



OMRON CORPORATION
FINANCIAL FACT BOOK 2022

OMRON

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* Name of Business Segments *

[Continuing Operations]

IAB: Industrial Automation Business

HCB: Healthcare Business

SSB: Social Systems, Solutions & Service Business

DMB: Device and Module Solutions Business

Other: Environmental Solutions Business, Backlights Business (-2019), Electronic Systems & Equipment Business (-2018)

*DMB: Device and Module Solutions Business *In connection with the start of our long-term vision in April 2022, the name of EMC (Electronic and Mechanical Components Business) changed to DMB (Device and Module Solutions Business)

[Discontinued Operations]

AEC: Automotive Electronic Components Business

*In connection with the classification of AEC, transferred on October 31, 2019, as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

* Definition of Region *

Americas: North, Central, and South America

Europe: Europe, Russia, Africa, the Middle East

Greater China: China, Taiwan, Hong Kong

Asia Pacific: Southeast Asia, South Korea, India, Oceania

Notes:

1. The financial statements are prepared in accordance with U.S. GAAP standards. Figures have been calculated on a consolidated basis for the years ended March 31.
2. Please refer to Audited Annual Financial Report for the latest audited figures. URL: https://www.omron.com/global/en/ir/irlib/annual/annual_statement.html
3. Data might be revised according to alterations to accounting standards.

Consolidated Balance Sheets

(Millions of Yen)

Assets	(Fiscal Year)	2012/3E	2013/3E	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E
Current Assets		308,097	333,694	396,493	434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905
Cash and Cash Equivalents		45,257	55,708	90,251	102,622	82,910	126,026	113,023	103,850	185,533	250,755	155,484
Notes and Accounts Receivable-trade		143,304	158,911	174,216	178,775	165,093	169,210	174,065	149,171	134,786	135,161	151,820
Allowance for Doubtful Receivables		(2,205)	(1,988)	(1,812)	(1,624)	(1,654)	(1,320)	(1,117)	(861)	(759)	(756)	(798)
Inventories		92,253	91,013	97,677	116,020	107,267	109,404	129,581	120,379	104,301	103,265	141,935
Assets held for sale		-	-	-	-	-	-	-	73,331	441	-	363
Deferred Income Taxes		17,975	17,611	22,688	19,941	18,469	19,123	-	-	-	-	-
Other Current Assets		11,513	12,439	13,473	18,362	17,524	13,461	21,833	14,103	22,837	26,007	34,101
Property, Plant, and Equipment		120,706	126,835	135,566	151,452	146,565	127,615	135,103	115,083	114,526	113,028	122,098
Land		26,950	26,591	26,344	26,721	26,376	25,550	24,886	21,746	20,446	19,778	20,926
Buildings		128,870	137,821	140,495	147,120	146,412	141,527	145,389	118,036	129,110	124,404	130,863
Machinery and Equipment		142,148	156,186	171,192	202,149	204,499	189,286	205,233	151,355	147,038	153,142	174,184
Construction in Progress		7,417	6,729	7,126	6,619	6,142	6,104	10,063	11,316	5,467	3,281	4,748
Accumulated Depreciation		(184,679)	(200,492)	(209,591)	(231,157)	(236,864)	(234,852)	(250,468)	(187,370)	(187,535)	(187,577)	(208,623)
Investments and Other Assets		108,520	113,108	122,645	125,463	147,151	134,182	172,464	174,822	196,459	192,919	325,626
Right-of-use Assets under Operating Leases		-	-	-	-	-	-	-	-	30,327	38,153	39,746
Goodwill		-	-	-	-	-	-	38,705	40,532	38,568	39,160	39,718
Investments in and Advances to Affiliates		14,443	17,939	21,349	24,318	25,048	25,303	27,195	26,022	29,251	13,159	124,691
Investment Securities		36,161	38,193	51,117	57,106	37,055	27,006	29,016	28,997	25,782	33,423	43,757
Leasehold Deposits		7,219	6,914	6,950	6,971	6,758	6,907	7,531	7,533	7,486	7,675	7,815
Prepaid Benefit Costs		-	-	-	-	-	-	-	-	-	6,736	14,391
Deferred Income Taxes		34,516	30,612	20,918	6,366	22,080	21,101	39,947	42,537	37,416	24,179	18,116
Other Assets		16,181	19,450	22,311	30,702	56,210	53,865	30,070	29,201	27,629	30,434	37,392
Total Assets		537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Balance Sheets

(Millions of Yen)

Liabilities	(Fiscal Year)	2012/3E	2013/3E	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E
Current Liabilities		152,896	145,701	162,707	176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672
Short-term Debt		18,774	5,570	488	-	-	156	-	-	-	-	20,000
Notes and Accounts Payable-trade		79,331	75,592	85,218	92,702	82,606	89,362	93,792	71,360	64,496	69,561	86,827
Accrued Expenses		29,179	32,818	39,897	41,942	37,975	39,354	44,291	38,290	37,179	44,441	48,365
Income Taxes Payable		623	3,907	6,340	3,680	6,890	6,994	6,414	3,174	2,516	3,504	5,657
Short-term Operating Lease Liabilities		-	-	-	-	-	-	-	-	11,070	11,179	11,549
Liabilities Held for Sale		-	-	-	-	-	-	-	27,730	-	-	-
Other Current Liabilities		24,989	27,814	30,764	38,438	35,192	36,215	38,281	35,001	36,038	32,685	39,274
Deferred Income Taxes		738	595	2,167	697	660	763	706	733	1,717	1,671	2,177
Termination and Retirement Benefits		60,432	56,944	50,683	30,393	62,289	43,708	42,342	55,036	40,236	7,598	8,194
Long-term Operating Lease Liabilities		-	-	-	-	-	-	-	-	19,820	27,709	28,567
Other Long-term Liabilities		1,577	1,634	6,369	11,065	10,679	10,392	11,740	12,243	12,463	12,673	12,048
Total Liabilities		215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658
Net Assets												
Shareholders' Equity		320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227
Common Stock		64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100	64,100
Capital Surplus		99,078	99,066	99,067	99,070	99,101	99,138	99,588	100,233	100,521	101,403	100,652
Legal Reserve		10,034	10,876	11,196	13,403	15,194	17,813	19,940	21,826	20,981	22,931	24,503
Retained Earnings		260,557	253,654	287,853	301,174	317,171	346,000	390,950	433,639	451,768	476,185	517,566
Accumulated Other Comprehensive Income (Loss)		(68,433)	(44,349)	(15,162)	12,489	(50,204)	(57,363)	(49,359)	(70,200)	(83,606)	(32,945)	13,013
Foreign Currency Translation Adjustments		(36,544)	(14,224)	4,536	26,313	2,541	(6,327)	(3,176)	(7,687)	(31,408)	(8,096)	33,908
Pension Liability Adjustments		(38,815)	(39,730)	(38,029)	(36,486)	(64,525)	(56,571)	(53,785)	(62,648)	(52,250)	(24,567)	(19,930)
Net Unrealized Gains, (Losses) on Available-for-sale Securities		6,995	9,580	18,466	22,478	11,884	5,765	7,426	-	-	-	-
Net Gains (Losses) on Derivative Instruments		(69)	25	(135)	184	(104)	(230)	176	135	52	(282)	(965)
Treasury Stock		(44,496)	(16,385)	(16,545)	(467)	(644)	(659)	(19,689)	(45,386)	(23,349)	(24,816)	(54,607)
Noncontrolling Interests		840	1,801	2,269	2,325	2,316	1,728	1,856	2,099	2,174	2,500	2,744
Total Net Assets		321,680	368,763	432,778	492,094	447,034	470,757	507,386	506,311	532,589	609,358	667,971
Total Liabilities and Net Assets		537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Statements of Income (Loss)

	(Millions of Yen)										
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Cost of Sales	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100
Gross Profit	227,887	241,507	297,208	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827
Selling, General and Administrative Expenses	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234
Research and Development Expenses	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277
Operating Income	40,136	45,343	68,055	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316
Other Expenses (Income), net	6,589	4,106	6,048	(797)	(3,399)	3,037	2,887	1,342	2,924	(2,609)	2,602
Income (Loss) before Income Taxes from Continuing operations	33,547	41,237	62,007	87,388	65,686	65,492	83,367	65,912	51,836	65,089	86,714
Income Taxes	17,826	14,096	19,475	28,893	20,043	19,882	21,615	17,016	11,270	15,093	23,046
Equity in Loss (Earnings) of Affiliates	(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624
Income from Continued Operations	-	-	-	-	-	-	-	47,318	39,603	-	-
Income from Discontinued Operations	-	-	-	-	-	-	-	7,673	35,732	-	-
Net income	16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044
Net Income (Loss) Attributable to Noncontrolling Interests	(37)	(86)	129	262	392	335	347	668	440	591	644
Net Income (Loss) Attributable to OMRON Shareholders	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400

Per Share Data

	(Yen)										
Net Income (Loss) Attributable to OMRON Shareholders per Share (Basic)	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7
Net Income (Loss) Attributable to OMRON Shareholders per Share (Diluted)	74.5	137.2	-	283.9	219.0	215.1	-	-	-	-	-
Cash Dividends per Share Applicable to Period	28.0	37.0	53.0	71.0	68.0	68.0	76.0	84.0	84.0	84.0	92.0

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Consolidated Statements of Cash Flows

(Millions of Yen)

I. Operating Activities	(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Income		16,352	30,117	46,314	62,432	47,682	46,322	63,506	54,991	75,335	43,898	62,044
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities												
Depreciation and Amortization		22,617	22,452	25,089	28,339	31,460	28,966	29,465	30,459	28,605	22,756	23,367
Net Loss (Gain) on Sale and Disposals of Property, Plant and Equipment		861	578	1,146	3,432	(485)	705	949	(1,098)	(1,487)	(325)	901
Impairment Losses on Long-lived Assets		671	3,265	804	137	463	12,998	911	196	498	1,976	410
Net Loss (Gain) on Sale of Investment Securities		(307)	(677)	(1,714)	(4,337)	(1,499)	(3,764)	(3,003)	-	43	-	-
Gain on Sales of Businesses		-	-	-	-	-	(3,686)	14	(407)	(51,450)	-	1,116
Loss (Gain) on Valuation of Investment Securities		-	-	-	-	-	-	-	563	1,170	(7,615)	(5,447)
Impairment Losses on Investment Securities		391	1,086	501	166	68	558	155	-	-	-	-
Impairment losses on Goodwill		2,009	153	-	-	-	-	-	-	-	-	3,384
Gain on Contribution of Securities to Retirement Benefit Trust		-	-	-	-	(4,140)	(7,004)	-	-	-	-	-
Termination and Retirement Benefits and Prepaid Benefits Costs		(5,669)	(4,433)	(4,417)	(17,427)	698	2,863	2,706	3,818	(436)	(617)	(662)
Deferred Income Taxes		9,981	3,762	2,170	11,938	2,283	11	(2,607)	(383)	(125)	1,164	4,632
Equity in Loss (Earnings) of Affiliates		(631)	(2,976)	(3,782)	(3,937)	(2,039)	(712)	(1,754)	1,578	963	6,098	1,624
Changes in Assets and Liabilities												
Decrease (Increase) in Notes and Accounts Receivable-trade		(6,838)	(5,827)	(6,613)	3,384	9,436	(8,923)	(3,210)	(534)	12,944	3,893	(9,074)
Decrease (Increase) in Inventories		(6,538)	8,641	(325)	(10,671)	6,061	(7,112)	(17,409)	(3,491)	10,704	5,425	(30,427)
Decrease (Increase) in Other Assets		(483)	21	(32)	(2,828)	1,003	2,604	(6,113)	(294)	(6,442)	955	(3,178)
Increase (Decrease) in Notes and Accounts Payable-trade		682	(5,927)	5,824	1,658	(7,189)	8,384	4,116	(5,401)	(1,319)	6,237	13,293
Increase (Decrease) in Income Taxes Payable		(1,562)	3,121	2,277	(3,127)	3,433	852	(614)	(2,775)	15,614	833	1,749
Increase (Decrease) in Accrued Expenses and Other Current Liabilities		388	1,519	10,883	6,318	(4,614)	5,097	6,276	(6,851)	3,570	5,301	2,316
Other, net		22	(1,817)	919	1,580	1,586	(284)	285	874	1,600	3,852	1,380
Net Cash Provided by Operating Activities		31,946	53,058	79,044	77,057	84,207	77,875	73,673	71,245	89,787	93,831	67,428

Notes: Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

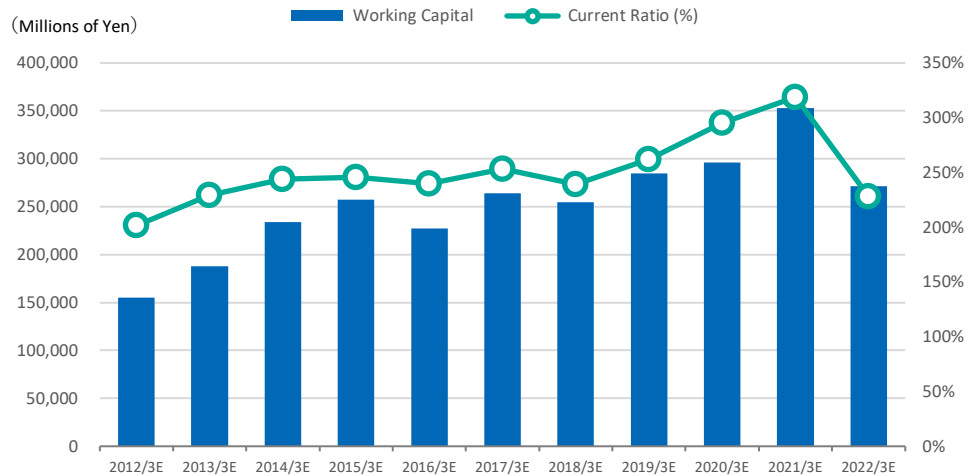
Consolidated Statements of Cash Flows

(Millions of Yen)

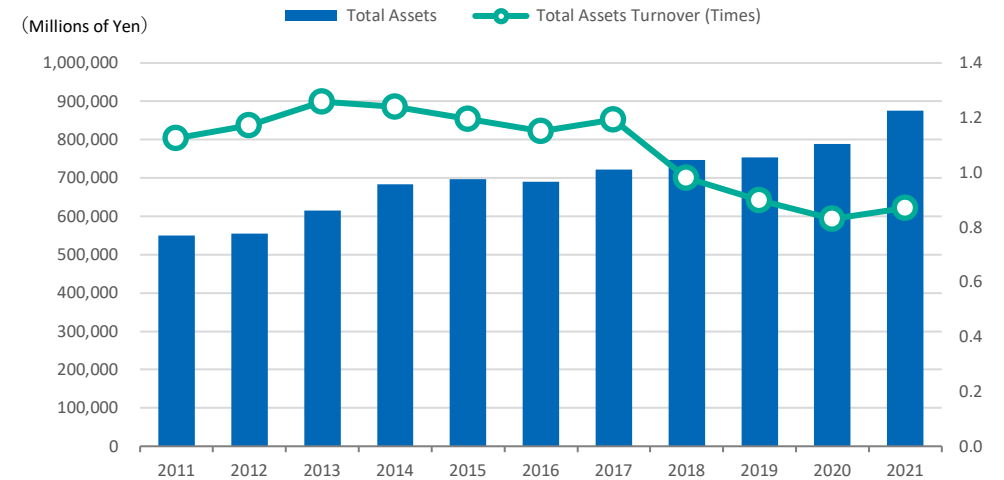
II. Investing Activities	(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Proceeds from Sales or Maturities of Investment Securities		693	1,658	2,840	5,274	2,214	4,606	3,776	465	1,423	751	921
Purchase of Investment Securities		(911)	-	(2,179)	(603)	(330)	(3,274)	(649)	(602)	(2,344)	(1,057)	(5,386)
Capital Expenditures		(27,502)	(30,383)	(32,218)	(37,123)	(37,903)	(25,816)	(38,542)	(39,045)	(37,629)	(26,662)	(33,357)
Net Decrease (Increase) in Leasehold Deposits		(101)	457	75	118	115	(145)	(634)	(193)	62	(189)	(140)
Proceeds from Sales of Property, Plant and Equipment		2,307	836	794	768	2,239	2,278	990	3,475	4,565	2,069	748
Equity Transaction with Noncontrolling Interests		-	(10)	-	-	-	-	-	-	-	-	-
Decrease (Increase) in Investment in and Loans to Affiliates		(480)	(1,884)	209	(30)	(20)	30	-	(498)	(2,231)	7,850	(112,444)
Proceeds from Sale of Business, Net of Cash Paid		-	90	26	-	-	7,187	(427)	1,817	64,460	2,453	(505)
Acquisition of Business, Net of Cash Acquired		(1,012)	141	(672)	(8,003)	(33,448)	-	(20,445)	(830)	-	-	-
Other, net		520	624	-	82	17	93	89	454	333	0	0
Net Cash Used in Investing Activities		(26,486)	(28,471)	(31,125)	(39,517)	(67,116)	(15,041)	(55,842)	(34,957)	28,639	(14,785)	(150,163)
III. Financing Activities												
Net Increase (Decrease) in Short-term Debt		(26,744)	(13,273)	(5,135)	(853)	2	155	951	2,109	6,365	(1,587)	20,000
Dividends Paid by the Company		(6,604)	(6,164)	(10,566)	(12,985)	(16,077)	(14,539)	(15,378)	(16,776)	(17,250)	(16,952)	(17,754)
Dividends Paid to Noncontrolling Interests		(15)	(2)	-	(277)	(256)	(297)	(215)	(343)	(293)	(352)	(504)
Acquisition of Treasury Stock		(10)	-	(161)	(15,054)	(15,023)	(16)	(18,530)	(25,716)	(18,571)	(1,471)	(31,430)
Sales of Treasury Stock		2	-	-	-	-	-	-	-	-	-	-
Proceeds from Equity Transactions with Noncontrolling Interests		-	819	22	-	-	-	-	-	-	-	-
Payments for Equity Transactions with Noncontrolling Interests		-	-	-	-	-	(470)	-	-	-	-	-
Other, net		(121)	70	(458)	(134)	(196)	155	90	(57)	319	10	85
Net Cash Provided by (Used in) Financing Activities		(33,492)	(18,550)	(16,298)	(29,303)	(31,550)	(15,012)	(33,082)	(40,783)	(29,430)	(20,352)	(29,603)
IV. Effect of Exchange Rate Change on Cash and Cash Equivalents												
Net Increase (Decrease) in Cash and Cash Equivalents		(1,446)	4,414	2,922	4,134	(5,253)	(4,706)	2,248	1,722	(13,713)	6,528	17,067
Cash and Cash Equivalents at Beginning of the Period		74,735	45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250	185,533	250,755
Cash and Cash Equivalents at End of the Period		45,257	55,708	90,251	102,622	82,910	126,026	113,023	110,250	185,533	250,755	155,484

Notes: Consolidated statements of cash flows consist of cash flows from continuing operations and cash flows from discontinued operations. We have not presented cash flows separately for discontinued operations.

Working Capital, Current Ratio



Total Assets, Total Assets Turnover



< Working Capital, Current Ratio >

(Fiscal Year)	2012/3E	2013/3E	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E
Current Assets	308,097	333,694	396,493	434,096	389,609	435,904	437,385	459,973	447,139	514,432	482,905
Current Liabilities	152,896	145,701	162,707	176,762	162,663	172,081	182,778	175,555	151,299	161,370	211,672
Working Capital	155,201	187,993	233,786	257,334	226,946	263,823	254,607	284,418	295,840	353,062	271,233
Current Ratio (%)	201.5%	229.0%	243.7%	245.6%	239.5%	253.3%	239.3%	262.0%	295.5%	318.8%	228.1%

Notes: 1. Working Capital = Current Assets - Current Liabilities

2. Current Ratio = Current Assets / Current Liabilities

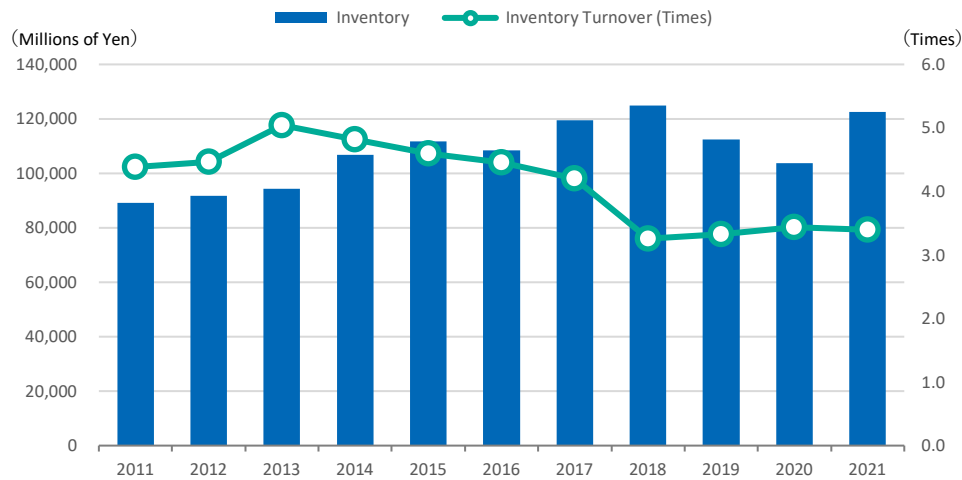
< Total Assets, Total Assets Turnover >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Assets	550,057	555,480	614,171	682,858	697,168	690,513	721,327	747,415	754,001	789,252	875,504
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Total Assets Turnover (Times)	1.13	1.17	1.26	1.24	1.20	1.15	1.19	0.98	0.90	0.83	0.87

Notes: 1. Total Assets is based on the average of the beginning and end of each fiscal year.

2. Total Assets Turnover = Net Sales / Total Assets

Inventory, Inventory Turnover



< Inventory, Inventory Turnover >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Inventory	89,202	91,633	94,345	106,849	111,644	108,336	119,493	124,980	112,340	103,783	122,600
Cost of Sales	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100
Inventory Turnover (Times)	4.4	4.5	5.0	4.8	4.6	4.5	4.2	3.3	3.3	3.4	3.4

Notes: 1. Inventory is based on the average of the beginning and end of each fiscal year.

2. Inventory Turnover = Cost of Sales / Inventory

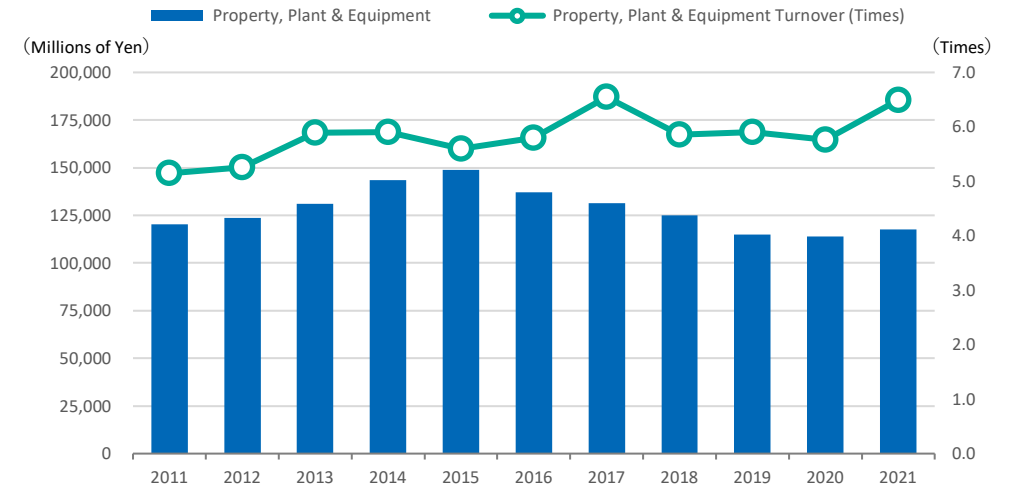
< Property, Plant & Equipment, Property, Plant & Equipment Turnover >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Property, Plant & Equipment	120,352	123,771	131,201	143,509	149,009	137,090	131,359	125,093	114,805	113,777	117,563
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Property, Plant & Equipment Turnover (Times)	5.1	5.3	5.9	5.9	5.6	5.8	6.5	5.9	5.9	5.8	6.5

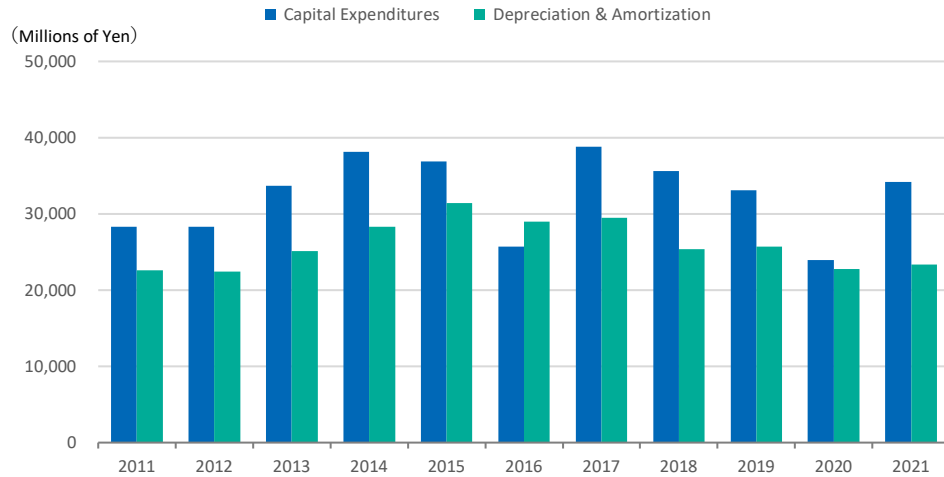
Notes: 1. Property, Plant & Equipment is based on the average of the beginning and end of each fiscal year.

2. Property, Plant & Equipment Turnover = Net Sales / Property, Plant & Equipment

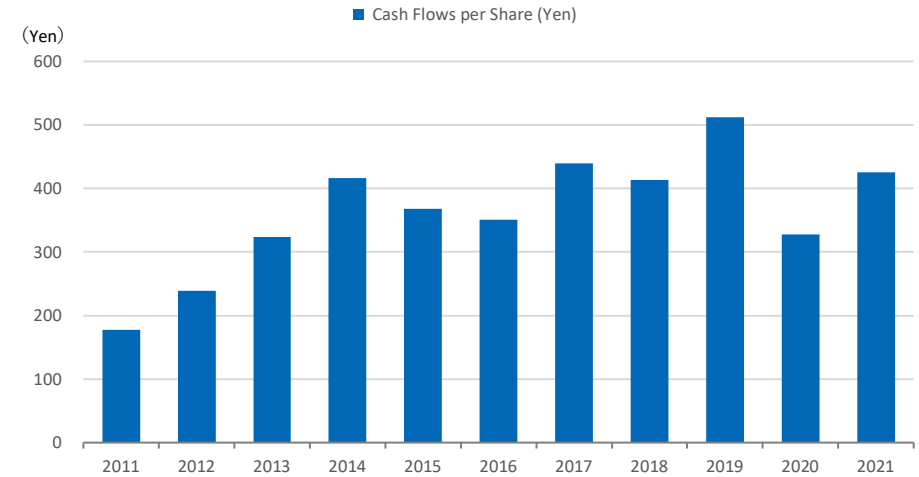
Property, Plant & Equipment, Property, Plant & Equipment Turnover



Capital Expenditures, Depreciation & Amortization



Cash Flows per Share



< Capital Expenditures, Depreciation & Amortization >

	(Millions of Yen)										
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Capital Expenditures	28,341	28,285	33,653	38,143	36,859	25,692	38,852	35,661	33,110	23,959	34,210
Depreciation & Amortization	22,617	22,452	25,089	28,339	31,460	28,966	29,465	25,355	25,706	22,756	23,367

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

< Cash Flows per Share >

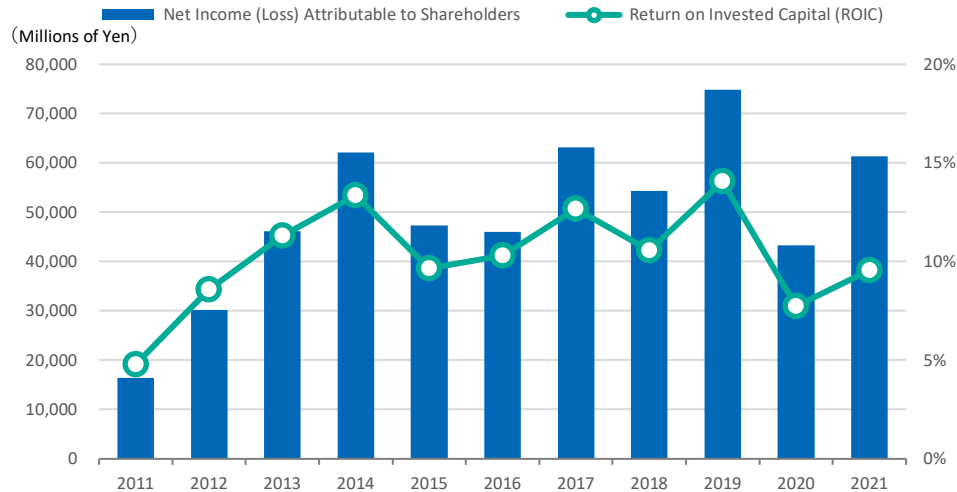
	(Millions of Yen)										
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Cash Flows	39,006	52,655	71,274	90,509	78,750	74,953	92,624	84,782	103,500	66,063	84,767
Number of Shares	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225
Cash Flows per Share (Yen)	177	239	324	417	368	351	440	413	513	328	426

Notes: 1. Cash Flows = Net Income (Loss) Attributable to Shareholders + Depreciation & Amortization

2. Number of Shares = Shares Outstanding at Period-end – Treasury Stock at Period-end

3. Cash Flows include AEC performance because of its calculation style.

Return on Invested Capital (ROIC)



< Return on Invested Capital (ROIC) >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Income (Loss) Attributable to Shareholders	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400
Invested Capital	341,919	351,449	408,310	465,004	489,136	446,628	498,776	514,272	532,672	558,709	641,425
Return on Invested Capital (ROIC)	4.8%	8.6%	11.3%	13.4%	9.7%	10.3%	12.7%	10.6%	14.1%	7.8%	9.6%

Notes: 1. Invested Capital is based on the average of previous fiscal year-end result and quarterly results of current fiscal year.

2. Invested Capital = Net Assets + Interest-bearing Debt

3. Return on Invested Capital = Net Income (Loss) Attributable to Shareholders / Invested Capital

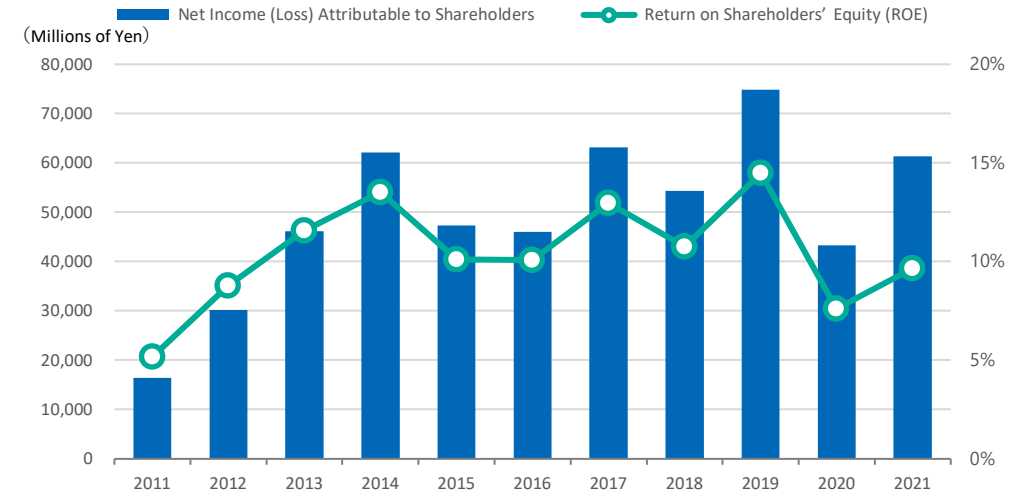
< Return on Shareholders' Equity (ROE) >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Income (Loss) Attributable to Shareholders	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400
Shareholders' Equity	316,797	343,901	398,736	460,139	467,244	456,874	487,280	504,871	517,314	568,637	636,043
Return on Shareholders' Equity (ROE)	5.2%	8.8%	11.6%	13.5%	10.1%	10.1%	13.0%	10.8%	14.5%	7.6%	9.7%

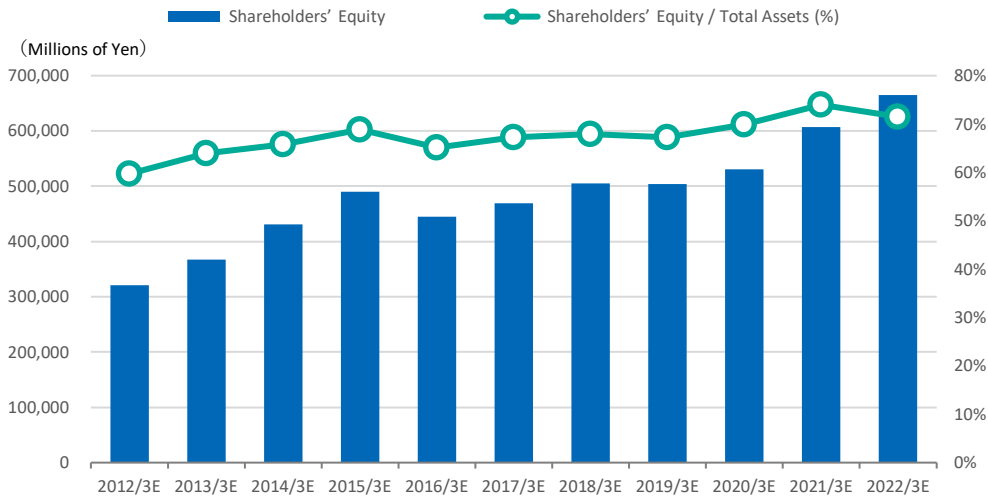
Notes: 1. Shareholders' Equity is based on the average of the beginning and end of each fiscal year.

2. Return on Shareholders' Equity = Net Income (Loss) Attributable to Shareholders / Shareholders' Equity

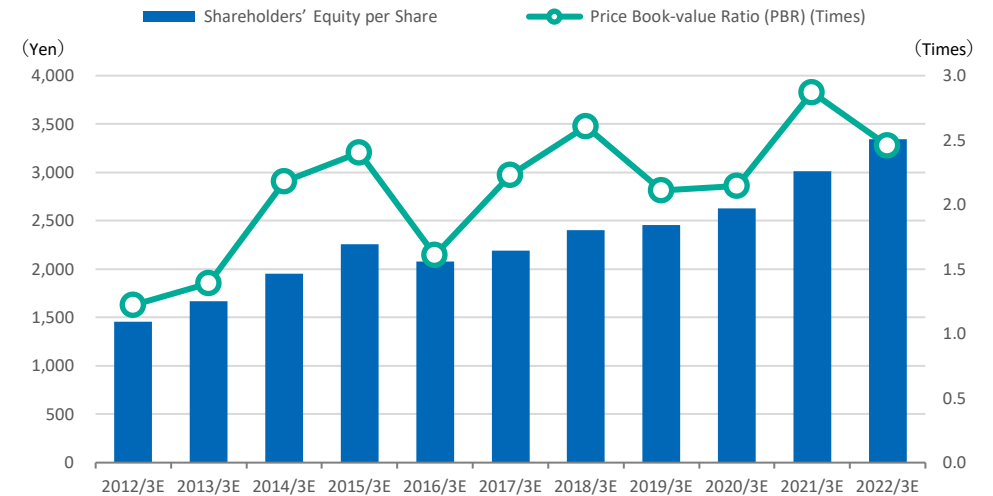
Return on Shareholders' Equity (ROE)



Shareholders' Equity, Shareholders' Equity / Total Assets



Shareholders' Equity per Share, Price Book-value Ratio (PBR)



< Shareholders' Equity, Shareholders' Equity / Total Assets >

(Fiscal Year)	2012/3E	2013/3E	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E
Debt	215,643	204,874	221,926	218,917	236,291	226,944	237,566	243,567	225,535	211,021	262,658
Debt / Shareholders' Equity Ratio	0.67	0.56	0.52	0.45	0.53	0.48	0.47	0.48	0.43	0.35	0.39
Shareholders' Equity	320,840	366,962	430,509	489,769	444,718	469,029	505,530	504,212	530,415	606,858	665,227
Total Assets	537,323	573,637	654,704	711,011	683,325	697,701	744,952	749,878	758,124	820,379	930,629
Shareholders' Equity / Total Assets (%)	59.7%	64.0%	65.8%	68.9%	65.1%	67.2%	67.9%	67.2%	70.0%	74.0%	71.5%

Note: Debt / Shareholders' Equity Ratio = Debt / Shareholders' Equity

< Shareholders' Equity per Share, Price Book-value Ratio (PBR) >

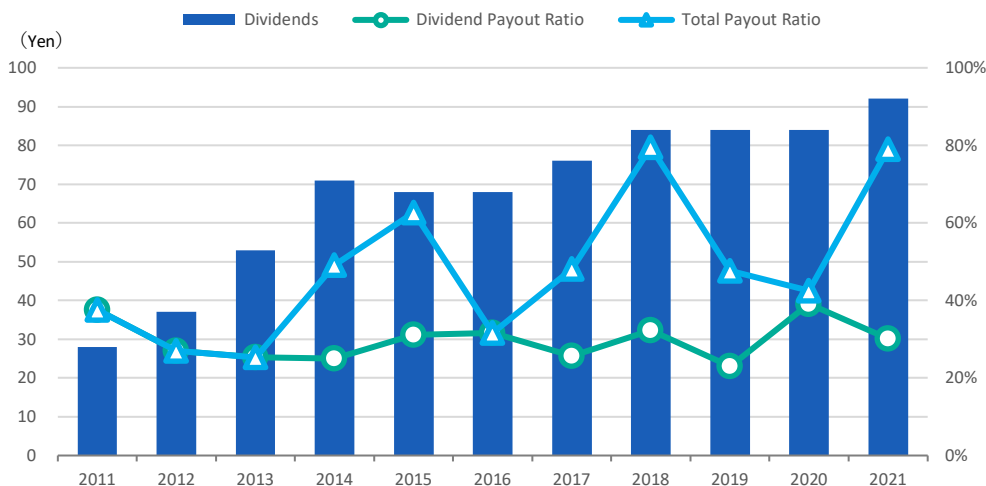
(Fiscal Year)	2012/3E	2013/3E	2014/3E	2015/3E	2016/3E	2017/3E	2018/3E	2019/3E	2020/3E	2021/3E	2022/3E
Number of Shares (Shares)	220,129,633	220,128,465	220,089,329	217,253,405	213,808,774	213,805,336	210,605,256	205,361,564	201,938,124	201,670,578	199,191,225
Shareholders' Equity per Share	1,458	1,667	1,956	2,254	2,080	2,194	2,400	2,455	2,627	3,009	3,340
Stock Price (FYE Closing Price)	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214
Price Book-value Ratio (PBR) (Times)	1.2	1.4	2.2	2.4	1.6	2.2	2.6	2.1	2.1	2.9	2.5

Notes: 1. Number of Shares = Shares Outstanding at Period-end – Treasury Stock at Period-end

2. Shareholders' Equity per Share is based on the number of Shares Outstanding at Period-end and Shareholders' Equity (consolidated).

3. Price Book-value Ratio (PBR) = Fiscal Year-end Stock Price / Shareholders' Equity per Share

Dividends, Dividend Payout Ratio, Dividends on Equity (DOE), Total Payout Ratio



Total Shareholder Return (TSR)



< Dividends, Dividend Payout Ratio, Dividends on Equity (DOE), Total Payout Ratio >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Dividends	28	37	53	71	68	68	76	84	84	84	92
Dividend Payout Ratio	37.6%	27.0%	25.3%	25.0%	31.1%	31.6%	25.6%	32.2%	23.0%	39.1%	30.1%
Dividends on Equity (DOE)	1.9%	2.4%	2.9%	3.4%	3.1%	3.2%	3.3%	3.5%	3.3%	3.0%	2.9%
Total Payout Ratio	37.6%	27.0%	25.3%	49.1%	62.7%	31.6%	48.2%	79.5%	47.7%	42.6%	79.0%

Notes: Dividends for fiscal 2012 include a commemorative dividend of ¥5.0.

< Treasury Stock at Period-end, Acquisition and Cancellation >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Acquisition of Treasury Stock	(40,805)	1,168	39,136	2,835,924	3,444,631	3,438	3,200,080	5,243,692	3,423,440	267,546	2,479,353
Cancellation of Treasury Stock	-	(12,000,000)	-	(9,723,500)	(3,439,700)	-	-	-	(7,713,300)	-	-
Treasury Stock at Period-end	18,991,739	6,992,907	7,032,043	144,467	149,398	152,836	3,352,916	8,596,608	4,306,748	4,574,294	7,053,647
Shares Outstanding at Period-end	239,121,372	227,121,372	227,121,372	217,397,872	213,958,172	213,958,172	213,958,172	213,958,172	206,244,872	206,244,872	206,244,872
Treasury Stock Ratio	7.9%	3.1%	3.1%	0.1%	0.1%	0.1%	1.6%	4.0%	2.1%	2.2%	3.4%

Note: Treasury Stock Ratio = Treasury Stock at Period-end / Shares Outstanding at Period-end

< Total Shareholder Return (TSR) >

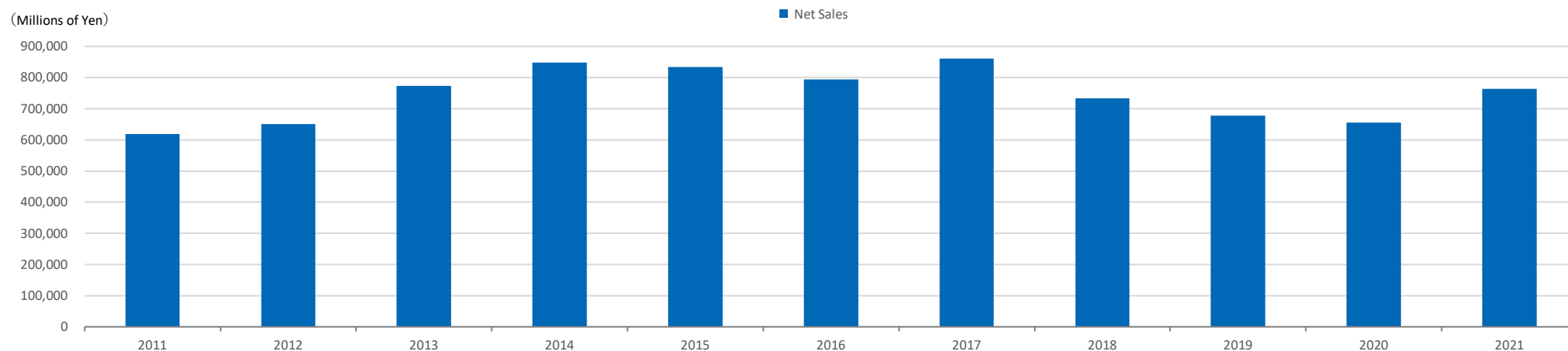
(Fiscal Year)	2016	2017	2018	2019	2020	2021
Total Shareholder Return (TSR)	100.0%	129.7%	109.3%	120.2%	183.6%	176.7%

Note: Represents total investment return to shareholders, combining capital gains and dividends.

The calculation of this figure is a required disclosure under Cabinet Office Ordinance.

This figure reflects period-end value for fiscal years beginning with fiscal 2016, assuming an investment at the fiscal 2017 year-end closing price.

Net Sales, Foreign Exchange Rates



< Net Sales >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Change (Y/Y)	0.3%	5.0%	18.8%	9.6%	(1.6%)	(4.7%)	8.3%	-	(7.5%)	(3.3%)	16.4%

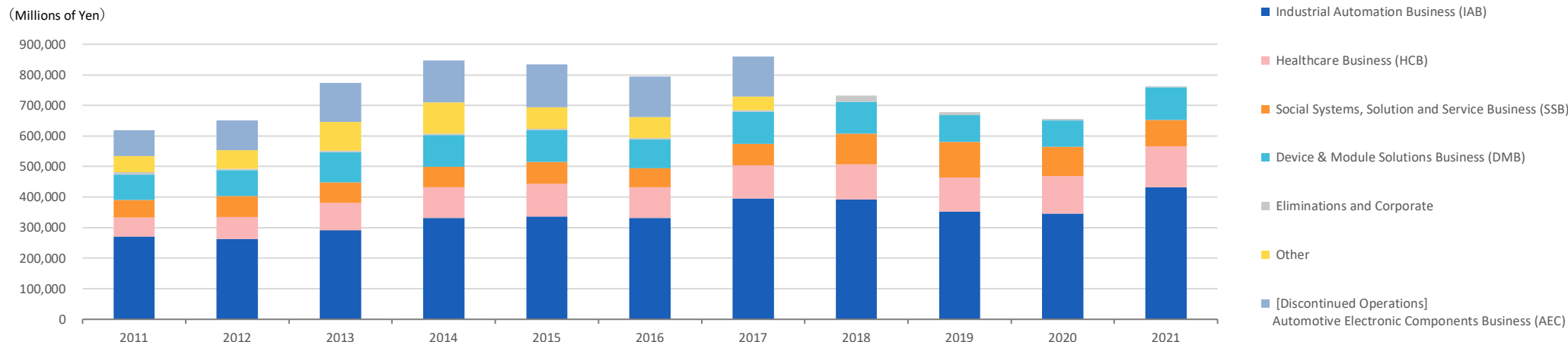
Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

As classification is different, the change between fiscal year 2017 and 2018 is not presented here.

< Foreign Exchange Rates >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
USD	79.3	83.2	100.1	110.0	120.2	108.9	111.2	110.7	109.1	105.8	112.1
EUR	110.3	107.6	134.0	138.7	132.2	119.4	129.4	128.8	121.2	123.2	130.5
RMB	-	-	-	-	18.9	16.2	16.7	16.5	15.7	15.5	17.4

Sales by Business Segment



< Sales by Business Segment >

	(Millions of Yen)											
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Industrial Automation Business (IAB)	270,835	262,983	291,739	331,840	335,959	330,959	396,140	391,826	352,762	346,446	432,637	
(%)	43.7%	40.4%	37.7%	39.2%	40.3%	41.7%	46.1%	53.5%	52.0%	52.8%	56.7%	
Healthcare Business (HCB)	62,446	71,520	89,275	100,615	108,121	101,295	108,489	115,493	111,999	123,087	132,857	
(%)	10.1%	11.0%	11.5%	11.9%	13.0%	12.8%	12.6%	15.8%	16.5%	18.8%	17.4%	
Social Systems, Solution and Service Business (SSB)	57,200	68,754	67,575	66,419	70,378	61,883	70,289	100,564	116,008	95,663	87,692	
(%)	9.2%	10.6%	8.7%	7.8%	8.4%	7.8%	8.2%	13.7%	17.1%	14.6%	11.5%	
Device & Module Solutions Business (DMB)	83,002	84,107	97,699	103,946	103,681	93,938	104,362	103,123	88,357	86,028	106,442	
(%)	13.4%	12.9%	12.6%	12.3%	12.4%	11.8%	12.1%	14.1%	13.0%	13.1%	14.0%	
Eliminations and Corporate	7,416	6,214	5,989	5,176	5,311	5,557	5,173	21,575	8,854	4,305	3,299	
(%)	1.2%	1.0%	0.8%	0.6%	0.6%	0.7%	0.6%	2.9%	1.3%	0.7%	0.4%	
Other	53,535	59,240	94,069	101,373	70,188	68,510	44,377	-	-	-	-	
(%)	8.6%	9.1%	12.2%	12.0%	8.4%	8.6%	5.2%	-	-	-	-	
[Discontinued Operations] Automotive Electronic Components Business (AEC)	85,027	97,643	126,620	137,883	139,966	132,060	131,152	-	-	-	-	
(%)	13.7%	15.0%	16.4%	16.3%	16.8%	16.6%	15.3%	-	-	-	-	
Total	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927	

Notes: 1. Since fiscal 2013, certain operations previously included in EMC have been included in IAB. Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

2. Since fiscal 2017, certain operations previously included in SSB have been included in Other. Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

3. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB. Accordingly, information figures for fiscal year 2017

4. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers.

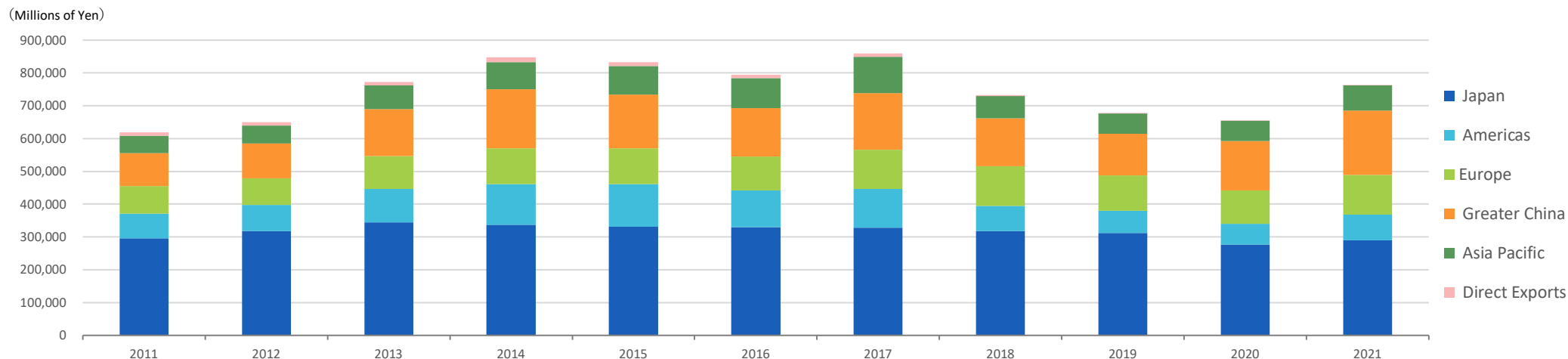
Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

5. Since fiscal 2020, figures for the Environmental Solutions business and the Backlights business that had been included in the Other segment have been reclassified into SSB and Eliminations and Corporate.

Accordingly, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

6. DMB*: Device and Module Solutions Business *In connection with the start of our long-term vision in April 2022, the name of EMC (Electronic and Mechanical Components Business) changed to DMB (Device and Module Solutions Business)

Sales by Region

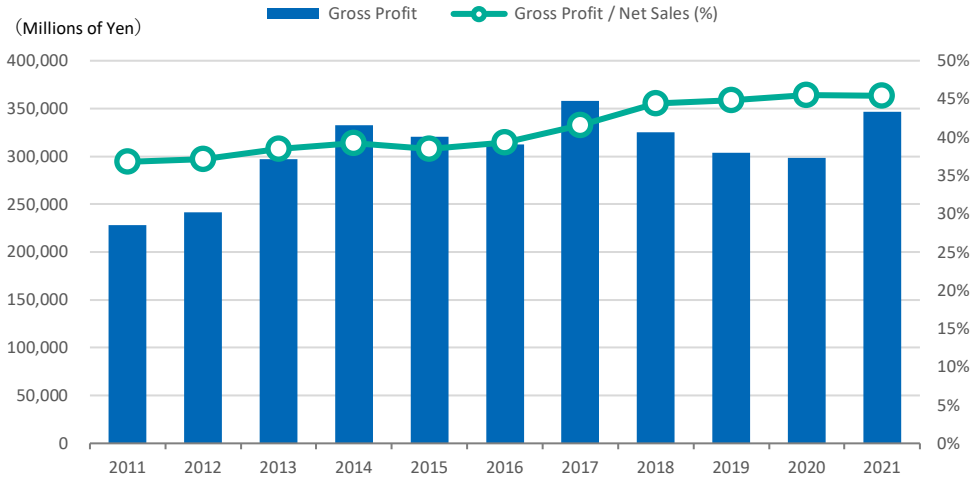


< Sales by Region >

	(Millions of Yen)										
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Japan	296,345	317,919	344,754	337,643	330,804	330,390	328,515	318,684	311,511	276,612	289,896
(%)	47.8%	48.9%	44.6%	39.9%	39.7%	41.6%	38.2%	43.5%	45.9%	42.2%	38.0%
Americas	74,820	80,427	100,992	123,496	130,968	112,191	118,490	76,475	67,800	63,642	78,296
(%)	12.1%	12.4%	13.1%	14.6%	15.7%	14.1%	13.8%	10.4%	10.0%	9.7%	10.3%
Europe	83,561	80,453	100,929	108,427	109,147	102,633	118,426	120,261	108,507	101,479	120,423
(%)	13.5%	12.4%	13.1%	12.8%	13.1%	12.9%	13.8%	16.4%	16.0%	15.5%	15.8%
Greater China	101,074	106,283	142,444	180,954	162,508	147,751	172,948	146,476	126,054	151,167	196,351
(%)	16.3%	16.3%	18.4%	21.4%	19.5%	18.6%	20.1%	20.0%	18.6%	23.1%	25.7%
Asia Pacific	52,357	54,828	72,259	83,054	88,157	91,785	111,104	67,936	62,742	61,763	76,924
(%)	8.5%	8.4%	9.3%	9.8%	10.6%	11.6%	12.9%	9.3%	9.3%	9.4%	10.1%
Direct Exports	11,304	10,551	11,588	13,678	12,020	9,451	10,499	2,749	1,366	866	1,037
(%)	1.8%	1.6%	1.5%	1.6%	1.4%	1.2%	1.2%	0.4%	0.2%	0.1%	0.1%
Total	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

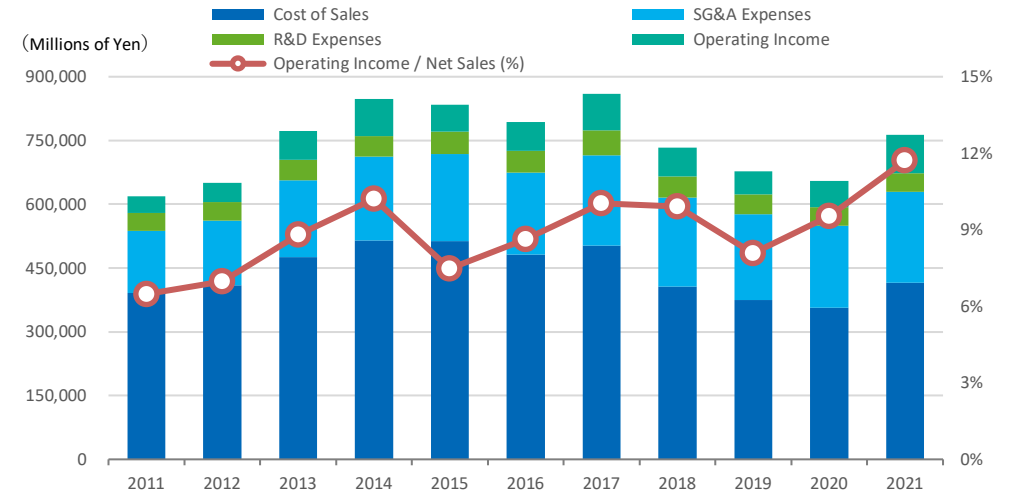
Gross Profit, Gross Profit / Net Sales



< Gross Profit, Gross Profit / Net Sales >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Gross Profit	227,887	241,507	297,208	332,607	320,812	312,161	357,812	325,484	303,702	298,351	346,827
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Gross Profit / Net Sales (%)	36.8%	37.1%	38.5%	39.3%	38.5%	39.3%	41.6%	44.4%	44.8%	45.5%	45.5%

Cost Composition, Operating Income / Net Sales

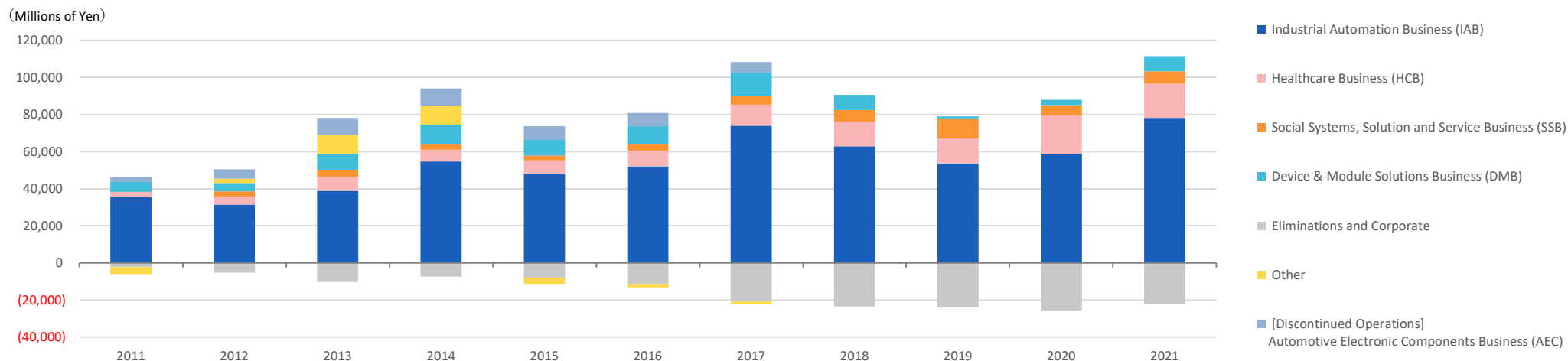


< Cost Composition, Operating Income / Net Sales >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Cost of Sales	391,574	408,954	475,758	514,645	512,792	482,040	502,170	407,097	374,278	357,178	416,100
SG&A Expenses	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234
R&D Expenses	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277
Operating Income	40,136	45,343	68,055	86,591	62,287	68,529	86,254	67,254	54,760	62,480	89,316
Operating Income / Net Sales (%)	6.5%	7.0%	8.8%	10.2%	7.5%	8.6%	10.0%	9.9%	8.1%	9.5%	11.7%

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Operating Income by Business Segment



< Operating Income by Business Segment >

(Fiscal Year)	(Millions of Yen)											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Industrial Automation Business (IAB)	35,354	31,349	38,755	54,617	47,929	52,005	73,980	62,895	53,595	58,793	78,103	
Healthcare Business (HCB)	2,918	4,407	7,545	6,511	7,285	8,535	11,211	13,033	13,511	20,573	18,544	
Social Systems, Solution and Service Business (SSB)	98	2,915	3,880	3,054	2,542	3,685	4,823	6,542	10,853	5,693	6,505	
Device & Module Solutions Business (DMB)	5,114	4,351	8,655	10,168	8,494	9,428	12,474	8,165	918	2,962	8,240	
Eliminations and Corporate	(2,486)	(5,214)	(10,212)	(7,294)	(7,842)	(11,362)	(20,892)	(23,381)	(24,117)	(25,541)	(22,076)	
Other	(3,553)	2,526	10,348	10,305	(3,463)	(1,852)	(1,158)	-	-	-	-	
[Discontinued Operations] Automotive Electronic Components Business (AEC)	2,691	5,009	9,084	9,230	7,342	7,127	5,816	-	-	-	-	
Total	40,136	45,343	68,055	86,591	62,287	67,566	86,254	67,254	54,760	62,480	89,316	

Notes: 1. Since fiscal 2013, certain operations previously included in EMC have been included in IAB. Accordingly, information figures for fiscal year 2009 through 2012 have been restated to reflect this change.

2. Since fiscal 2017, certain operations previously included in SSB have been included in Other. Accordingly, information figures for fiscal year 2013 through 2016 have been restated to reflect this change.

3. Since fiscal 2018, certain operations previously included in Other have been included in EMC, and certain operations previously included in Other have been included in SSB. Accordingly, information figures for fiscal year 2017

4. Since fiscal 2019, in connection with the classification of AEC as a discontinued operation, we have reclassified certain EMC and Eliminations & Corporate sales from intersegment sales to sales to external customers.

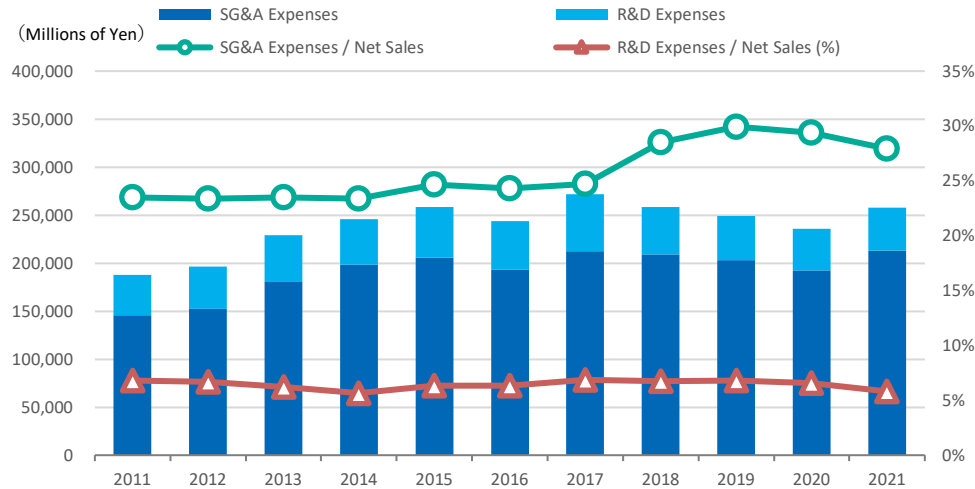
Accordingly, information figures for fiscal year 2018 have been restated to reflect this change.

5. Since fiscal 2020, figures for the Environmental Solutions business and the Backlights business that had been included in the Other segment have been reclassified into SSB and Eliminations and Corporate.

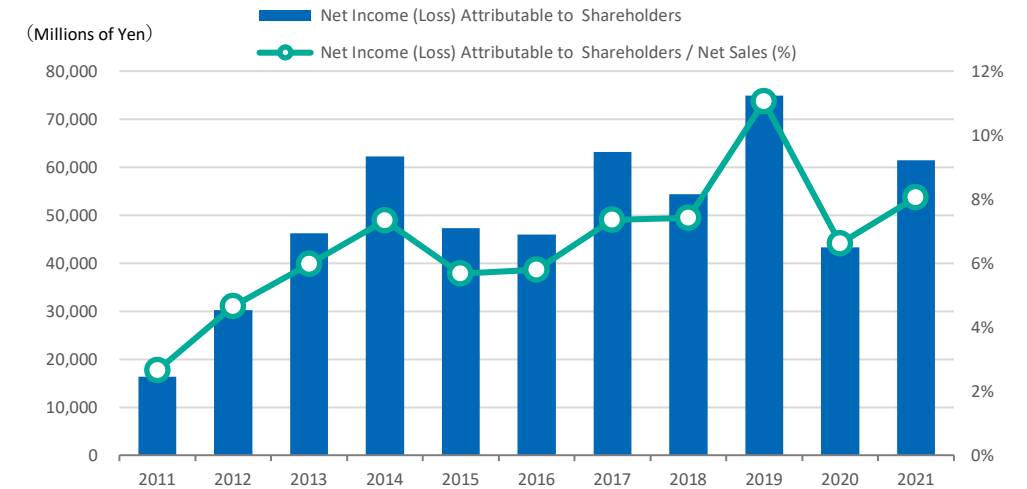
Accordingly, information figures for fiscal year 2018 and 2019 have been restated to reflect this change.

6. DMB*: Device and Module Solutions Business *In connection with the start of our long-term vision in April 2022, the name of EMC (Electronic and Mechanical Components Business) changed to DMB (Device and Module Solutions Business)

SG&A Expenses / Net Sales, R&D Expenses / Net Sales



Net Income (Loss) Attributable to Shareholders / Net Sales



< SG&A Expenses / Net Sales, R&D Expenses / Net Sales >

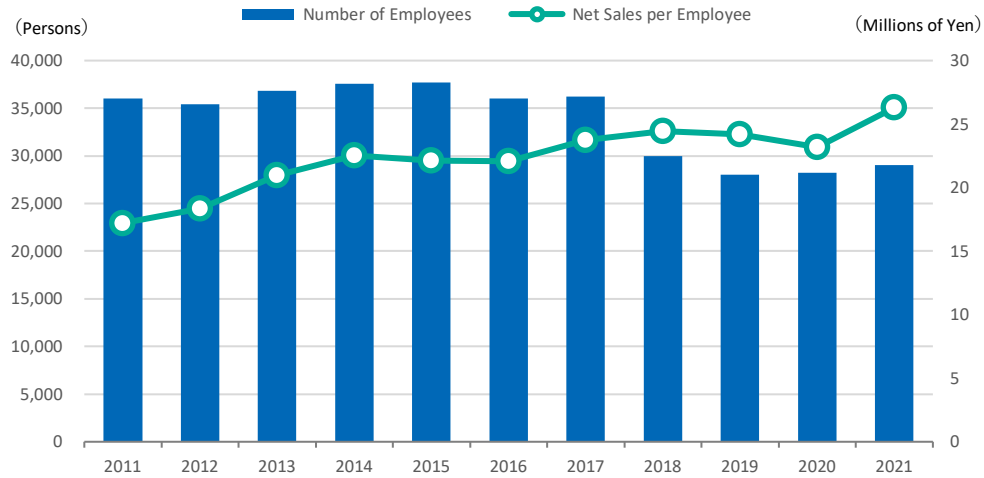
(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
SG&A Expenses	145,662	152,676	181,225	198,103	205,735	193,093	212,481	208,895	202,954	192,687	213,234
R&D Expenses	42,089	43,488	47,928	47,913	52,790	50,539	59,077	49,335	45,988	43,184	44,277
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
SG&A Expenses / Net Sales	23.5%	23.4%	23.5%	23.4%	24.7%	24.3%	24.7%	28.5%	29.9%	29.4%	27.9%
R&D Expenses / Net Sales (%)	6.8%	6.7%	6.2%	5.7%	6.3%	6.4%	6.9%	6.7%	6.8%	6.6%	5.8%

< Net Income (Loss) Attributable to Shareholders / Net Sales >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Net Income (Loss) Attributable to Shareholders	16,389	30,203	46,185	62,170	47,290	45,987	63,159	54,323	74,895	43,307	61,400
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Net Income (Loss) Attributable to Shareholders / Net Sales (%)	2.6%	4.6%	6.0%	7.3%	5.7%	5.8%	7.3%	7.4%	11.0%	6.6%	8.0%

Notes: In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

Number of Employees, Net Sales per Employee



< Number of Employees, Net Sales per Employee >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of Employees	35,992	35,411	36,842	37,572	37,709	36,008	36,193	29,976	28,006	28,254	29,020
Net Sales	619,461	650,461	772,966	847,252	833,604	794,201	859,982	732,581	677,980	655,529	762,927
Net Sales per Employee	17.2	18.4	21.0	22.6	22.1	22.1	23.8	24.4	24.2	23.2	26.3

Notes: 1. Number of Employees is based on the figure at the end of each fiscal year.

2. In connection with the classification of AEC as a discontinued operation, information figures from FY2018 have been restated to reflect this change.

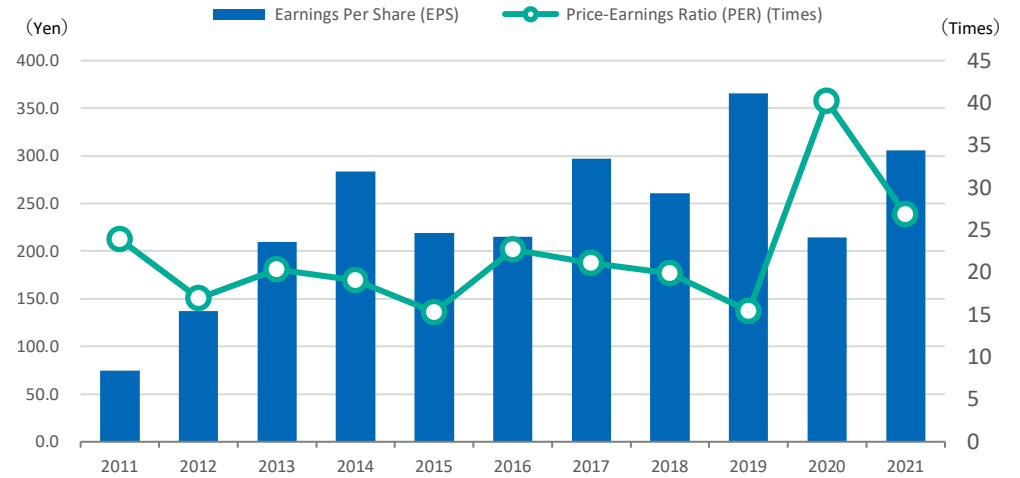
< Earnings Per Share (EPS), Price-Earnings Ratio (PER) >

(Fiscal Year)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Earnings Per Share (EPS)	74.5	137.2	209.8	283.9	219.0	215.1	296.9	260.8	365.3	214.7	305.7
Stock Price (FYE Closing Price)	1,780	2,320	4,260	5,420	3,350	4,885	6,260	5,180	5,630	8,640	8,214
Price-Earnings Ratio (PER) (Times)	23.9	16.9	20.3	19.1	15.3	22.7	21.1	19.9	15.4	40.2	26.9

Notes: 1. Earnings per Share is based on the number of share equivalents with a dilutive effect.

2. PER = Fiscal Year-end Stock Price / Earnings per Share

Earnings Per Share (EPS), Price-Earnings Ratio (PER)



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