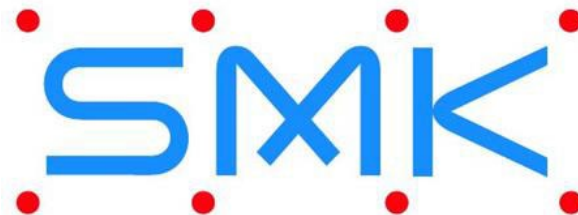


FY2021

Investor Briefing



FY2021

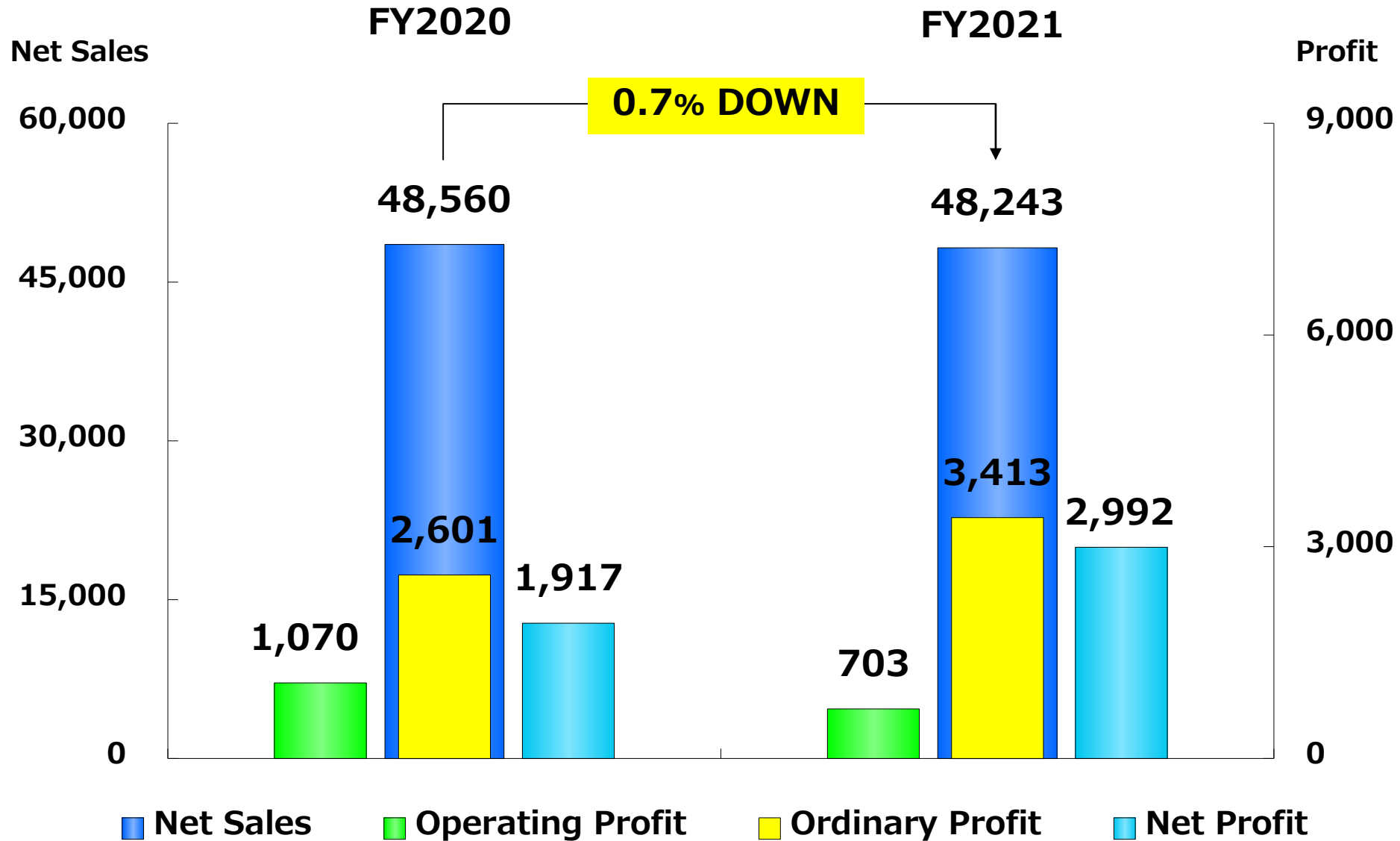
Outline of Financial Statement

Executive Vice President and CFO

KOHEI OHGAKI

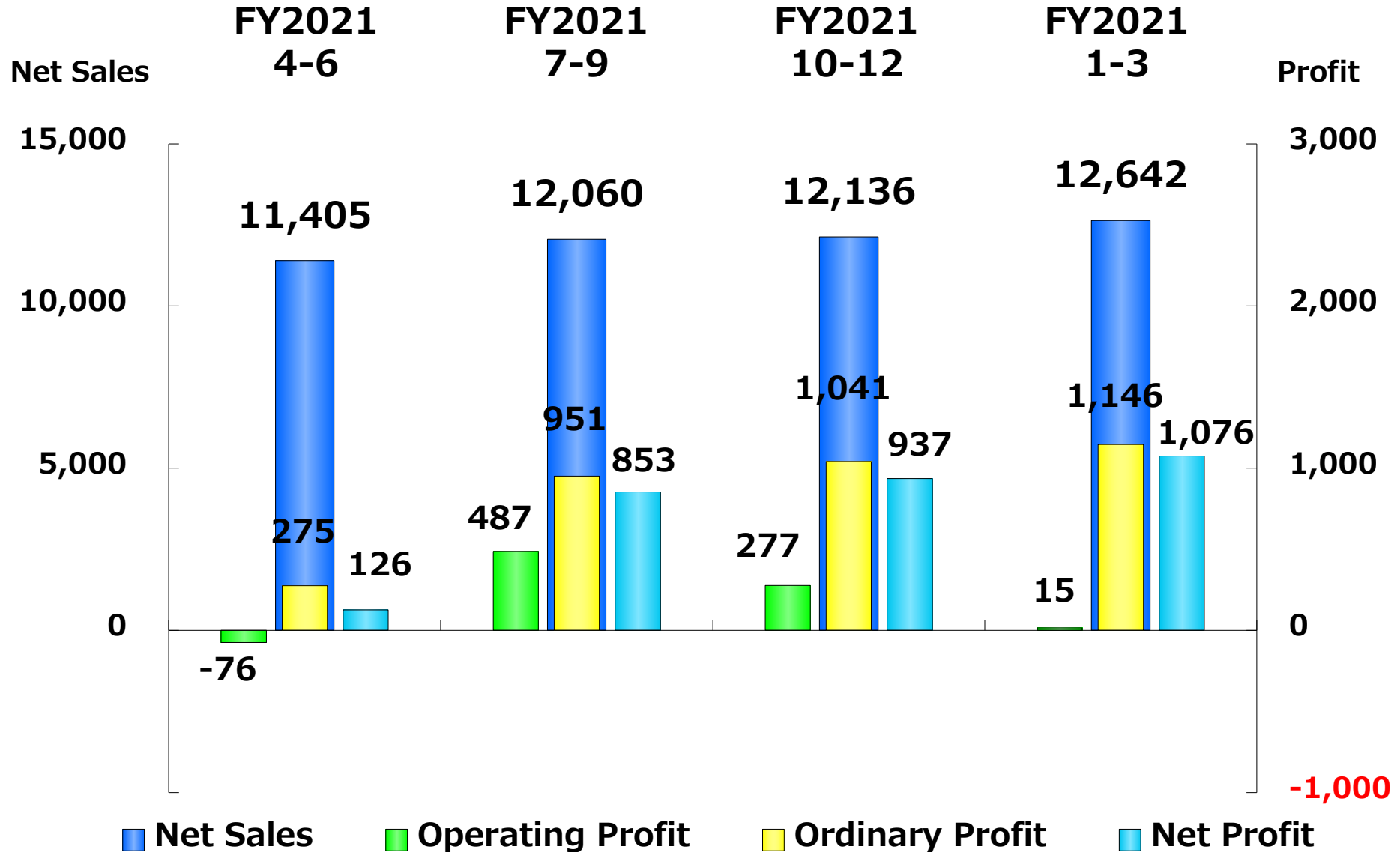
<Consolidated> Financial Results

Unit: Million yen



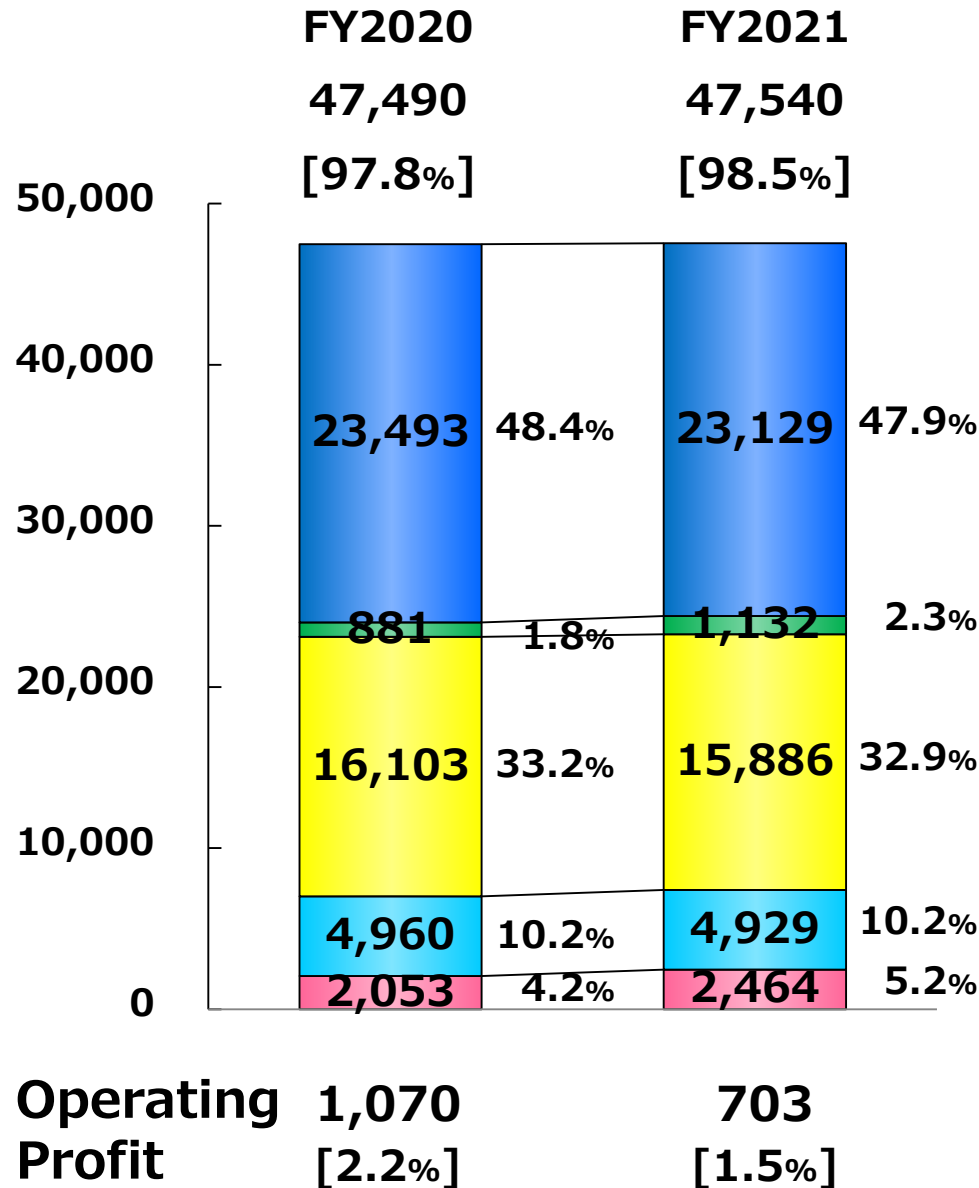
<Consolidated> Financial Results (by Quarter)

Unit: Million yen



<Consolidated> Operating Expenses

Unit: Million yen



[]: Sales Ratio

■ Material costs

■ Amount paid to subcontractors

■ Labor costs

■ Expenses

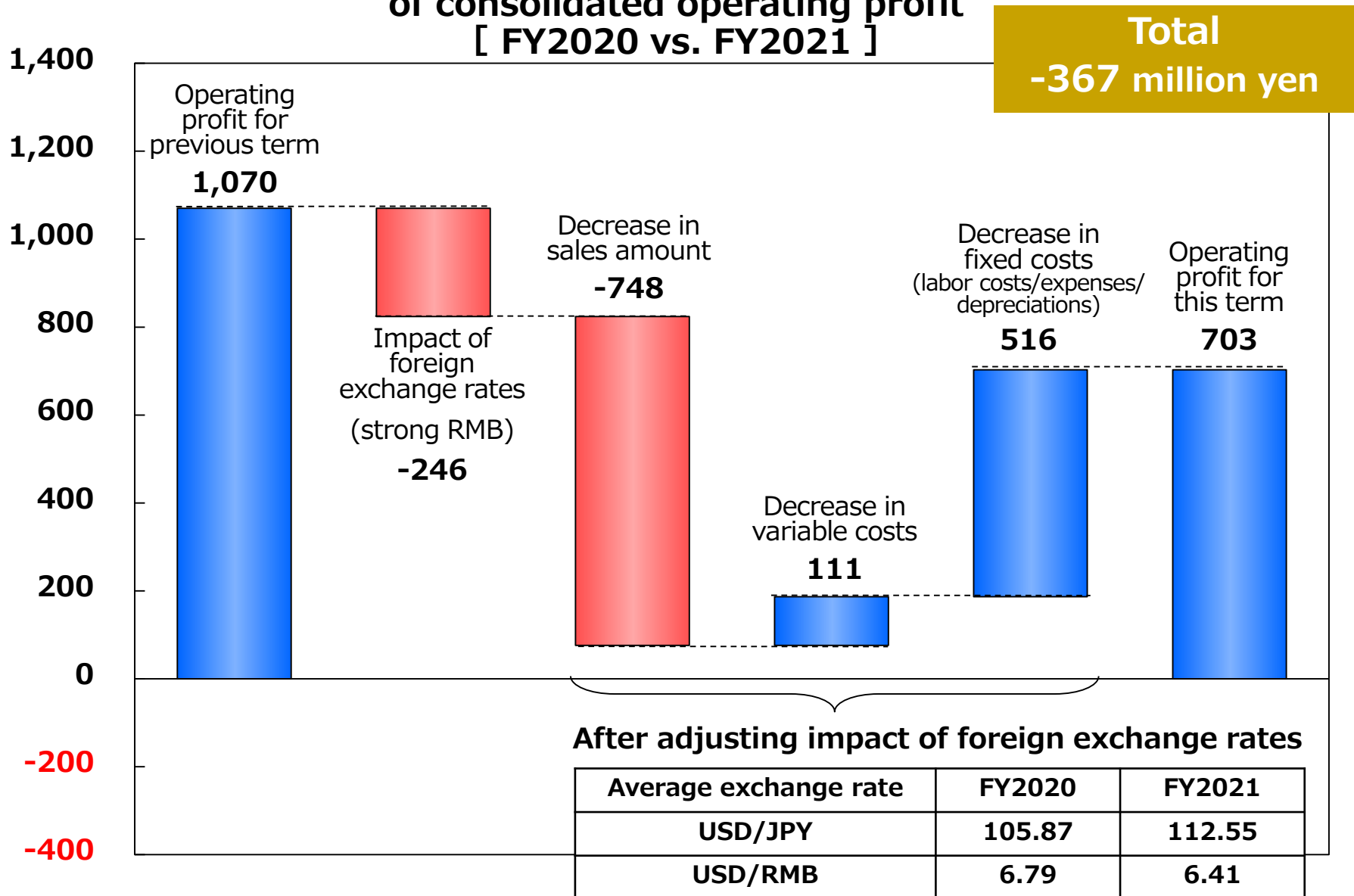
■ Depreciations

- Ratio of material costs & amount paid to subcontractors was unchanged from FY2020
50.2% → 50.2%
- Improved by 0.3%
in ratio of labor costs & expenses
43.4% → 43.1%

<Consolidated> Analysis of Changes in Operating Profit

Analysis of factors for increase/decrease
of consolidated operating profit
[FY2020 vs. FY2021]

Unit: Million yen



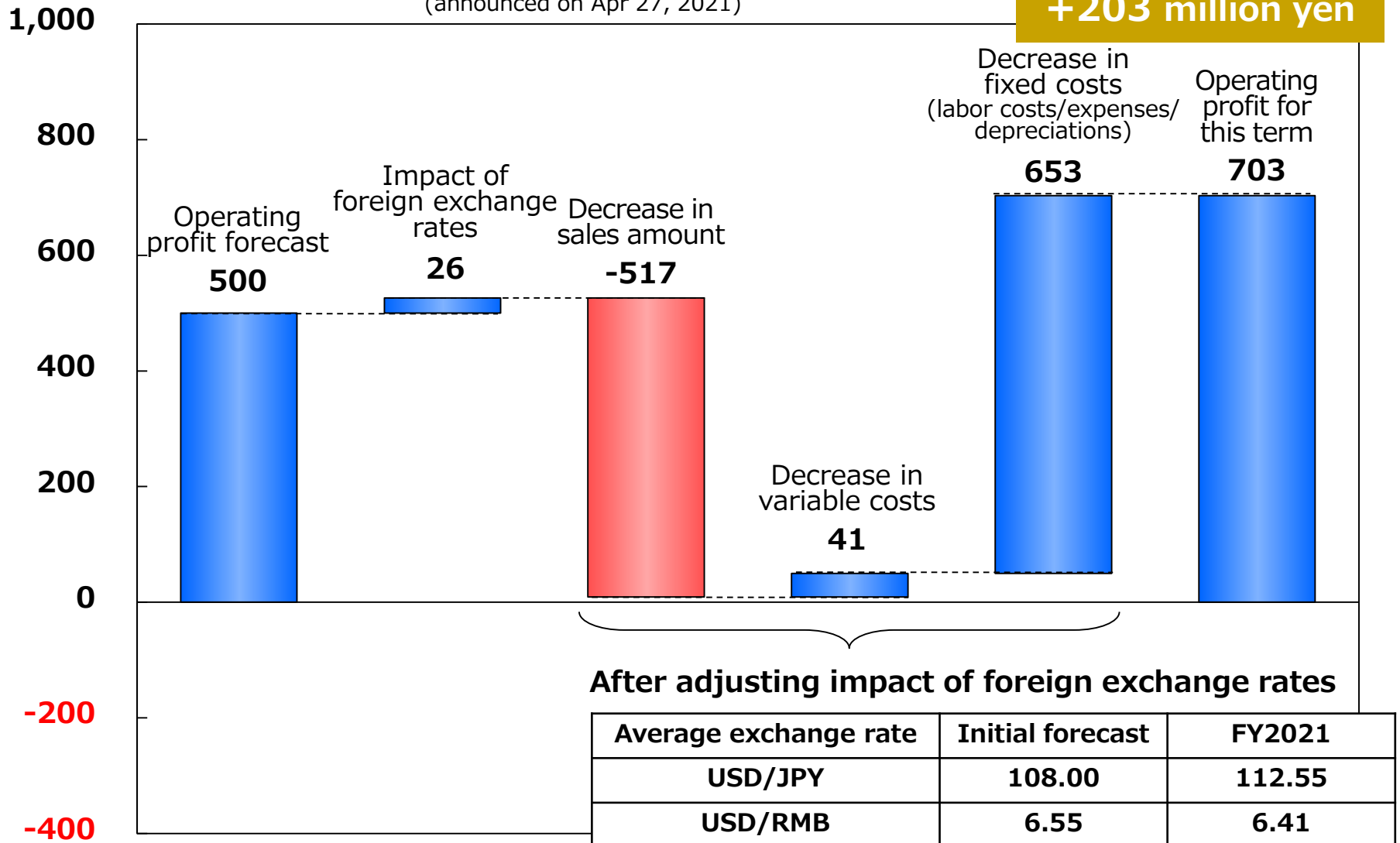
<Consolidated> Analysis of Changes in Operating Profit

Analysis of factors for increase/decrease
of consolidated operating profit
[Initial forecast vs. FY2021]

Unit: Million yen

(announced on Apr 27, 2021)

Total
+203 million yen



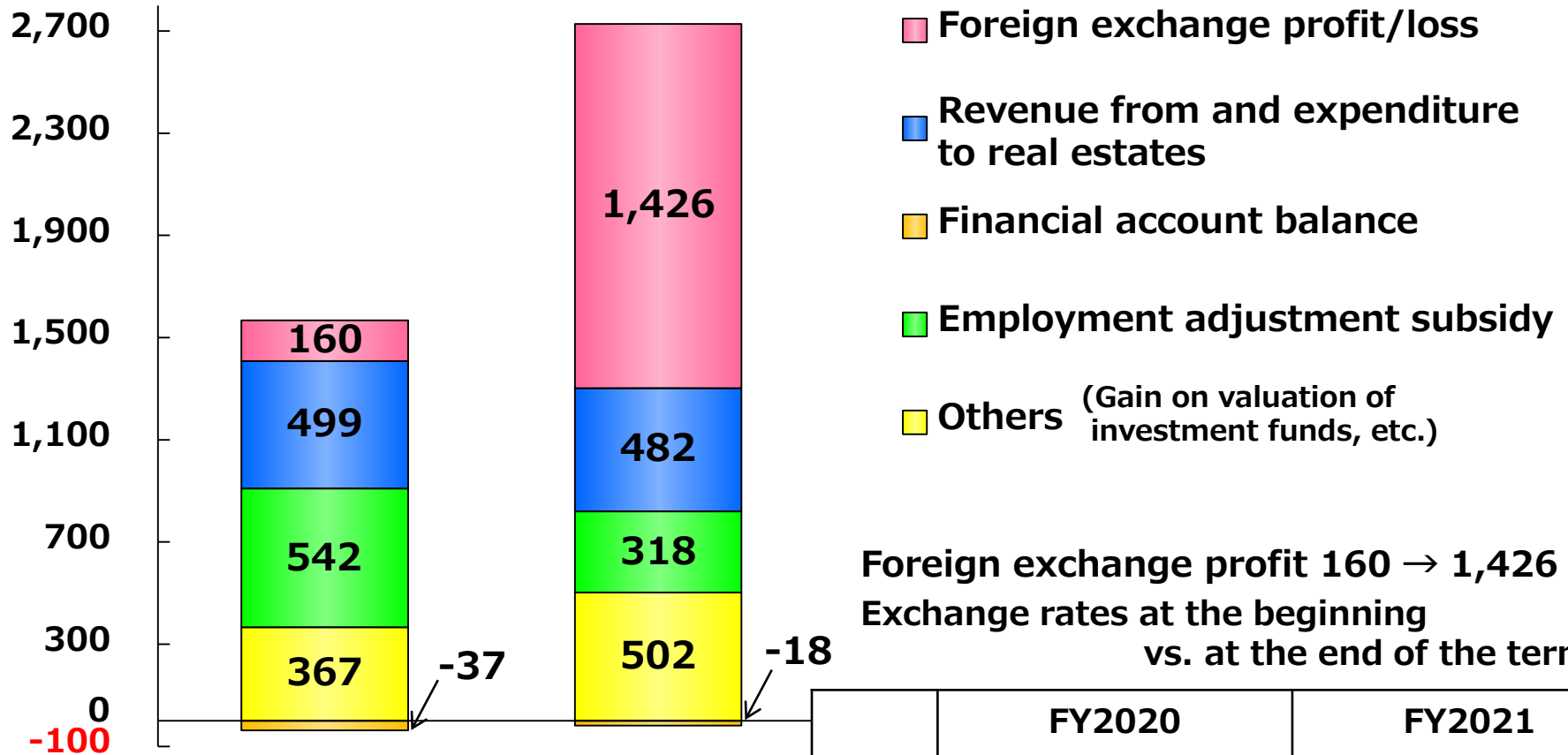
<Consolidated> Non-operating Profit and Loss

Unit: Million yen

FY2020
1,531
[3.2%]

FY2021
2,710
[5.6%]

[]: Sales Ratio



Foreign exchange profit 160 → 1,426
Exchange rates at the beginning
vs. at the end of the term

	FY2020	FY2021
USD/ JPY	Yen weakened by 1.88	Yen weakened by 11.68
USD/ RMB	Yuan strengthened by 0.54	Yuan strengthened by 0.22

-100

-37

-18

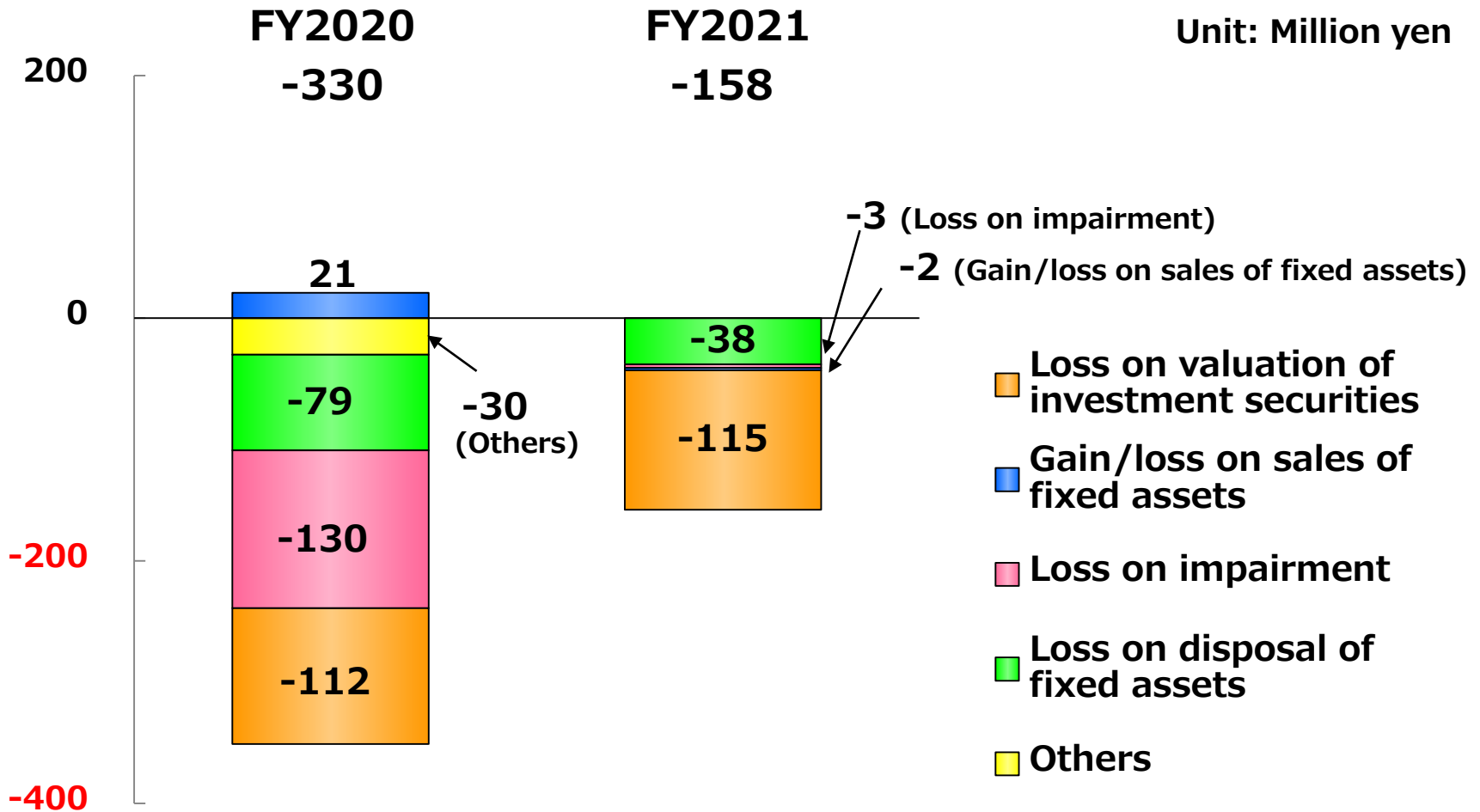
Ordinary
Profit

2,601
[5.4%]

3,413
[7.1%]

<Consolidated> Extraordinary Profit and Loss

Unit: Million yen



Profit before taxes	2,271	3,254
Income taxes	-390	-262
Loss attributable to non-controlling interests	-35	-
Net Profit	1,917	2,992
	[3.9%]	[6.2%]

[]: Sales Ratio

<Consolidated> **Segment Information**

Unit: Million yen

FY2021

	Reporting Segment				Others*	TOTAL
	CS Division	SCI Division	R&D Center	Total		
Net Sales	19,543	28,387	309	48,239	4	48,243
Operating Profit/Loss	1,036	-135	-196	703	0	703

FY2020

	Reporting Segment				Others*	TOTAL
	CS Division	SCI Division	R&D Center	Total		
Net Sales	19,840	28,431	285	48,556	3	48,560
Operating Profit/Loss	1,444	-72	-294	1,077	-7	1,070

*Others: Other components business, lease, real-estate rental, and worker dispatching undertaking

<Consolidated> Cash Position

Unit: Million yen

	Mar. 2021 (A)	Mar. 2022 (B)	Differential (B - A)
Assets	50,332	54,794	4,462
Cash and cash equivalents	8,799	8,555	-244
Accounts receivable	12,567	12,800	232
Inventories	6,547	9,545	2,998
Fixed assets	21,428	23,063	1,635
Liabilities	22,580	24,150	1,570
Accounts payable and accrued expenses	6,805	6,977	172
Interest-bearing debt	11,388	12,608	1,220
Net assets	27,751	30,643	2,892
Common stock	7,996	7,996	-
Capital adequacy ratio	55.1%	55.9%	0.8%

<Consolidated> Cash Flow Position

Unit: Million yen

	FY2020	FY2021
Cash flow from operating activities	4,653	2,433
Working capital	-18	-2,799
Profit before taxes	2,271	3,254
Depreciation	2,237	2,696
Others	163	-718
Cash flow from investing activities	-2,325	-1,631
Free cash flow	2,327	801
Cash flow from financing activities	-3,904	-971
Increase/decrease in interest-bearing debt	-3,643	-168
Increase/decrease in treasury stock	-1	-479
Dividends paid	-259	-323
Initial balance	10,437	8,742
Final balance	8,742	8,505

Financial Forecast and Annual Dividend

%: Increase/decrease
ratio to previous term

(1) Forecast of Consolidated Financial Results

	Net Sales		Operating Profit		Ordinary Profit		Net Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
FY2021	48,243	-0.7	703	-34.2	3,413	31.2	2,992	56.1
FY2022 Forecast	55,000	14.0	1,500	113.1	2,000	-41.4	1,400	-53.2

(2) Annual Dividend

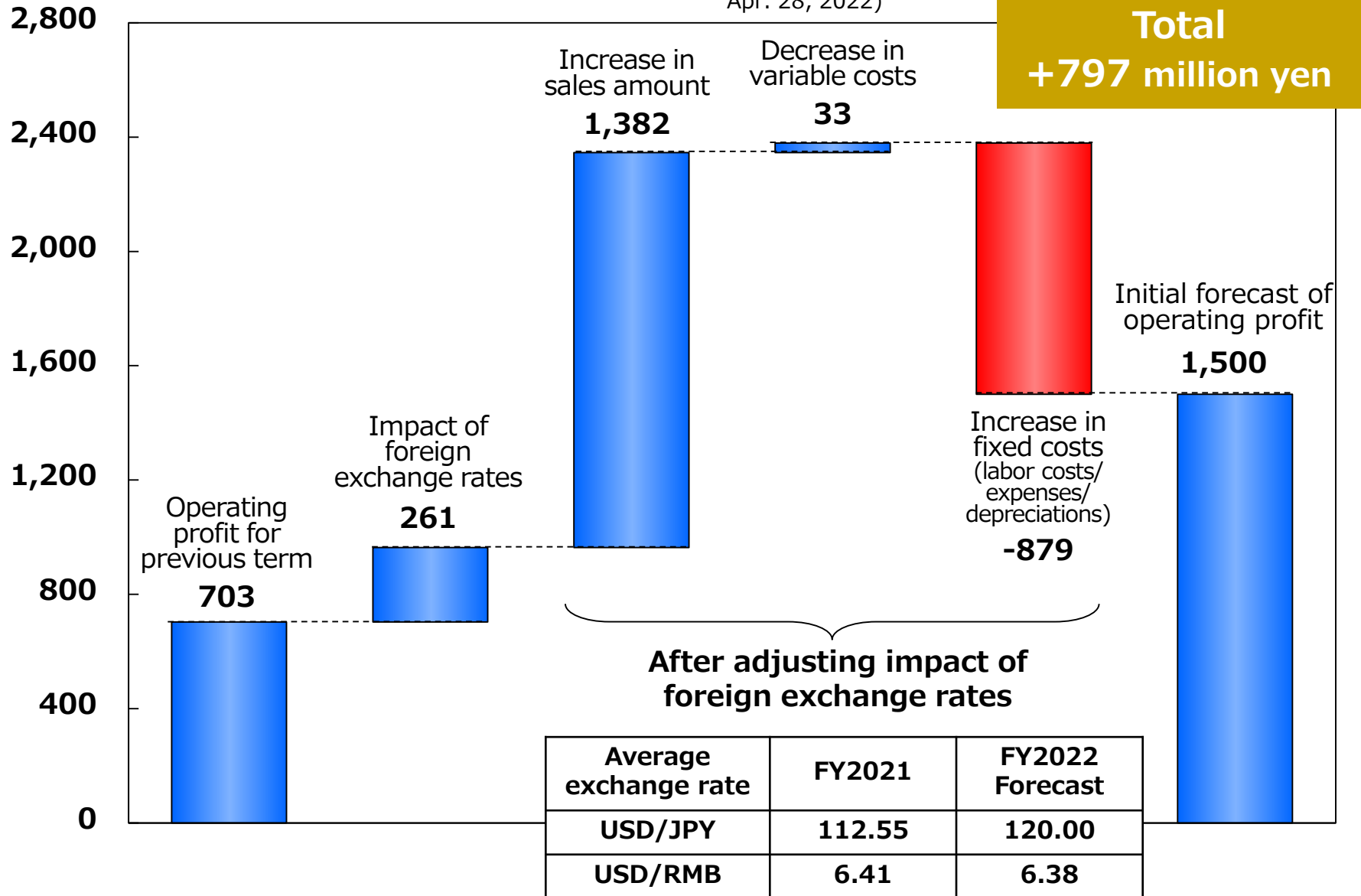
	At second quarter end	At fiscal year end	Annual
FY2021	0.00 yen	70.00 yen	70.00 yen
FY2022 Forecast	0.00 yen	70.00 yen	70.00 yen

<Consolidated> Analysis of FY2022 Operating Profit

[FY2021 vs. FY2022]

(announced on
Apr. 28, 2022)

Unit: Million yen



FY2021 Result and FY2022 Prospect

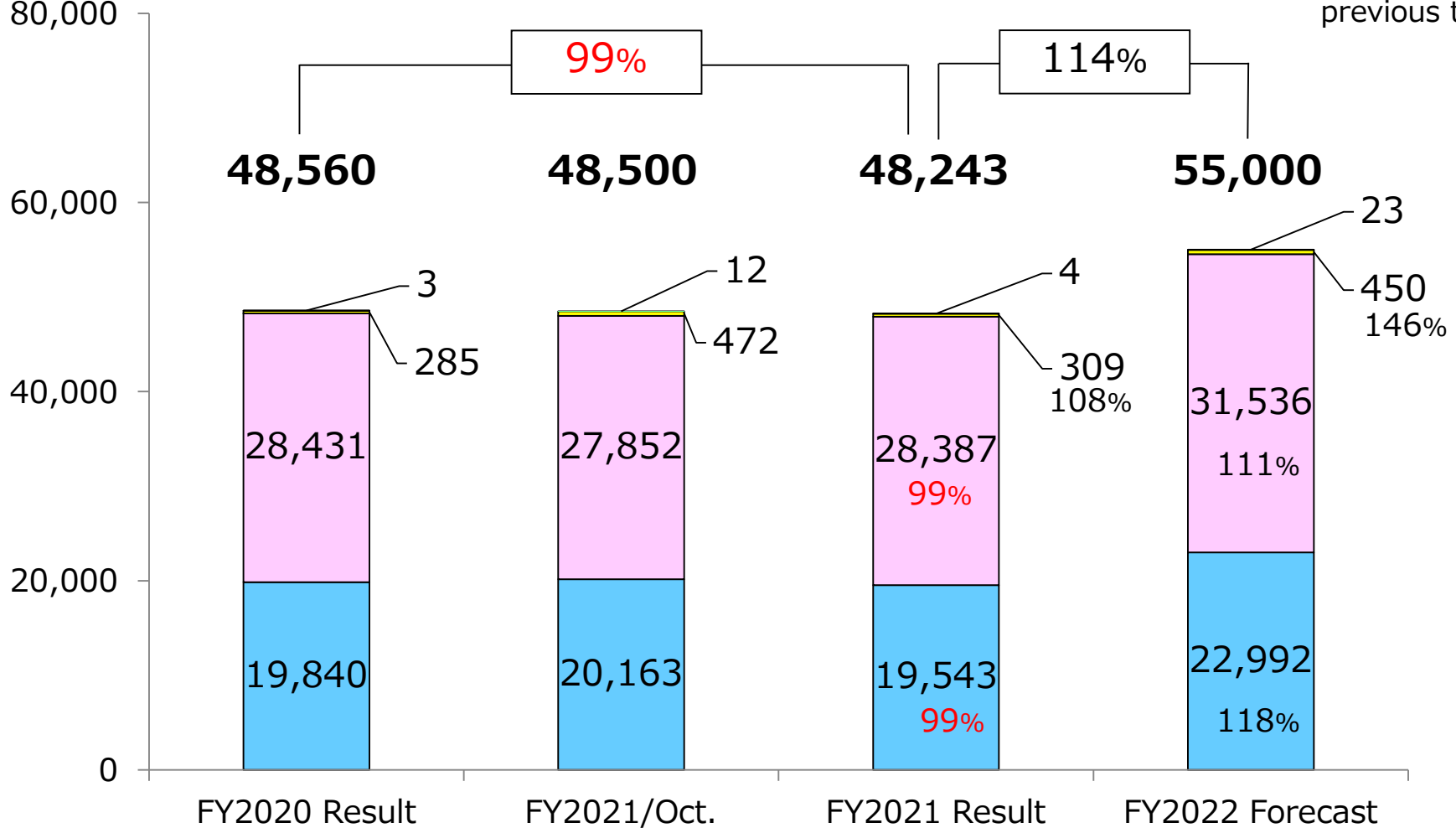
President, CEO and COO

YASUMITSU IKEDA

Net Sales by Product Div. (FY2020-FY2022)

Unit: Million yen

%: Compared to previous term



Exchange rate (1US\$=)

105.87JPY

1H: 110.00JPY
2H: 110.00JPY

112.55JPY

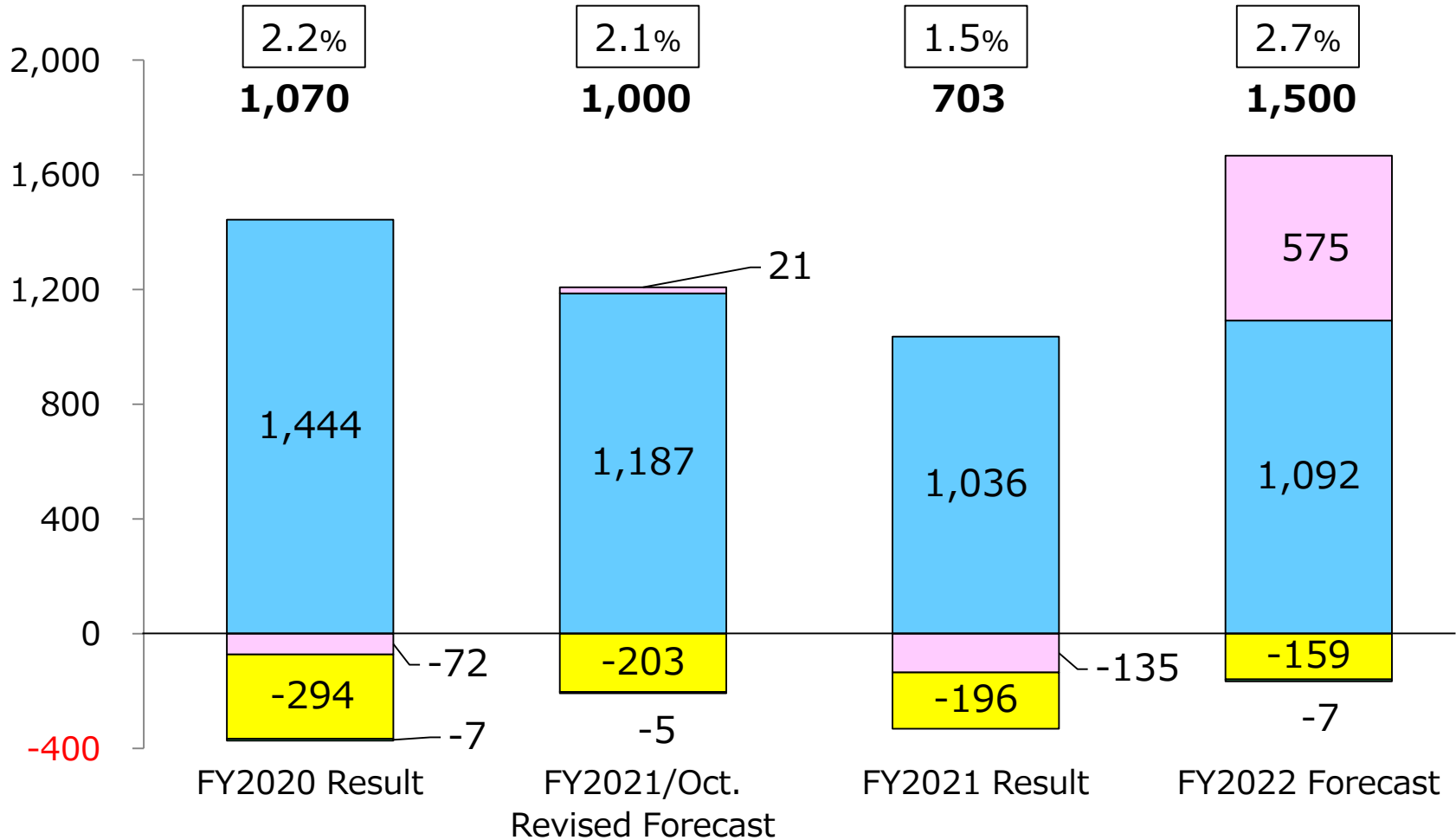
120.00JPY

CS SCI R&D Others

Operating Profit by Product Div. (FY2020-FY2022)

Unit: Million yen

Profitability (%) = Profit / Sales



Exchange rate (1US\$=)

105.87JPY

1H: 110.00JPY
2H: 110.00JPY

112.55JPY

120.00JPY

CS SCI R&D Others

Reference: Net Sales by Market (FY2020-FY2022)

Unit: Million yen

60,000

40,000

20,000

0

48,560

48,243

55,000

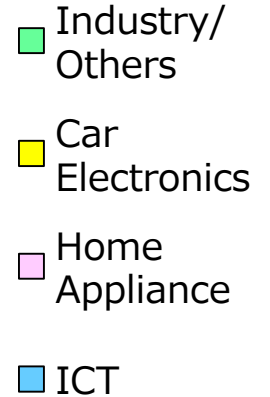
 %: Compared to
previous term

114%

113%

110%

122%



FY2020 Result

FY2021 Result

FY2022 Forecast

Exchange rate
(1US\$=)

105.87JPY

112.55JPY




120.00JPY

	ICT	Home Appliance	Car Electronics	Industry/Others
FY2022 Factors for Increase/Decrease (vs. FY2021)	<ul style="list-style-type: none"> + Connectors for tablets + Connectors for smartphones + Switches and connectors for wearables 	<ul style="list-style-type: none"> + Remote controls for STBs + Remote controls for smart appliances - Remote controls for housing equipment 	<ul style="list-style-type: none"> + Camera connectors + Connectors for electrical devices + Camera modules + Control units - Touch sensors 	<ul style="list-style-type: none"> + Connectors and units for photovoltaic modules + Smart meter modules - Touch sensors for all-in-one printers
FY2022 Key Target	<ul style="list-style-type: none"> - Smartphone/tablet - 5G - Wearable - VICs in China and the U.S. 	<ul style="list-style-type: none"> - White goods - Housing equipment - Gaming device - Smart home 	<ul style="list-style-type: none"> - ADAS - V2X - EV/PHEV - TCU 	<ul style="list-style-type: none"> - Renewable energy - Office equipment - Healthcare - LPWA

FY2022 Priority Matters

1. Conduct business operation to agilely cope with change in business environments.
2. Expand business with high-value-added products & solutions
and
Enhance corporate structure.
3. Strengthen ESG management.

Development of High-Value-Added Products and Solutions

Product/Technology	Overview	Collaboration with	Image
Algorithm to support the diagnosis of dementia	<p>Algorithm to support the diagnosis of dementia using speech in Japanese</p> <p>Contributes to early screening of dementia</p>	<p>National Cerebral and Cardiovascular Center</p> <p>Canary Speech, Inc.</p>	<p>Sample screenshot of assessment scores in the U.S.</p>  <p>Press Release of Mar. 8, 2022</p>
Radar based monitoring system	<p>Reduces accidents in the bathroom with automatic detection system using Ultra Wide Band (UWB) radio waves</p>	<p>EchoCare Technologies</p>	<p>Product Image</p>  <p>Press Release of Aug. 27, 2021</p>
Hybrid technology with energy harvesting and wireless power transfer (WPT)	<p>Enables battery-less operation with two power supply systems using energy harvesting and Sub-GHz WPT technologies</p>	<p>Atmosic Technologies</p>	<p>Product Image</p>  <p>Press Release of Nov. 18, 2021</p>

Equipment Investment

Unit: Billion yen



- Management Infrastructure
- Productivity
- New Product

Strengthen Management Infrastructure (including environment and IT)

Photovoltaic power generation,
Digital Transformation (DX), Information security
Machinery renewal, etc.

Improve Productivity

Automation and labor-saving equipment,
Robots, etc.

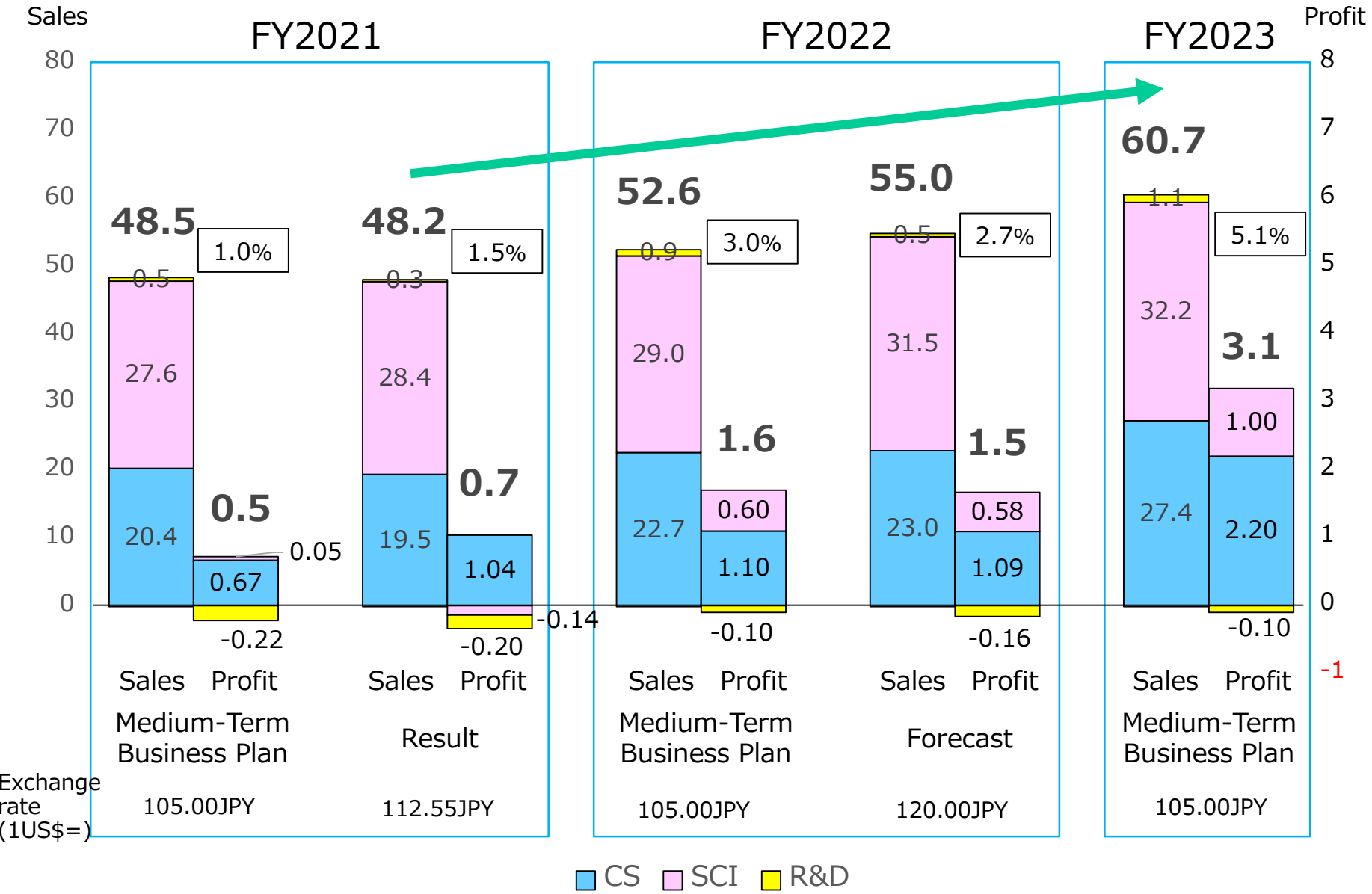
Develop & Produce New Product

Molds, jigs, and production equipment for new
products,
Radio wave anechoic chamber, etc.

Sales & Profit by Product Division

Profitability (%) = Profit / Sales

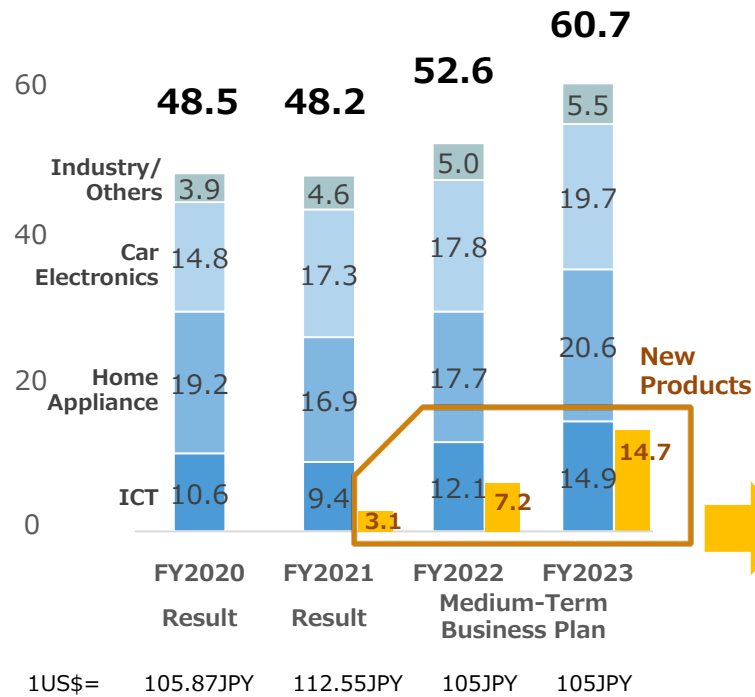
Unit: Billion yen



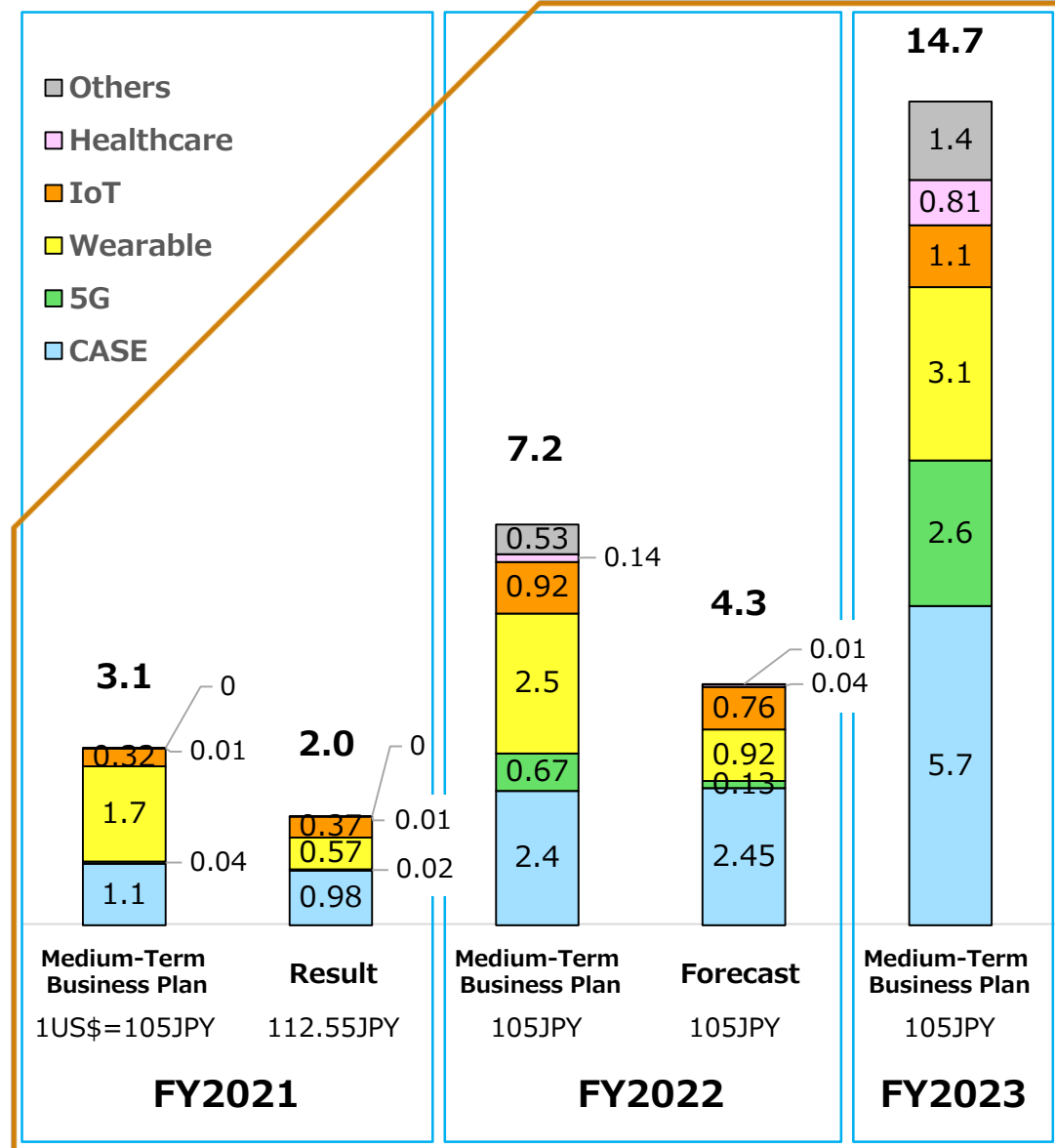
New Product Sales Target

Unit: Billion yen

Sales Target by Market



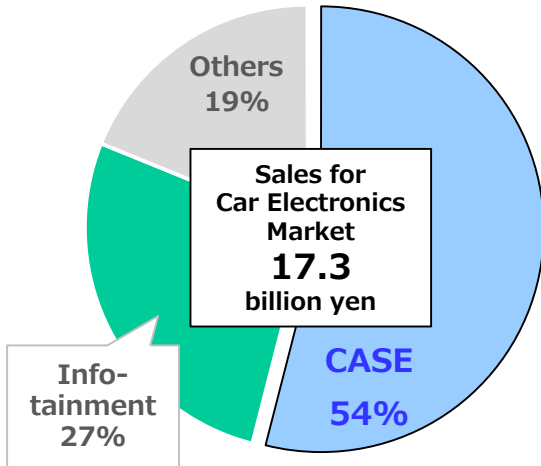
New Products Sales



Approach to CASE

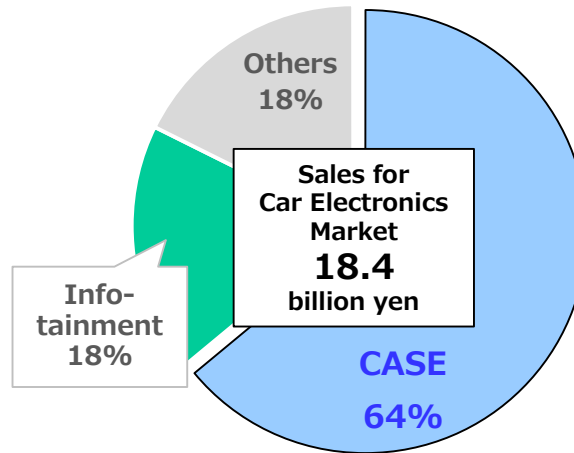
Unit: Billion yen

FY2021 Result



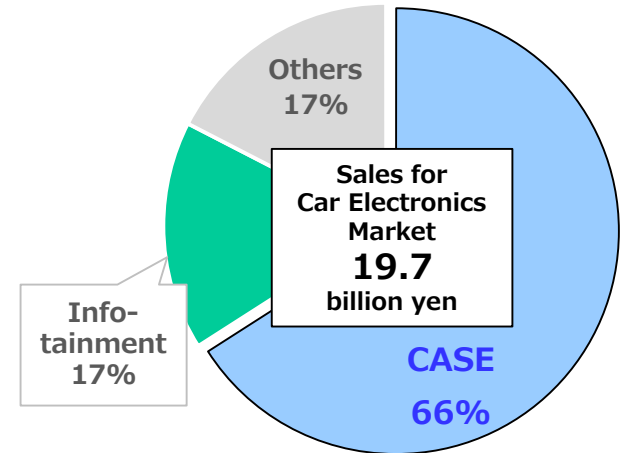
1USD=112.55JPY

FY2022 Forecast



1USD=105JPY

FY2023 Medium-Term Business Plan



1USD=105JPY

CASE-related Mainstay Products

Camera connectors



Antenna connectors

Connectors for drive systems

Camera modules



CASE-related Mainstay Products

Camera connectors



Antenna connectors

Connectors for drive systems



Connectors for LED lights

Camera modules

Units for EVs

CASE-related Mainstay Products

Camera connectors



Antenna connectors

Connectors for drive systems

Connectors for LED lights

Connectors for batteries



Camera modules

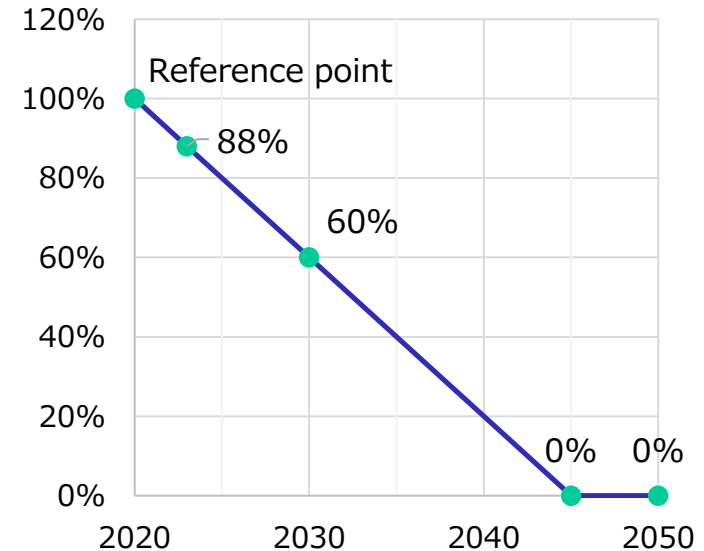
Units for EVs

Approach to Carbon Neutrality

◆ Medium- to long-term targets

Target: CO₂ emissions per unit of production value

	Target
Carbon neutrality	Reach net zero in FY2045
Medium-term (FY2023)	Reduce by 12% compared to FY2020
FY2030	Reduce by 40% compared to FY2020



CO₂ reduction measures

◆ Focus on electricity

Energy conservation:

Replace with more efficient facilities

Owned renewable energy power station:

"Local production for local consumption"
(In-house consumption)

Electric power:

Select CO₂ emission-free (low emission) menus

Activities in FY2021

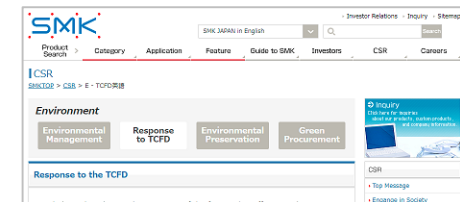
◆ Establishment of long-term promotion system

Established a task force to tackle this challenge across generations

◆ Development of a CO₂ emissions reduction plan to 2030

◆ Survey on CO₂ emission factor (continuous)

- ◆ A new web page for information disclosure based on the recommendation of TCFD will be available by the end of May, 2022



		FY2020 Result	FY2021 Result	FY2022 Medium-Term Business Plan <small>announced in May 2021</small>	FY2022 Forecast <small>announced in May 2022</small>	FY2023 Medium-Term Business Plan <small>announced in May 2021</small>
Unit: Billion yen						
Net Sales	CS	19.8	19.5	22.7	23.0	27.4
	SCI	28.4	28.4	29.0	31.5	32.2
	R&D	0.3	0.3	0.9	0.5	1.1
	Total including others	48.5	48.2	52.6	55.0	60.7
Operating Profit	CS	1.44	1.04	1.1	1.09	2.2
	SCI	-0.07	-0.14	0.6	0.58	1.0
	R&D	-0.29 <small>* There is change in reporting segment</small>	-0.20	-0.1	-0.16	-0.1
	Total including others	1.07	0.70	1.6	1.5	3.1
	Ratio	2.2%	1.5%	3.0%	2.7%	5.0%
Ordinary Profit		2.6	3.4	2.1	2.0	3.5
Net Profit		1.9	3.0	1.5	1.4	2.5
ROE (%)		7.3	10.2	5.0	4.6	8.0
ROA (%)		5.2	6.5	4.0	3.7	6.0
Average Exchange Rate (1USD=)		105.87 yen	112.55 yen	105 yen	120 yen	105 yen

Notice

All information in this material concerning the forecast of business achievements, projections of general business conditions and our business strategies is dependent on our conclusion made to a normally foreseeable extent applying information reasonably accessible to us at the time of preparation of this material.

However, the reality is that it contains risks and uncertainties which may cause result to materially differ from business projections, stated or implied, due to situations which are unforeseeable under normal conditions, or of results which are beyond a reasonably foreseeable outcome at that time.

Despite our active efforts to disclose information which is considered to be important to investors of our company, total dependence on the business projections in this material, stated or implied, must be refrained from when decisions of any kind are made regarding our company.

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