineers and the added value for our clients.
- Offering a wide range of services without depending on certain clients is truly one of the strengths of Meitec that we will continue to enhance going forward.

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)



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- This shows sales trends by industrial segment.
- Sales growth in the automobile/transportation segment remained positive, a trend we also saw in the previous fiscal year.
- Through our transactions with clients in a wide range of fields and industries, we can intentionally shift engineers to other industries and fields. We are working to continue to respond to the demands and requests of clients in accelerating technological fields including digitalization and technological innovation.

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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- I will now discuss the new Mid-term Management Plan.
- Our previous Mid-term Management Plan Next Stage 1 ended at the end of this March, and the new Mid-term Management Plan began in April.
- The quantitative goals discussed here in the new Mid-Term Management Plan differ from the earnings forecasts that I will explain later.
- Through the strong will of the management team, we have disclosed medium- to long-term strategies, but have not reflected the impact of the spread of COVID-19 or concerns over the prolonged duration of the pandemic on our business performance.
- The strong will of our management team can be explained as the Company's unchanging mission to create new value through technology and to contribute to solving social issues.
Therefore, regardless of the business environment, while providing innovation that creates new value and while protecting employment, we will work to create corporate strength to carry out aggressive business transformations and to pursue sustainable growth.
- Since the Lehman Brothers shock in 2008, based on the assumption that "crises will always occur," the Company has polished our competitive superiority and reinforced our financial structure to protect employment. Therefore, for the three-year period starting in April, we have released this Mid-term Management Plan to show again our aggressive mindset unaffected by the market environment.

✓ As for the initial targets set in 2017, was mostly achieved.

(Billion Yen)		Mid-term Management Plan (Targets)	FY2019 (Result)	Level of achievement	(Billion Yen)		Mid-term Management Plan (Targets)	FY2019 (Result)	
Group Consolidated	Net Sales	100.0	100.99	+1%	Meitec	Net Sales	78.0	75.29	(3%)
	Operating Profit	13.0	12.92	(1%)		Operating Profit	10.0	10.38	+4%
	Margin	13.0%	12.8%	(2%)		Margin	13.0%	13.8%	+6%
	Profit	9.0	9.09	+1%		Number of Engineers	7,400	7,150	(3%)
	ROE	20.0%	21.0%	+5%	Meitec Fielders	Net Sales	20.0	21.38	+7%
						Operating Profit	1.7	1.94	+14%
				Margin		9.0%	9.1%	+1%	
				Number of Engineers		2,800	2,860	+2%	

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- This slide shows an overview of the previous Mid-term Management Plan Next Stage 1.
- We have mostly achieved the initial target values put forth in 2017.
We succeeded in breaking 100 billion yen in net sales and in exceeding 10,000 Group engineers.
- While we have achieved the highest levels ever since our founding, I would like for us to take an even more aggressive stance in the coming three years.

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

The Transformation

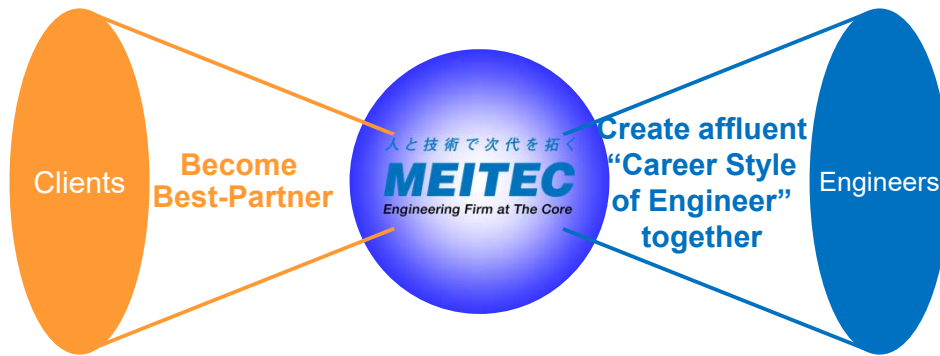
The Group will “Transform the business model” not with the current extension line, but by itself, in line with the changes and evolution of society and clients, pursue high added value as a unified group maintaining the quality cultivated up until now, and transform into a company that is “The Only One.”

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- The title of the new Mid-term Management Plan is “The Transformation.”
The Group will “Transform the business model” not with the current extension line, but 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.” That is our vision.
- The speed of technological innovation in society is both increasing and accelerating. To renew our commitment to social issues, we will pursue high added value and aim to become 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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- The purpose to be pursued remains unchanged.
- We are working toward “The Transformation” to pursue further increased level of satisfaction of our clients and engineers.

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

Basic Policy	Sales Expansion			Improving Profit Margin
	Profit Enhancement			
Priority measures	✓ Providing the Prime engineering solutions	✓ Greatly increase digitization of design and development	✓ Transfer authority to region (area/block)	✓ Improve efficiency by promoting standerdization of operations
	Directly under the control of top management the Prime engineering solutions of *Create a group of engineers *Build a technical sales team	*Accelerate Quantitative expansion and digitization and transition to growth areas		*Redefine operational requirements
		*Innovate systems and standards to make swift decisions		*Promoting digitization

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- I will now discuss our basic policy and priority measures.
- To pursue high added value as a unified group,
 - ✓ We will transform our business model.
 - ✓ Rather than an extension of our existing line, in line with the needs of the market, we will provide high added value to our clients even more than in the past.
 - ✓ Or, we will create a situation in which engineers can build their careers in the Meitec Group.

These are the points.

Therefore, our basic policy strives for “Sales Expansion,” “Profit Enhancement” and “Improving Profit Margin.”

- We have four priority measures.
- We will provide the Prime engineering solutions.
Meitec has been given the task of the High-end Zone in our industry. However, in solving our clients’ issues, we will work to build a group and to provide services not only in existing zones, but also in the high-end, in other words the Prime zone.
- Furthermore, companies are investing in technological development within the large theme of the digitalization of design and development. We will develop services to support it.
- To increase our speed, we are working to transfer authority to regions (areas/blocks).
- And for that, we will promote the standardization of operations to increase efficiency.
- These are our four priority measures that we are pursuing.

**Performance Targets
for the Fiscal Year Ending March 31, 2022**

See page 23: Disclaimer regarding the description of the medium-term management plan

The Transformation

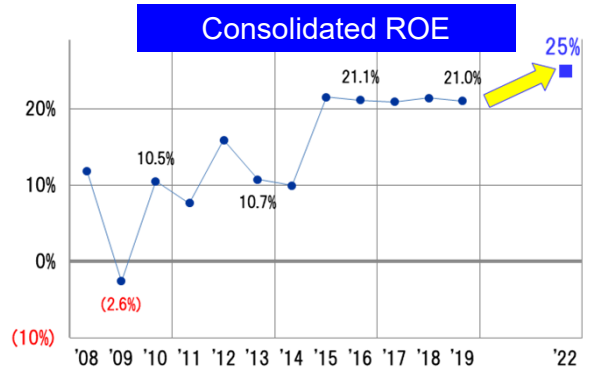
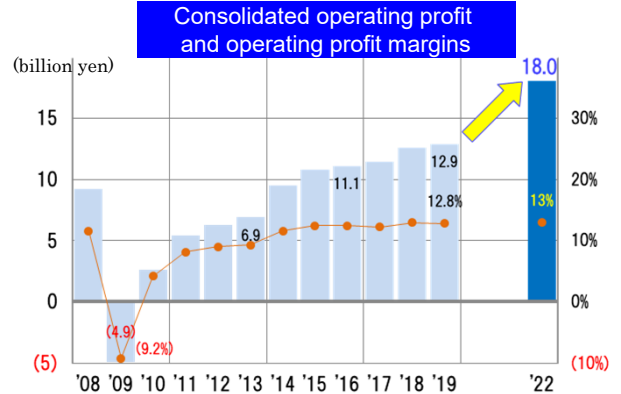
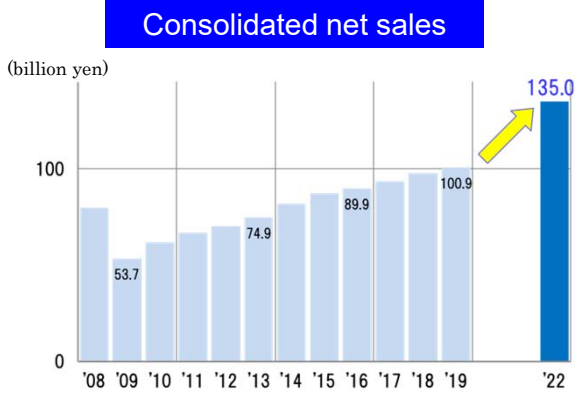
FY2022 Mid-term Management Plan	Group Consolidated	Engineering Solutions Business			Recruiting&Placement Business for Engineers
		Meitec	Meitec Fielders		
		billion yen			
Net Sales	135.0	90.0	40.0	2.5	
Operating Profit	18.0	13.5	3.6	0.8	
Margin	13%	15%	9%	32%	
Profit	12.0	<p>Page23 : Disclaimer regarding the description of the medium-term management plan 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				

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- This shows performance targets for three years. On the Group consolidated basis, Net sales of ¥135.0 billion; Operating profit of ¥18.0 billion; Margin of 13%; Profit of ¥12.0 billion; and ROE of 25% or more.
- We aim to produce our highest levels ever for net sales, operating profit, and margin.

Performance goals

See page 23: Disclaimer regarding the description of the medium-term management plan



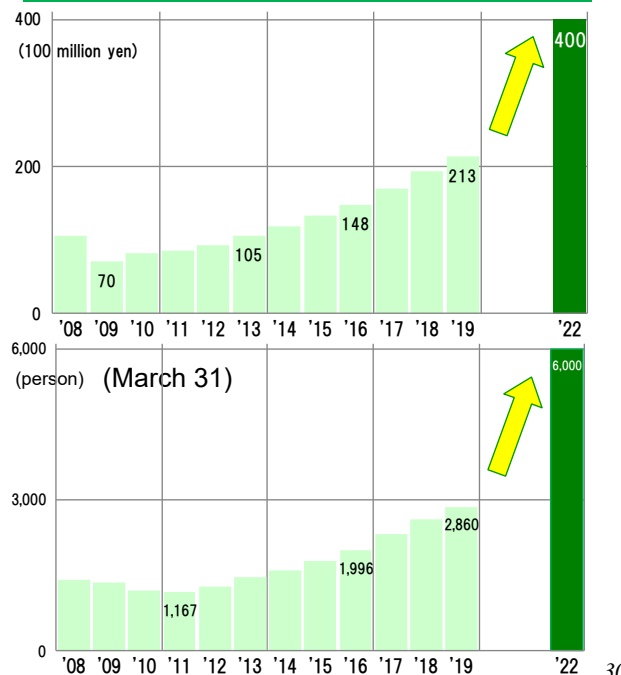
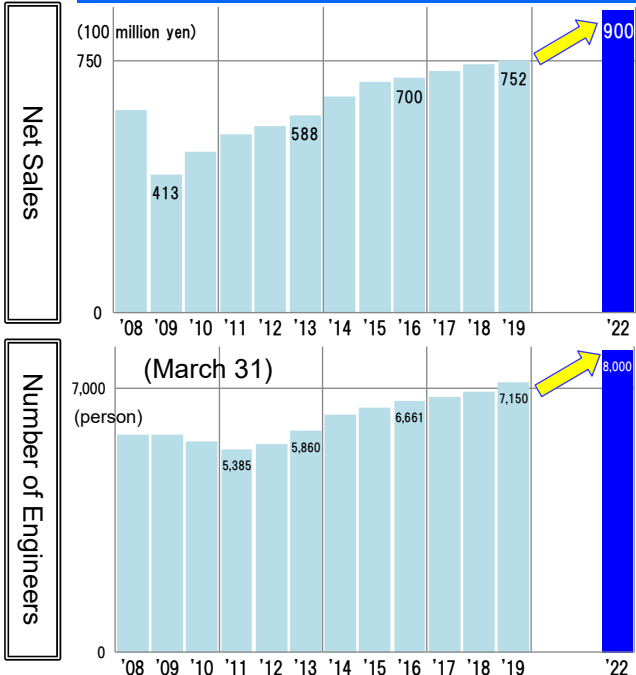
- Both the past results and current targets for net sales, operating profit, and profit, as well as the individual margins and ROE are as shown.

Performance goals

See page 23: Disclaimer regarding the description of the medium-term management plan

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)



- In the coming three years, Meitec aims to have 90 billion yen in net sales and 8,000 engineers, and Meitec Fielders aims to have 40 billion yen in net sales and 6,000 engineers.

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
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <ul style="list-style-type: none"> Contribute to solving environmental, energy, etc. issues by promoting technological innovation Contribute to the industry and economic growth by promoting technological innovation and innovation 	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Contribute to sustainable economic growth through creating a Professional Labor Market</p>	 <p>4 QUALITY EDUCATION</p> <p>Promote higher technical education and lifelong learning</p>
		 <p>5 GENDER EQUALITY</p> <p>Provide fair “opportunities and placement” regardless of nationality, gender or age</p>
		 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</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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- Here, we are again clarifying how the Meitec Group will contribute to social issues.
We have always pledged and worked to contribute to both our clients and society through our businesses.
- During this Mid-term Management Plan, we will continue to play a role in manufacturing innovation through our “People and Technology,” to provide high added value, and contribute to solving social issues.
- This concludes my explanation of the three-year Mid-term Management Plan.

3. Forecast for the Fiscal Year Ending March 31, 2021

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Engineering Firm at The Core

- I will now discuss our forecasts for the fiscal year ending March 31, 2021.

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)				

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- This shows our consolidated forecasts for the Group.
- The future of the order environment is unclear due to COVID-19, leading us to postpone the release of our current full-year earnings forecast. We are providing a forecast for the cumulative period through the second quarter that can be reasonably estimated.
- Based on the latest operating status and outlook through the second quarter, expecting a delay in assigning new employees compared to normal years, we forecast net sales similar to the same period of the previous fiscal year of ¥49.6 billion, operating profit of ¥4.6 billion, down 23.4% year on year, and profit attributable to owners of parent of ¥3.0 billion, down 24.5% year on year.

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

- ✓ 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)	non-disclosure		8.52	—				
Number of Recruitment	619	(8)						
Newly graduated	399	(19)						
Mid-career	In-house target 220	+11	Target of the New Graduates to be hired for April 2021	To Apr. 2020				
Turnover Ratio	5.1%	(0.4%)	450	+51				

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- This shows our forecasts for Meitec.
- We forecast net sales of ¥36.5 billion, down 1.3% year on year, and operating profit of ¥3.7 billion, down 22.3% year on year.
- The reason for the increase in SG&A expenses is the expected increase in aggressive hiring-related expenses.
- In light of this, we forecast profit of ¥3.2 billion, down 19.9% year on year.
- Furthermore, we forecast that the utilization ratio will decline by 4.0% year on year, both considering our latest operating status and outlook and the expected delay in assigning new employees compared to normal years.

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>			non-disclosure		8.59	—			
Number of Recruitment	892	+386							
Newly graduated	217	+19							
Mid-career	In-house target 675	+367							
Turnover Ratio	8.6%	(0.5%)	300			To Apr. 2020	+83		

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- This shows our forecasts for Meitec Fielders.
- We forecast net sales of ¥10.6 billion, up 1.5% year on year, and operating profit of ¥0.6 billion, down 35.5% year on year.
- We are expecting SG&A expenses to increase 20.2% year on year due to aiming of an increase in the number of recruitment.
- We forecast profit of ¥0.4 billion, down 37.9% year on year, due to these factors and the absence of the impact of the reduction in the tax burden that occurred in the previous fiscal year.

Mid-career (FY 2020/3)

- 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 2020)

- 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		Total		New Graduates April 2021	
		In-house target	Comparison to Previous Year	In-house target	Comparison to Previous Year	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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- This shows our hiring target.
- Since the declaration of a state of emergency, with top priority placed on ensuring applicants' safety and security, we will focus on activities, maintaining our existing hiring standard.
- For mid-career hires, we are targeting large increases of 220 hires year on year by Meitec and of 675 hires by Meitec Fielders.
- The hiring prospects for manufacturing companies that compete with us for hiring are unclear. However, as put forth in the new Mid-term Management Plan that I just explained, Meitec Fielders aims to become No. 1 in the Mid-range Zone, and has set significantly higher hiring target numbers than in the past.
- For new graduate recruitment in April 2021, we have set a hiring target exceeding the number of hires in the previous fiscal year. Meitec ranks 22nd among Japanese companies, and third for the number of science and engineering majors, according to a ranking of new graduates hiring targets noted in a newspaper article. This illustrates how we continue to have ambitious hiring target.
- While the targets are high, the Group is showing the appeal of a lifetime professional career as we work to succeed in welcoming many people as members of the Meitec Group.

Basic Policy Regarding Profit Distribution

- ✓ 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 2014 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

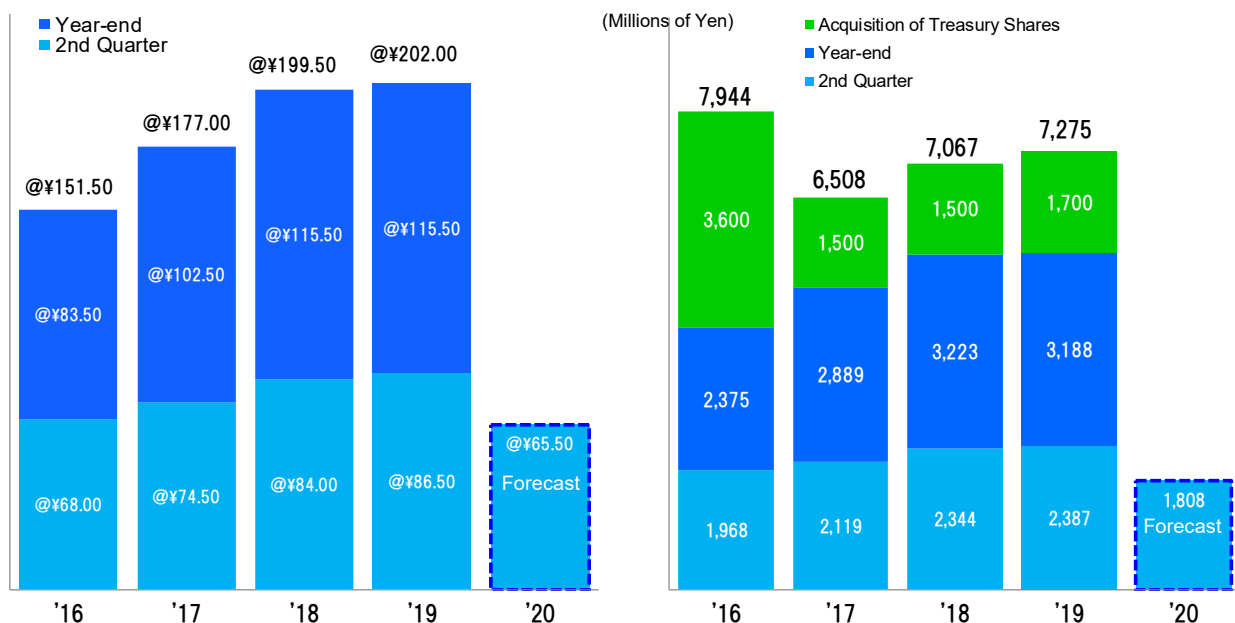
- ✓ To realize the flexible financial position, for the implementation of future growth strategies and response to the risk associated in achieving the goals of the management plan, treasury shares will be held by the company.

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- This shows our profit distribution.
- In the previous Mid-term Management Plan, we set a planned value of 80% for our total return ratio.
- At present, because we have mostly enhanced “quality and quantity” of shareholders’ equity, our total return ratio will be within 100%, in line with our basic policy.

Results and Forecast of Profit Distribution

- ✓ 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



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- Lastly, I will discuss our results and forecast of profit distribution.
- As for the year-end dividend of the fiscal year ended March 31, 2020, we increase our dividend by ¥8.50 per share to ¥ 115.50 per share from the forecast of ¥107.00 per share announced in November 2019, because profit attributable to owners of parent exceeded our forecast. We will seek approval for this higher dividend at the general meeting of shareholders.
Together with the interim dividend of ¥86.50 per share, this will result in an annual dividend of ¥202.00 per share, up ¥2.50 per share.
- In accordance with our basic policy, the profit distribution for the fiscal year ending March 31, 2021 will in principle be a total return ratio of within 100%. As I just explained, we have postponed our full-year earnings forecast. As such, our forecast covers the period through the interim dividend, and we are postponing our forecasts for both the year-end dividend and the amount of purchase of treasury shares.
- Based on the second quarter cumulative earnings forecast, we are forecasting an interim dividend of ¥65.50.
- That ends my presentation today.
We will continue to work to meet your expectations going forward. We appreciate your continuing support and understanding. Thank you for listening.

4. Reference Materials

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MEITEC

Engineering Firm at The Core

Results for the Fiscal Year Ended March 31, 2020

人と技術で次代を拓く

MEITEC

Engineering Firm at The Core

	Engineering Solutions Business				Recruiting & Placement Business for Engineers
	Meitec	Meitec Fielders	Meitec Cast	Meitec EX	Meitec Next
(Fractions of one million yen are rounded down)					
Net sales	75,297	21,383	2,889	127	1,639
YoY Amount	+1,260	+2,047	+58	+18	(123)
% Change	+1.7%	+10.6%	+2.1%	+17.1%	(7.0%)
Operating profit	10,382	1,944	186	(2)	434
YoY Amount	+224	+210	+13	+2	(125)
% Change	+2.2%	+12.1%	+7.9%	—	(22.4%)
Ordinary profit	11,290	1,945	186	(2)	432
Profit	8,112	1,461	120	(2)	279

Trend of Performances (Group Consolidated)

(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)

(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)

(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)

(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)

(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
Total current assets	35,564	35,356	33,295	28,444	37,661	40,643	41,802	44,998	51,639	53,104	54,742	59,325	60,036	62,679
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
Total non-current assets	21,914	22,428	20,934	19,180	18,053	16,915	16,199	16,447	13,458	11,363	11,634	11,608	14,579	14,814
Total assets	57,479	57,784	54,230	47,625	55,714	57,559	58,002	61,445	65,098	64,468	66,377	70,934	74,615	77,493
Total current liabilities	12,559	13,764	11,026	6,392	10,016	11,165	9,683	12,589	15,797	13,650	14,662	16,176	16,927	17,228
Total non-current liabilities	6,236	6,422	7,034	7,789	8,603	9,183	9,895	12,667	11,735	13,212	13,860	14,617	15,317	15,937
Total liabilities	18,795	20,186	18,061	14,181	18,619	20,349	19,579	25,257	27,532	26,862	28,523	30,794	32,244	33,166
Shareholders' equity	39,144	38,048	36,747	34,101	37,745	38,017	39,264	38,299	39,619	39,973	39,970	42,078	44,173	45,950
Other net assets	(461)	(449)	(577)	(658)	(651)	(808)	(841)	(2,111)	(2,054)	(2,367)	(2,116)	(1,939)	(1,802)	(1,623)
Total net assets	38,683	37,598	36,169	33,443	37,094	37,209	38,422	36,188	37,565	37,605	37,854	40,139	42,371	44,327

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)
Net increase (decrease) in cash and cash equivalents	(3,303)	+2,634	+1,313	(3,394)	+9,467	+2,691	(93)	+3,511	+4,668	+643	+1,845	+4,493	+3,298	+1,980

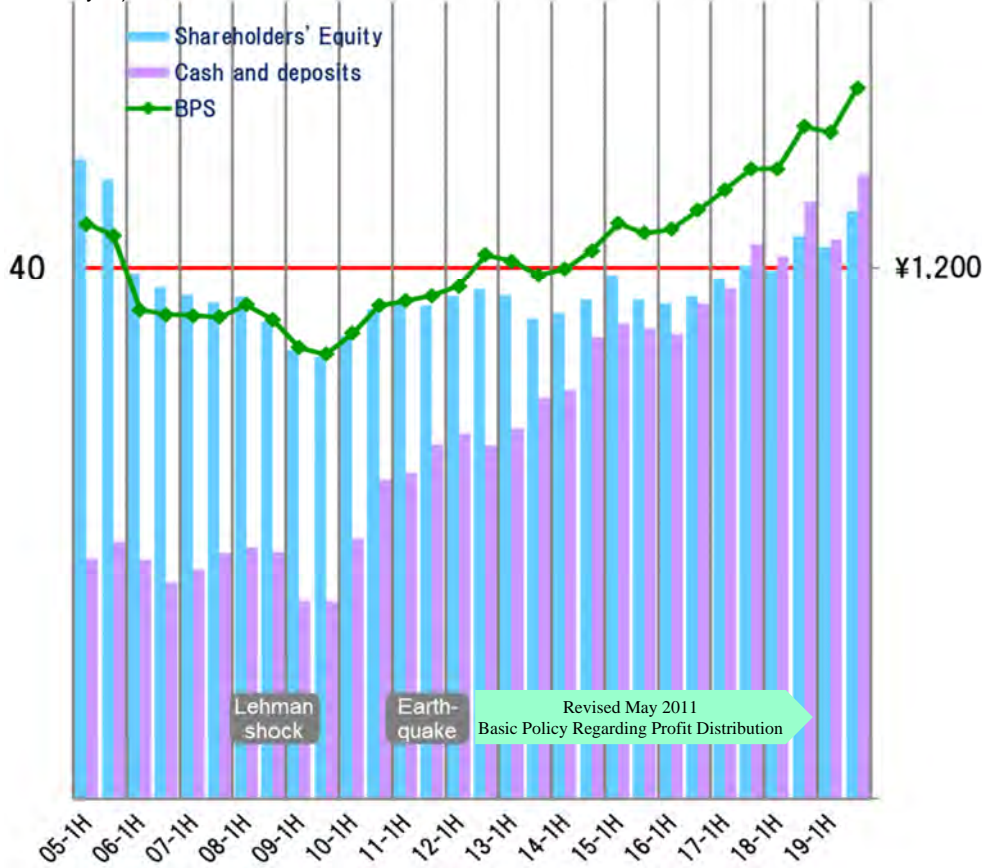
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Trend of Profit Distributions and Forecast

(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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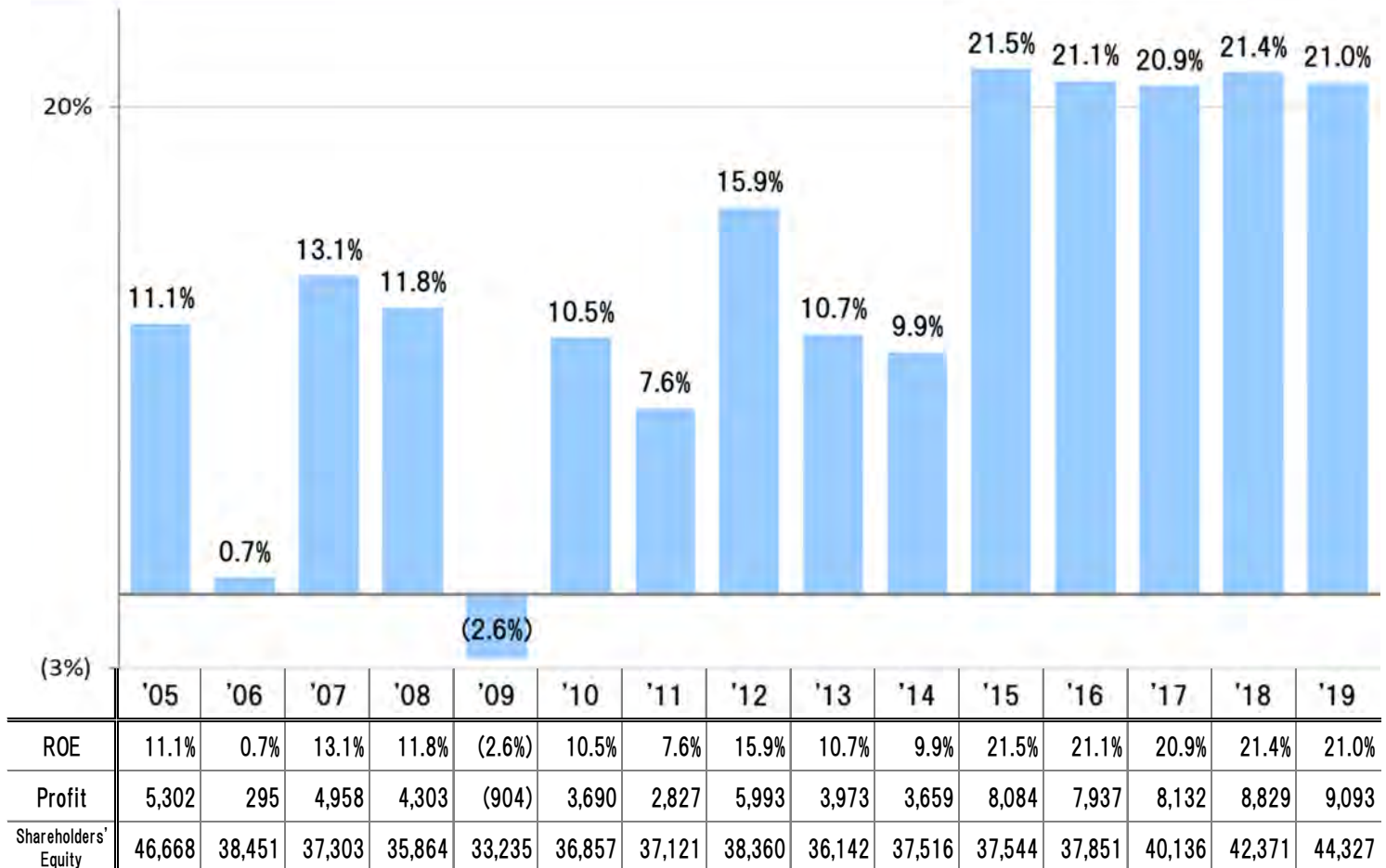
(billions of yen)



- 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.

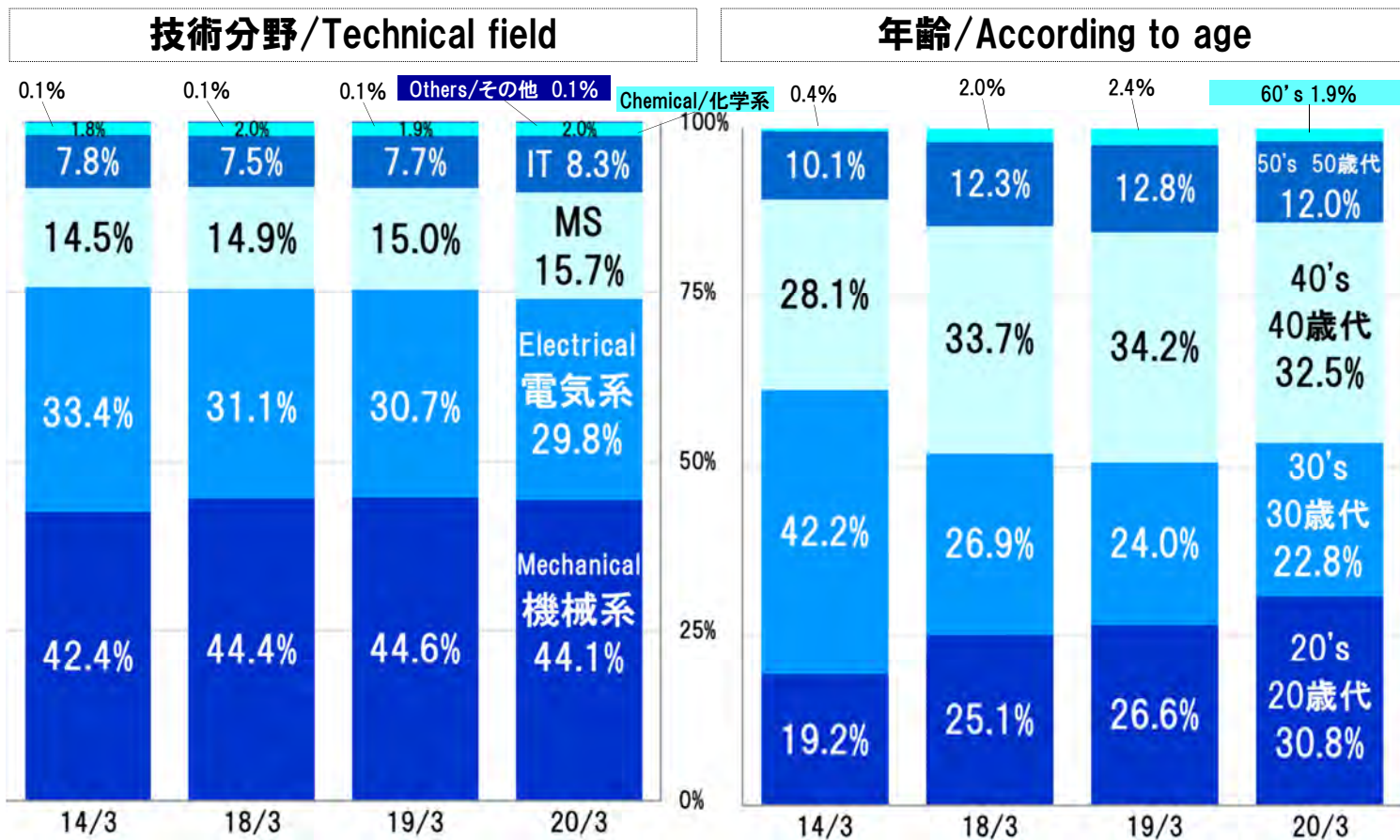
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Trend of ROE



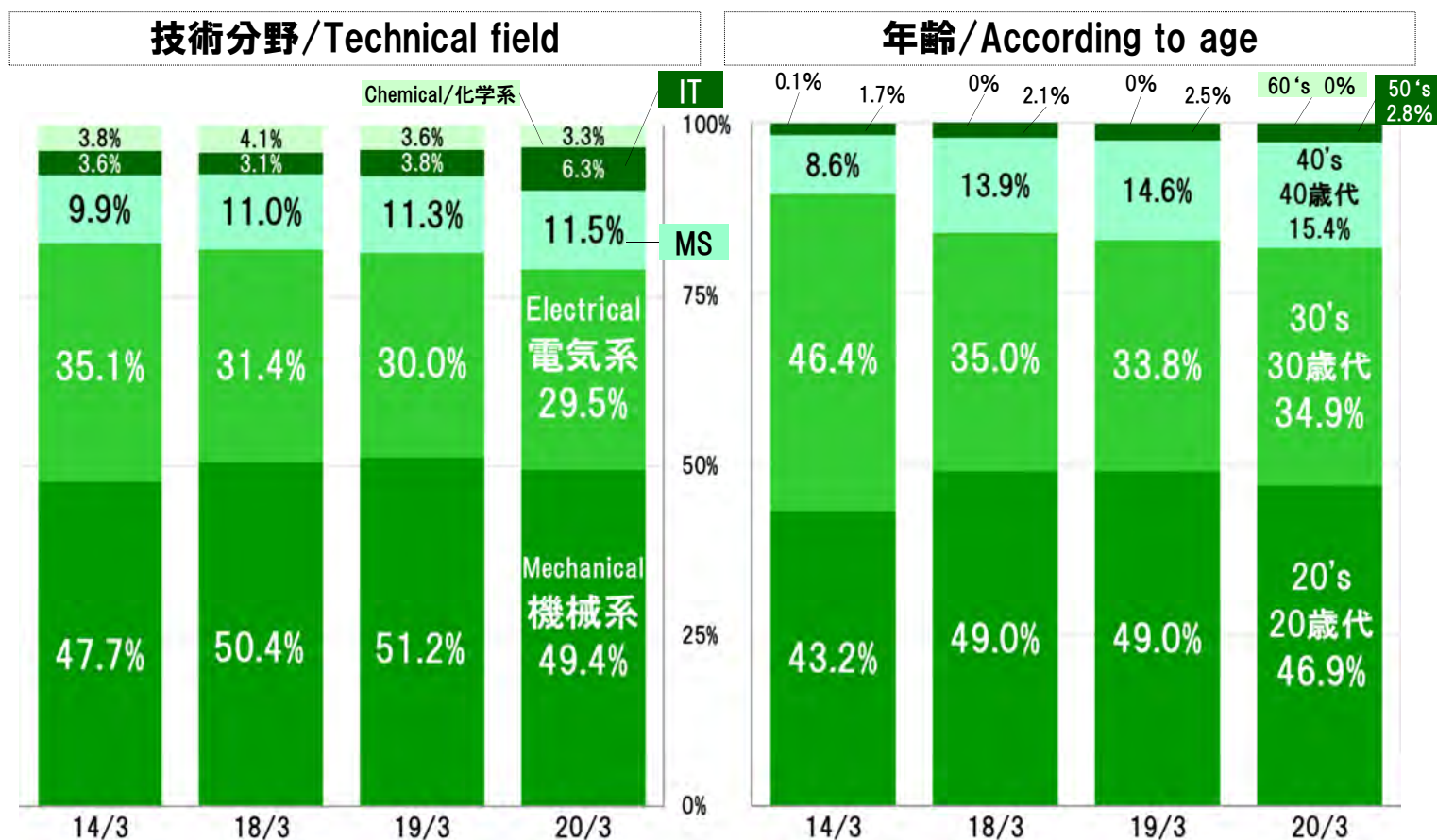
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Distribution of Engineers by Technical Fields and Age (Meitec)



MS: Micro Computer System

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



MS: Micro Computer System

Sales by the Industrial Segments (Meitec)

Millions of Yen

Meitec	FY2015	FY2016	FY2017	FY2018	FY2019			
	Net Sales				Net Sales	Total Net Sales(%)	Change	Change (%)
Automobile/Transportation	18,266	19,555	21,183	22,214	22,513	29.9%	+299	+1.3%
Aircraft/Aerospace	5,629	5,565	5,026	4,646	4,636	6.2%	(9)	(0.2%)
Industrial Machinery	10,215	10,331	10,123	10,425	10,544	14.0%	+119	+1.1%
Precision Equipment	4,982	5,245	5,809	6,389	7,069	9.4%	+680	+10.7%
IT Related Hardware and Devices	4,872	4,254	4,005	3,831	3,615	4.8%	(216)	(5.6%)
Electric and Electronics	8,270	8,193	8,405	8,172	7,831	10.4%	(340)	(4.2%)
Semiconductors and Integrated Circuits Design	4,280	4,024	4,088	4,159	3,962	5.3%	(196)	(4.7%)
Semiconductor Equipment and Devices	1,919	2,043	2,345	2,649	2,698	3.6%	+48	+1.8%
Information Processing/Software	4,886	5,008	5,233	5,347	5,778	7.7%	+431	+8.1%
Plant	2,346	2,518	2,547	2,608	2,823	3.7%	+214	+8.2%
Construction	374	373	389	357	295	0.4%	(61)	(17.3%)
Others	2,835	2,968	3,094	3,234	3,526	4.7%	+292	+9.0%
Total	68,878	70,083	72,252	74,036	75,297	100.0%	+1,260	+1.7%

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Sales by the Industrial Segments (Meitec Fielders)

Millions of Yen

Meitec Fielders	FY2015	FY2016	FY2017	FY2018	FY2019			
	Net Sales				Net Sales	Total Net Sales(%)	Change	Change (%)
Automobile/Transportation	4,981	5,455	5,843	6,406	6,761	31.6%	+355	+5.5%
Aircraft/Aerospace	251	366	388	359	401	1.9%	+41	+11.7%
Industrial Machinery	1,929	2,157	2,621	3,280	3,984	18.6%	+704	+21.5%
Precision Equipment	1,666	1,760	2,149	2,395	2,709	12.7%	+314	+13.1%
IT Related Hardware and Devices	452	565	651	693	782	3.7%	+89	+12.9%
Electric and Electronics	1,656	1,827	1,984	2,169	2,231	10.4%	+62	+2.9%
Semiconductors and Integrated Circuits Design	505	511	610	690	702	3.3%	+11	+1.7%
Semiconductor Equipment and Devices	536	672	950	1,311	1,351	6.3%	+39	+3.0%
Information Processing/Software	341	336	466	513	766	3.6%	+252	+49.1%
Plant	473	561	588	601	710	3.3%	+108	+18.0%
Construction	16	22	83	103	11	0.1%	(91)	(88.6%)
Others	516	628	642	809	969	4.5%	+159	+19.7%
Total	13,327	14,865	16,981	19,336	21,383	100.0%	+2,046	+10.6%

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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

“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.”

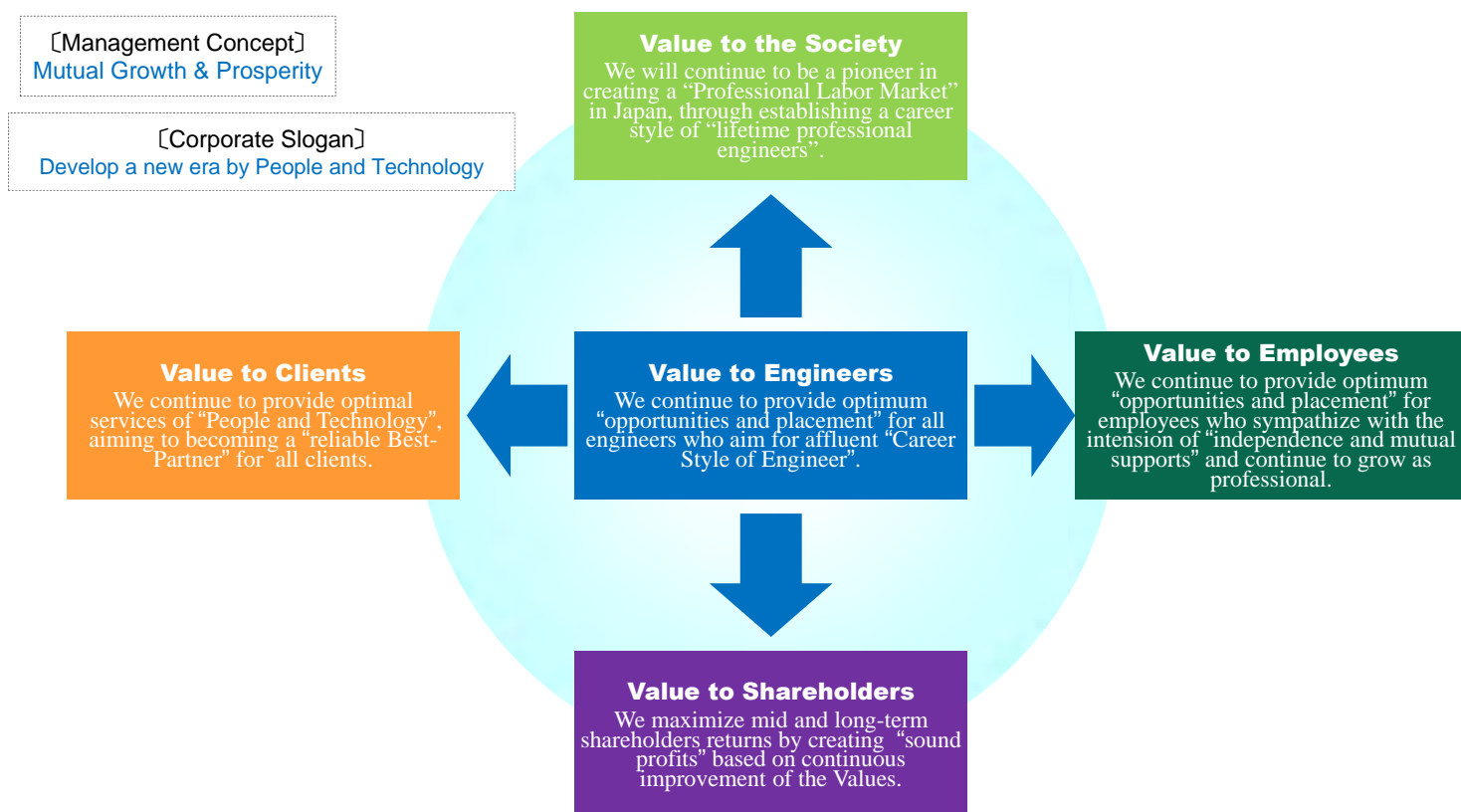
The Core

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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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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Corporate Governance

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

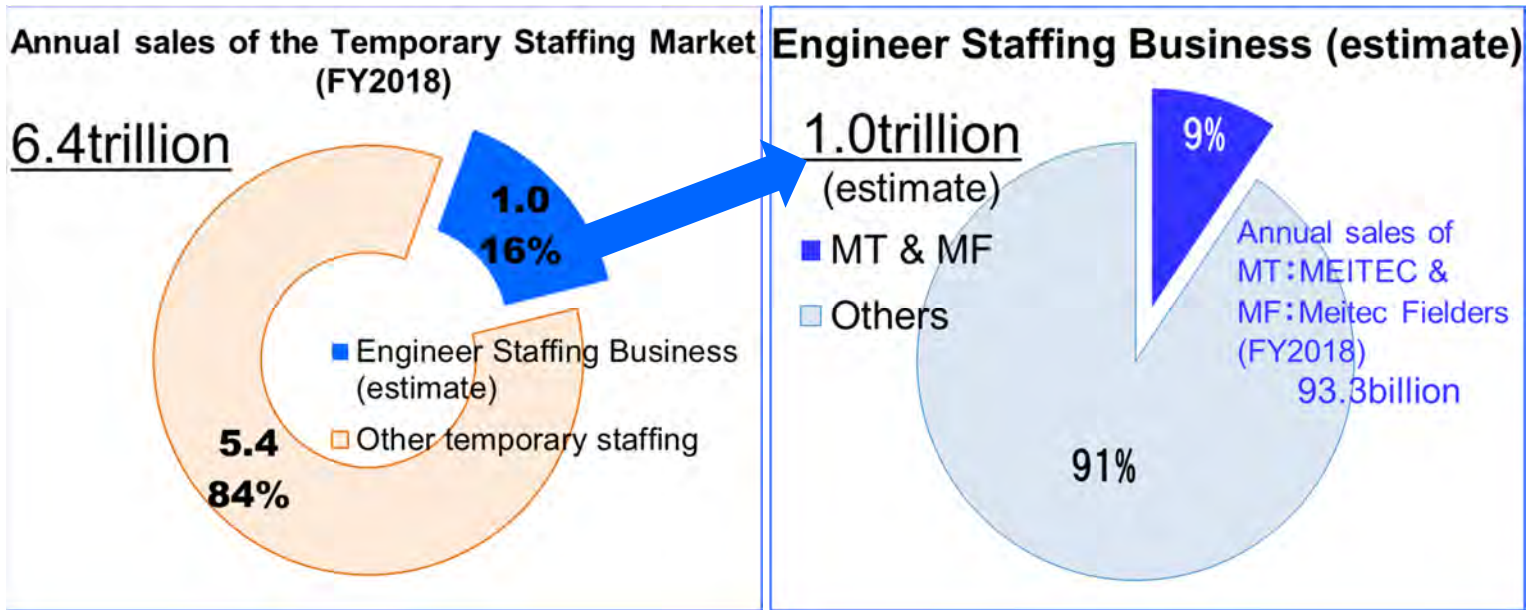
¥1K=JPY1,000-	Revised March 2019	
CEO, MEITEC Group President and CEO, COO	Yearly payment	¥28,800K (Monthly ¥2,400K)
Senior Vice President and Director	Yearly payment	¥24,000K (Monthly ¥2,000K)
Director	Yearly payment	¥19,200K (Monthly ¥1,600K)
Outside Director	Yearly payment	¥9,000K (Monthly ¥750K)
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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Market of Engineer Staffing Business (estimate)



March-2020		Engineer Staffing (estimate)
Meitec	Meitec Fielders	
¥5,286	¥3,806	approx.¥3,700

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

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Shareholders by Business Segments

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%
Total	4,887	100.0%	29,000,000	100.0%

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

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

