

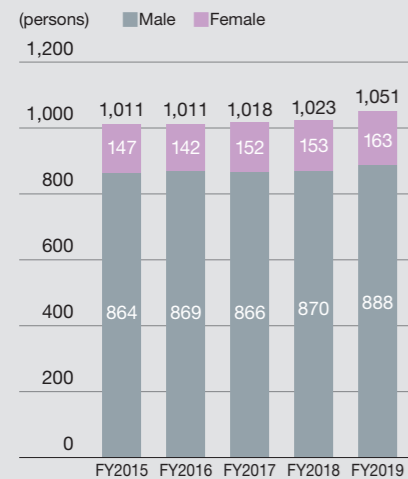
● Financial Information

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Orders (millions of yen)	66,074	68,041	60,238	65,501	77,873	76,485	74,041	88,049	103,838	104,986
Net sales (millions of yen)	61,097	68,502	66,718	62,096	68,741	78,719	81,114	79,226	92,273	96,515
Operating income (millions of yen)	3,532	4,849	3,498	833	2,398	3,947	4,114	3,821	6,558	9,908
Operating income ratio (%)	5.8	6.9	5.2	1.3	3.5	5.0	5.1	4.8	7.1	10.3
Ordinary income (millions of yen)	3,378	4,782	3,909	1,170	2,465	3,871	4,162	3,933	6,538	9,929
Profit attributable to owners of parent* (millions of yen)	1,857	2,683	2,564	664	1,085	2,485	2,731	2,780	4,452	7,162
Capital expenditures (millions of yen)	1,235	763	720	358	334	603	903	644	635	965
R&D expenses (millions of yen)	1,774	1,902	1,655	1,490	1,392	1,407	1,495	1,776	1,823	2,178
Depreciation (millions of yen)	1,210	1,190	1,159	1,065	999	950	950	972	920	1,189
Net assets (millions of yen)	41,116	43,015	45,207	44,252	45,308	46,567	49,034	51,681	54,795	60,857
Total assets (millions of yen)	78,590	84,709	85,309	76,852	83,609	94,795	95,405	96,036	101,257	101,448
Liabilities with interest (millions of yen)	11,388	13,888	14,901	10,230	12,717	17,412	16,910	15,484	13,659	9,740
Annual dividend (yen per share)	10	12	12	8	8	9	11	53	73	104
Book-value Per Share (BPS) (yen)	707.12	740.57	777.05	768.24	786.72	806.89	4,247.27	4,477.64	4,784.81	5,301.26
Earnings Per Share (EPS) (yen)	32.24	46.57	44.52	11.53	18.85	43.17	237.18	241.50	388.48	626.05
Equity Ratio (%)	51.8	50.4	52.5	57.6	54.2	49.0	51.3	53.7	54.0	59.9
Return on Equity (ROE) (%)	4.6	6.4	5.9	1.5	2.4	5.4	5.7	5.5	8.4	12.4
Return on Asset (ROA) (%)	4.5	5.9	4.6	1.4	3.1	4.3	4.4	4.1	6.6	9.8
Consolidated payout ratio (%)	31.0	25.8	27.0	69.4	42.4	20.8	23.2	21.9	18.8	16.6

* The company implemented a reverse stock split on October 1, 2017, consolidating five shares into one.

● Nonfinancial Information

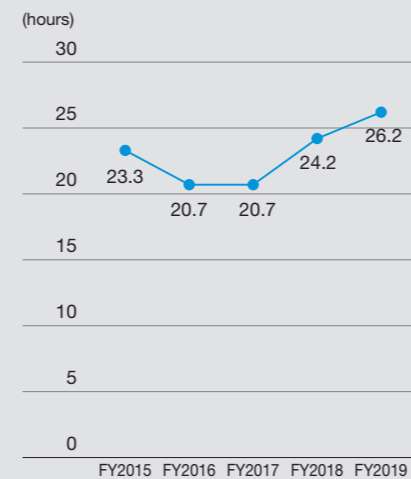
○ Number of employees



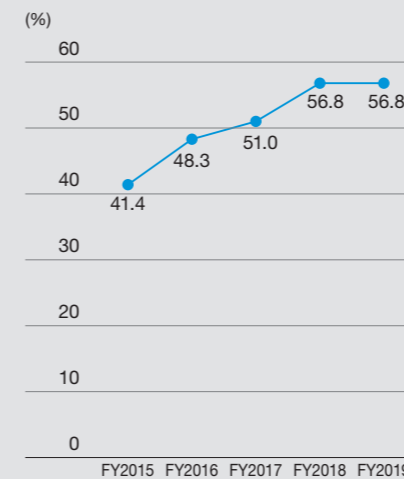
○ Average years of service



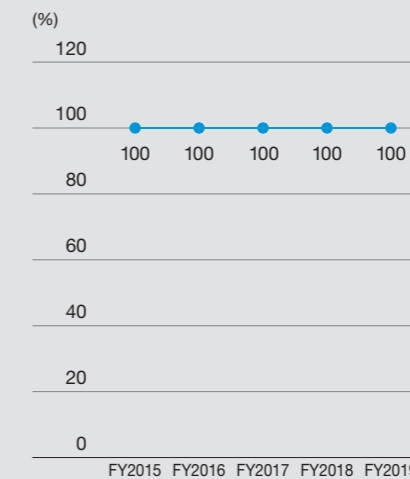
○ Average monthly hours of overtime



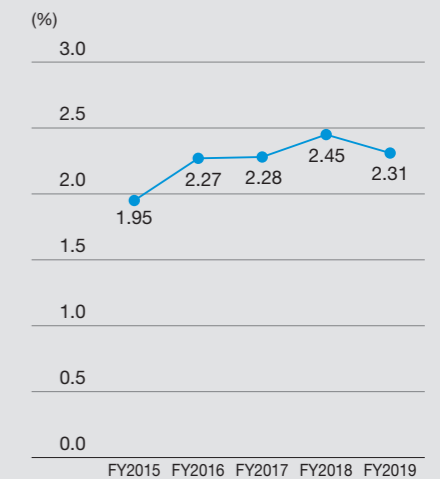
○ Rate of use of paid leave*



○ Childcare leave return rate



○ Employment rate of people with disabilities



* Aggregated values from January 1 of the previous fiscal year to December 31 of the current fiscal year.
Ex.: FY2019 → Period from January 1, 2019 to December 31, 2019

Consolidated Balance Sheet

(millions of yen)

	Previous consolidated fiscal year (as of March 31, 2019)	Consolidated fiscal year under review (fiscal year ended March 31, 2020)
Assets		
Current assets		
Cash and deposits	11,276	13,772
Notes and accounts receivable - trade	39,195	36,783
Electronically recorded monetary claims - operating	1,060	1,590
Lease investment assets	13,574	11,752
Merchandise and finished goods	4,717	5,710
Work in progress	2,717	2,728
Raw materials and supplies	1,426	1,392
Other	2,206	2,448
Allowance for doubtful accounts	(139)	(98)
Total current assets	76,037	76,078
Fixed assets		
Tangible fixed assets		
Buildings and structures	17,850	17,909
Accumulated depreciation	(12,339)	(12,562)
Buildings and structures (net)	5,511	5,347
Machinery, equipment and vehicles	5,576	5,697
Accumulated depreciation	(4,879)	(4,974)
Machinery, equipment and vehicles (net)	696	722
Land	12,288	12,284
Construction in progress	45	98
Other	4,968	5,088
Accumulated depreciation	(4,236)	(4,245)
Other (net)	731	842
Total tangible fixed assets	19,272	19,296
Intangible fixed assets	1,209	1,113
Investments and other assets		
Investment securities	1,621	1,553
Deferred tax assets	2,628	3,037
Other	767	780
Allowance for doubtful accounts	(278)	(411)
Total investments and other assets	4,739	4,959
Total fixed assets	25,220	25,369
Total assets	101,257	101,448

(millions of yen)

	Previous consolidated fiscal year (as of March 31, 2019)	Consolidated fiscal year under review (fiscal year ended March 31, 2020)
Liabilities		
Current liabilities		
Trade notes and accounts payable	18,516	14,381
Short-term borrowings	13,458	7,644
Income taxes payable	1,546	1,959
Advances received	1,499	1,543
Provision for bonuses	1,165	1,339
Provision for product warranties	321	324
Provision for loss on construction contracts	84	64
Provision for stock-based compensation for directors (and other officers)	95	105
Other provisions	-	10
Other	3,242	4,866
Total current liabilities	39,930	32,240
Fixed liabilities		
Long-term borrowings	200	2,095
Deferred tax liabilities	8	9
Retirement benefit liabilities	6,209	6,153
Other	111	91
Total fixed liabilities	6,531	8,349
Total liabilities	46,462	40,590
Net assets		
Shareholders' equity		
Capital stock	8,225	8,225
Capital surplus	7,508	7,508
Retained earnings	39,967	46,081
Treasury stock	(629)	(537)
Total shareholders' equity	55,071	61,277
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	273	143
Deferred gains or losses on hedges	(0)	-
Foreign exchange translation adjustment	(193)	(178)
Accumulated adjustment for retirement benefits	(494)	(525)
Total accumulated other comprehensive income	(414)	(560)
Minority interests	138	140
Total net assets	54,795	60,857
Total liabilities and net assets	101,257	101,448

Consolidated Statement of Income

(millions of yen)

	Previous consolidated fiscal year (from April 1, 2018 to March 31, 2019)	Consolidated fiscal year under review (from April 1, 2019 to March 31, 2020)
Net sales	92,273	96,515
Cost of sales	69,353	69,232
Gross income	22,919	27,282
Selling, general and administrative expenses	16,361	17,374
Operating income	6,558	9,908
Non-operating income		
Interest income	18	44
Dividend income	27	28
Insurance claim income	5	81
Equity method investment income	138	170
Other	68	59
Total non-operating income	259	383
Non-operating expenses		
Interest expenses	85	136
Exchange losses	60	41
Provision of allowance for doubtful accounts	101	78
Compensation for damage	15	91
Other	16	13
Total non-operating expenses	279	362
Ordinary income	6,538	9,929
Extraordinary income		
Income from sales of fixed assets	39	5
Income from sales of investment securities	-	4
Income from sales of right to use facilities	-	0
Total extraordinary income	39	9
Extraordinary losses		
Loss on sales of fixed assets	0	-
Loss on abandonment of fixed assets	12	39
Loss on valuation of investment securities	172	49
Total extraordinary losses	185	88
Income before income taxes	6,392	9,850
Corporate, inhabitant, and business taxes	2,045	3,014
Income taxes - deferred	(123)	(336)
Total income taxes	1,921	2,678
Profit	4,470	7,172
Profit attributable to minority interests	17	10
Profit attributable to owners of parent	4,452	7,162

Consolidated Statement of Comprehensive Income

(millions of yen)

	Previous consolidated fiscal year (from April 1, 2018 to March 31, 2019)	Consolidated fiscal year under review (from April 1, 2019 to March 31, 2020)
Profit	4,470	7,172
Other comprehensive income		
Valuation difference on available-for-sale securities	(35)	(129)
Deferred gains or losses on hedges	0	0
Foreign exchange translation adjustment	(265)	20
Adjustment amount for defined benefit plans	(109)	(32)
Share of other comprehensive income of entities accounted for using equity method	(2)	(1)
Total other comprehensive income	(413)	(143)
Comprehensive income	4,057	7,029
Items		
Comprehensive income attributable to owners of parent	4,048	7,015
Comprehensive income attributable to minority interests	8	14

Consolidated Statement of Shareholders' Equity

(millions of yen)

Previous consolidated fiscal year (from April 1, 2018 to March 31, 2019)	Shareholders' equity					Minority interests	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity		
Balance at beginning of current period	8,225	7,508	36,170	(355)	51,548		
Changes during current period							
Dividends of surplus			(656)		(656)		
Profit attributable to owners of parent			4,452		4,452		
Acquisition of treasury stock				(273)	(273)		
Changes in items other than shareholders' equity (net)							
Total changes during current period	-	-	3,796	(273)	3,522		
Balance at end of current period	8,225	7,508	39,967	(629)	55,071		
	Accumulated other comprehensive income						
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign exchange translation adjustment	Accumulated adjustment for retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of current period	312	(0)	59	(381)	(10)	142	51,681
Changes during current period							
Dividends of surplus							(656)
Profit attributable to owners of parent							4,452
Acquisition of treasury stock							(273)
Changes in items other than shareholders' equity (net)	(38)	0	(253)	(112)	(403)	(4)	(407)
Total changes during current period	(38)	0	(253)	(112)	(403)	(4)	3,114
Balance at end of current period	273	(0)	(193)	(494)	(414)	138	54,795

Consolidated fiscal year under review
(from April 1, 2019 to March 31, 2020)

(millions of yen)

Consolidated fiscal year under review (from April 1, 2019 to March 31, 2020)	Shareholders' equity					Minority interests	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity		
Balance at beginning of current period	8,225	7,508	39,967	(629)	55,071		
Changes during current period							
Dividends of surplus			(1,047)		(1,047)		
Profit attributable to owners of parent			7,162		7,162		
Acquisition of treasury stock				(8)	(8)		
Disposal of treasury stock			(0)	100	100		
Changes in items other than shareholders' equity (net)							
Total changes during current period	-	-	6,114	91	6,206		
Balance at end of current period	8,225	7,508	46,081	(537)	61,277		
	Accumulated other comprehensive income						
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign exchange translation adjustment	Accumulated adjustment for retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of current period	273	(0)	(193)	(494)	(414)	138	54,795
Changes during current period							
Dividends of surplus							(1,047)
Profit attributable to owners of parent							7,162
Acquisition of treasury stock							(8)
Disposal of treasury stock							100
Changes in items other than shareholders' equity (net)	(130)	0	15	(31)	(146)	2	(144)
Total changes during current period	(130)	0	15	(31)	(146)	2	6,061
Balance at end of current period	143	-	(178)	(525)	(560)	140	60,857

Consolidated Statement of Cash Flows

(millions of yen)

	Previous consolidated fiscal year (from April 1, 2018 to March 31, 2019)	Consolidated fiscal year under review (from April 1, 2019 to March 31, 2020)
Cash flow from operating activities		
Income before income taxes	6,392	9,850
Depreciation	920	1,189
Increase (decrease) in provisions	468	348
Increase (decrease) in retirement benefit liabilities	267	(107)
Interest and dividend income	(45)	(72)
Insurance claim income	(5)	(81)
Interest expenses	85	136
Foreign exchange losses (gains)	43	96
Compensation for damage	15	91
Share of loss (profit) of entities accounted for using equity method	(138)	(170)
Loss (gain) on sales of fixed assets	(39)	(5)
Loss on abandonment of fixed assets	12	39
Loss (gain) on sales of investment securities	-	(4)
Loss (gain) on valuation of investment securities	172	49
Loss (gain) on sales of right to use facilities	-	(0)
Decrease (increase) in trade receivables	(4,168)	1,873
Decrease (increase) in lease investments	1,661	1,820
Decrease (increase) in inventories	(1,147)	(967)
Increase (decrease) in trade payables	2,972	(4,165)
Other	(458)	1,315
Subtotal	7,008	11,236
Interest and dividends received	45	84
Interest paid	(80)	(136)
Insurance income received	5	81
Damages paid	(15)	(91)
Income taxes paid or refunded	(1,317)	(2,621)
Cash flow from operating activities	5,646	8,553
Cash flow from investing activities		
Expenditures on acquisitions of tangible fixed assets	(473)	(781)
Income from sales of tangible fixed assets	428	21
Expenditures on acquisitions of intangible fixed assets	(145)	(187)
Expenditures on acquisitions of investment securities	(13)	(13)
Income from sales of investment securities	-	5
Loan expenditures	(200)	(250)
Income from loan collection	250	200
Income from sales of right to use facilities	-	0
Other	(0)	(1)
Cash flow from investing activities	(153)	(1,006)
Cash flow from financing activities		
Net increase (decrease) in short-term borrowings	(596)	(5,411)
Income from long-term borrowings	-	3,000
Repayments of long-term borrowings	(1,200)	(1,505)
Acquisition of treasury stock	(273)	(8)
Dividends paid	(656)	(1,047)
Dividends paid to minority interests	(12)	(11)
Other	(20)	(22)
Cash flow from financing activities	(2,759)	(5,007)
Foreign exchange translation adjustments on cash and cash equivalents	(109)	(43)
Increase (decrease) in cash and cash equivalents	2,623	2,495
Cash and cash equivalents at beginning of current period	8,652	11,276
Cash and cash equivalents at end of current period	11,276	13,772

● **Company Information** (As of March 31, 2020)

Company profile

Company name ORGANO CORPORATION
Foundation May 1, 1946
Capital 8,225,499,312 yen
Representative Masaki Uchikura,
 Representative Director and President

Number of employees 1,051

Major businesses

As a comprehensive water treatment engineering company, the Company is mainly engaged in the manufacture, sale and maintenance of various types of industrial process water and wastewater treatment systems using ion exchange resin, separation membranes, activated charcoal, etc., the provision of water treatment outsourcing services, and the sale of various chemicals and food processing materials.

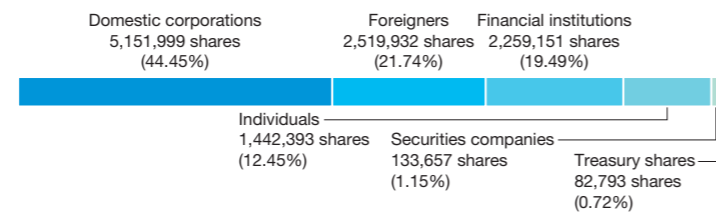
Shares

Total number of authorized shares: 25,392,000 shares
 Total number of issued shares: 11,589,925 shares
 Number of shareholders: 4,641

Major shareholders (top ten)

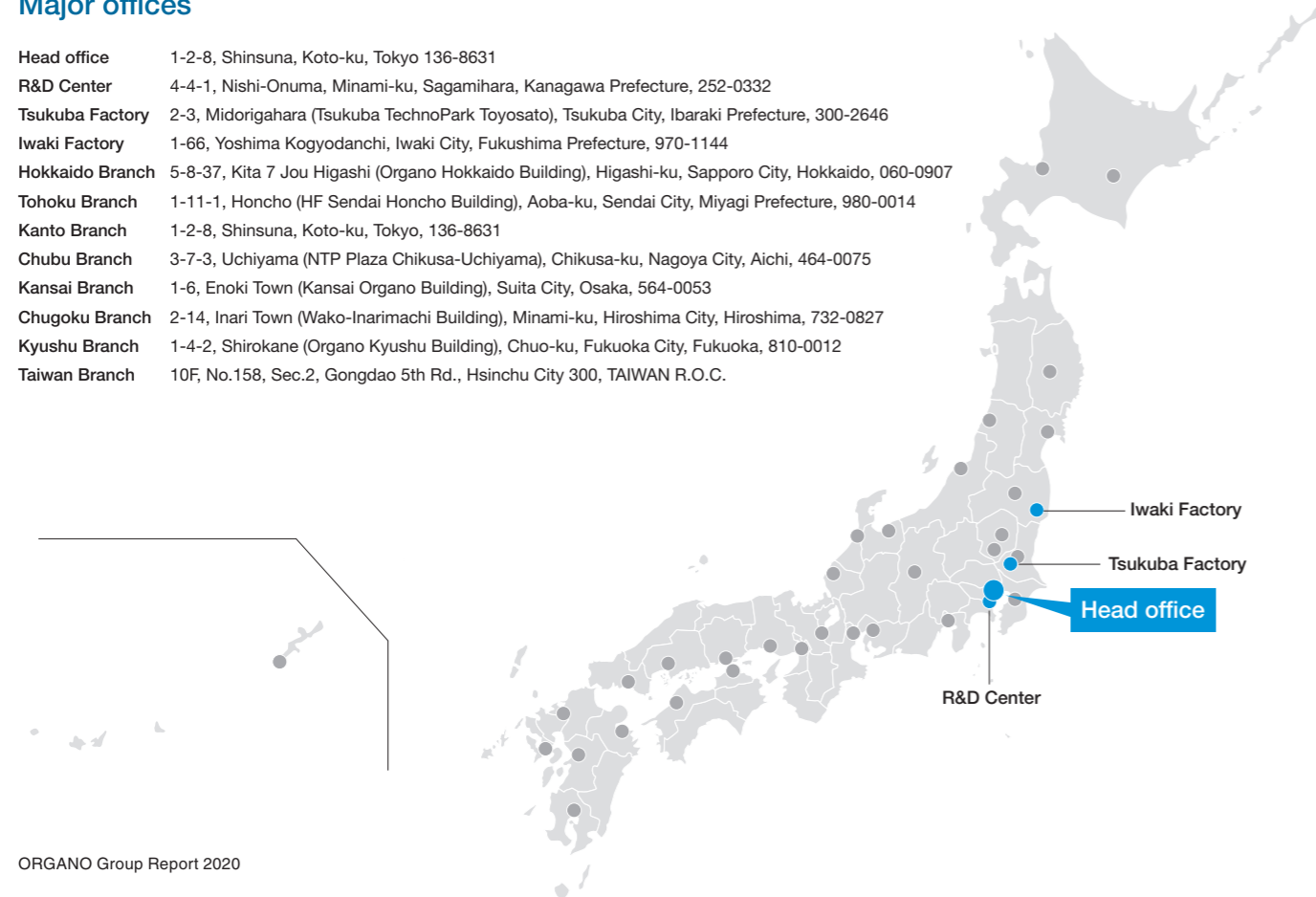
Name of shareholder	Number of shares held (Thousands of shares)	Holding ratio (%)
Tosoh Corporation	4,875	42.37
The Master Trust Bank of Japan, Ltd. (Trust account)	538	4.68
Japan Trustee Services Bank, Ltd. (Trust account)	514	4.47
Mizuho Bank, Ltd.	200	1.74
Mizuho Trust & Banking Co., Ltd.	155	1.35
Japan Trustee Services Bank, Ltd. (Trust account 5)	145	1.27
GOVERNMENT OF NORWAY	138	1.20
JPMorgan Chase Bank 385151	132	1.15
Japan Trustee Services Bank, Ltd. (Trust account 9)	124	1.08
BBH The Advisors' Inner Circle Fund II Kopernik Global All-Cap Fund	116	1.02

Notes: 1. The treasury shares (82,793 shares) are excluded in the calculation of the holding ratio shown above.
 2. Japan Trustee Services Bank, Ltd. changed its trade name to Custody Bank of Japan, Ltd. on July 27, 2020.



Major offices

- Head office** 1-2-8, Shinsuna, Koto-ku, Tokyo 136-8631
- R&D Center** 4-4-1, Nishi-Onuma, Minami-ku, Sagami-hara, Kanagawa Prefecture, 252-0332
- Tsukuba Factory** 2-3, Midorigahara (Tsukuba TechnoPark Toyosato), Tsukuba City, Ibaraki Prefecture, 300-2646
- Iwaki Factory** 1-66, Yoshima Kogyodanchi, Iwaki City, Fukushima Prefecture, 970-1144
- Hokkaido Branch** 5-8-37, Kita 7 Jou Higashi (Organo Hokkaido Building), Higashi-ku, Sapporo City, Hokkaido, 060-0907
- Tohoku Branch** 1-11-1, Honcho (HF Sendai Honcho Building), Aoba-ku, Sendai City, Miyagi Prefecture, 980-0014
- Kanto Branch** 1-2-8, Shinsuna, Koto-ku, Tokyo, 136-8631
- Chubu Branch** 3-7-3, Uchiyama (NTP Plaza Chikusa-Uchiyama), Chikusa-ku, Nagoya City, Aichi, 464-0075
- Kansai Branch** 1-6, Enoki Town (Kansai Organo Building), Suita City, Osaka, 564-0053
- Chugoku Branch** 2-14, Inari Town (Wako-Inarimachi Building), Minami-ku, Hiroshima City, Hiroshima, 732-0827
- Kyushu Branch** 1-4-2, Shirokane (Organo Kyushu Building), Chuo-ku, Fukuoka City, Fukuoka, 810-0012
- Taiwan Branch** 10F, No.158, Sec.2, Gongdao 5th Rd., Hsinchu City 300, TAIWAN R.O.C.



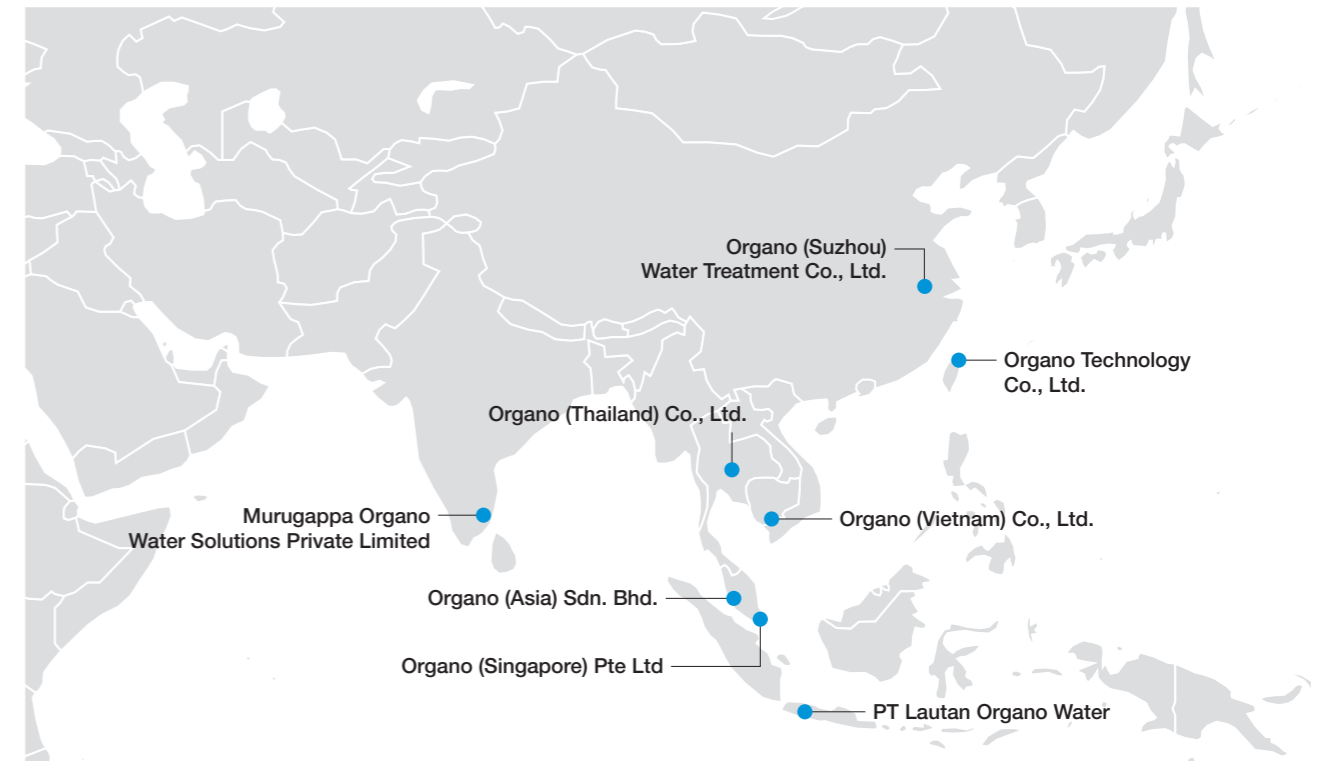
Network (Japan/Overseas)

Group Companies in Japan

- ORGANO PLANT SERVICE CORPORATION (Maintenance and management of water treatment systems)
- ORGANO FOOD TECH CORPORATION (Manufacturing and sales of food processing materials)
- ORGANO ECO TECH CORPORATION (Manufacturing and sales of small and medium-sized wastewater treatment systems)
- ORGANO ACTY CORPORATION (Printing, agency business for insurance and management outsourcing)
- HOSTEC (Manufacturing of water treatment systems)
- TOHOKU DENKI TEKKO Co., Ltd. (Construction of chemical plants)

Overseas Group Companies

- Organo (Asia) Sdn. Bhd., Organo (Suzhou) Water Treatment Co., Ltd.,
- Organo Technology Co., Ltd., Organo (Thailand) Co., Ltd.,
- Organo (Singapore) Pte Ltd, Organo (Vietnam) Co., Ltd., PT Lautan Organo Water,
- Murugappa Organo Water Solutions Private Limited



● **Our website**

For more information, please refer to our website below:
<https://www.organo.co.jp/english/>

