

Financial, Non-financial Highlight

Financial Highlights

Consolidated Income Statement	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Revenue	million yen	629,172	580,795	598,897	612,789	556,178
Trading Profit	million yen	27,175	33,062	37,663	38,824	23,018
Profit before Taxation	million yen	(37,439)	14,751	22,146	22,730	(13,549)
Profit Attributable to Owners of the Parent	million yen	(49,838)	5,605	6,164	13,287	(18,925)
Trading Profit Ratio to Revenue	%	4	6	6	6	4
Profit Attributable to Owners of the Parent Ratio to Revenue	%	(8)	1	1	2	(3)
ROE	%	(36)	5	5	10	(19)
ROA	%	3	4	5	5	3

By Business Segment (Revenue)	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Architectural	million yen	262,559	237,722	237,966	247,348	233,687
Automotive	million yen	316,327	296,560	311,428	314,645	280,977
Technical Glass	million yen	49,490	46,088	48,429	49,106	40,143
Others	million yen	796	425	1,074	1,690	1,371

By Business Segment (Profit)	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Architectural (Trading Profit)	million yen	24,560	27,044	26,246	25,811	17,331
Automotive (Trading Profit)	million yen	9,813	12,654	14,209	15,118	6,100
Technical Glass (Trading Profit)	million yen	267	1,756	5,403	8,062	7,116
Others (Trading Profit)	million yen	(7,465)	(8,392)	(8,196)	(10,167)	(7,529)
Architectural (Profit Ratio to Revenue)	%	9	11	11	10	7
Automotive (Profit Ratio to Revenue)	%	3	4	5	5	2
Technical Glass (Profit Ratio to Revenue)	%	1	4	11	16	18

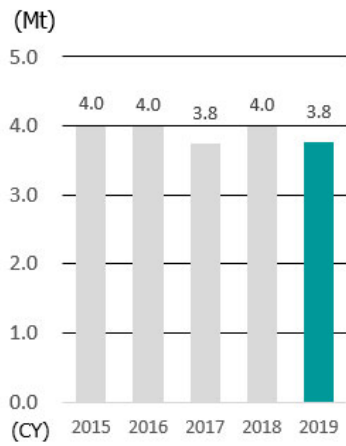
Balance Sheet	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Total Assets	million yen	812,120	790,192	788,592	761,869	765,197
Interest-bearing Debt	million yen	436,959	399,386	372,654	371,508	435,007
Net Debt	million yen	381,044	313,254	306,471	317,700	390,169
Shareholders' Equity	million yen	103,109	124,146	135,192	123,760	73,612
Shareholders' Equity Ratio	%	13	16	17	16	10

Cash Flows	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Cash Flows from Operating Activities	million yen	21,789	30,429	34,716	29,030	30,444
Cash Flows from Investing Activities	million yen	(26,401)	(10,152)	(17,912)	(28,143)	(56,888)
Free Cash Flow	million yen	(4,612)	20,277	16,804	887	(26,444)
EBITDA	million yen	60,311	62,051	63,564	64,732	55,023
Net Debt/EBITDA		6	5	5	5	7
Capital Expenditure	million yen	(28,192)	(28,013)	(35,512)	(32,150)	(66,971)
Depreciation & Amortization	million yen	40,949	32,189	29,436	27,910	34,842

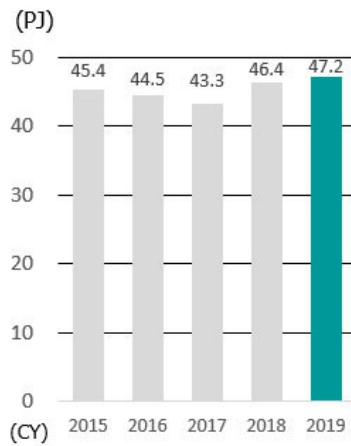
Per Share	Unit	2016/3	2017/3	2018/3	2019/3	2020/3
Earnings per Share	yen	(55)	62	48	115	(236)
Book Value per Share	yen	1,141	942	1,043	979	471
Cash Flow per Share	yen	(5)	224	186	10	(292)

Non-financial Highlights

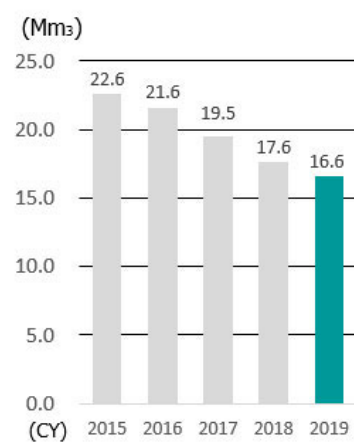
CO₂ emissions



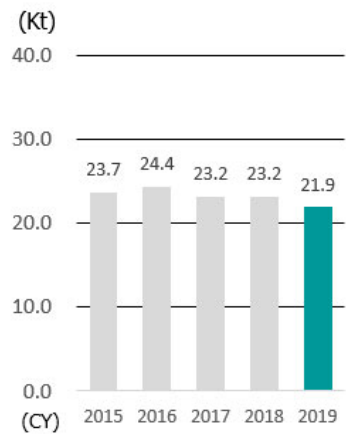
Energy Usage



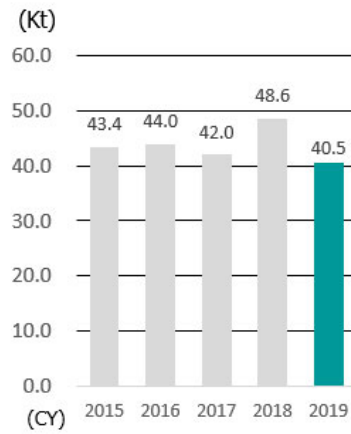
Water Usage



Operational waste to landfill*



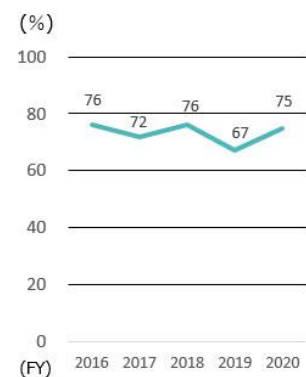
Recycling (not glass)



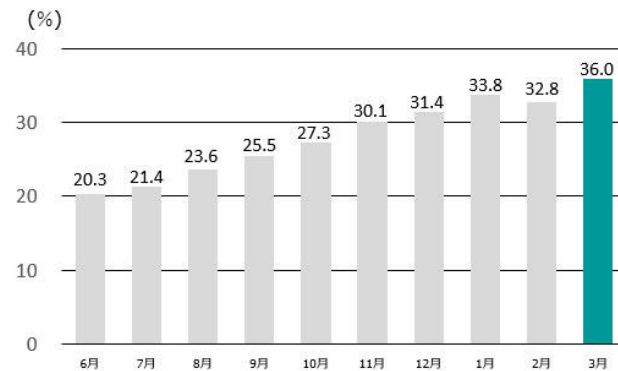
Significant injury rate (SIR)



Employee engagement



FY20 Supplier Spend Assessed by EcoVadis**



* Indicates total amount of glass and non-glass landfill waste

** Procurement spend basis