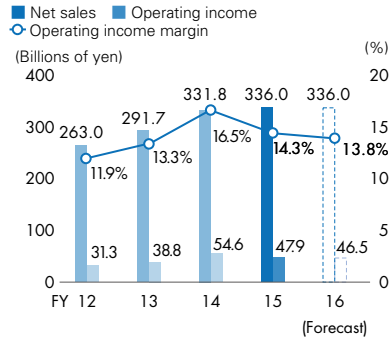


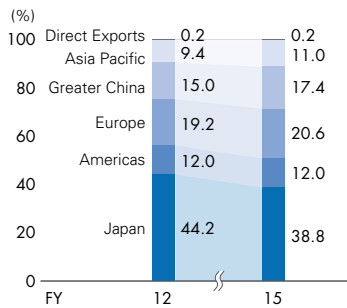
At a Glance

Industrial Automation Business (IAB)

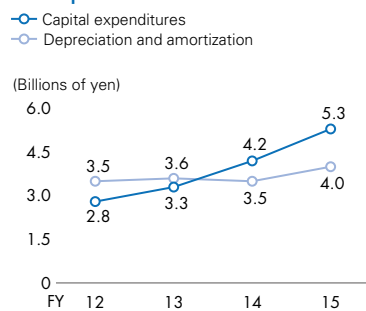
Net Sales/Operating Income/ Operating Income Margin



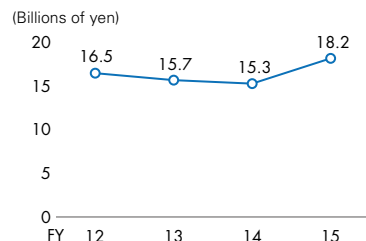
Ratio of Net Sales by Region



Capital Expenditures/ Depreciation and Amortization

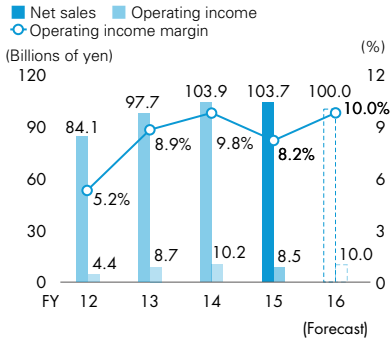


R&D Expenses

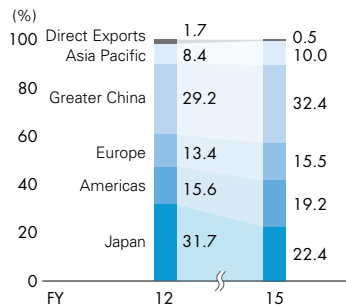


Electronic and Mechanical Components Business (EMC)

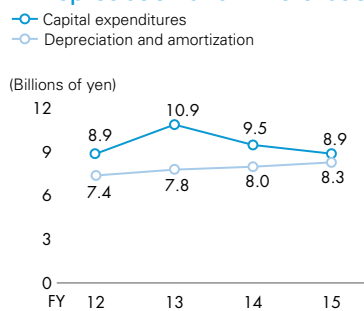
Net Sales/Operating Income/ Operating Income Margin



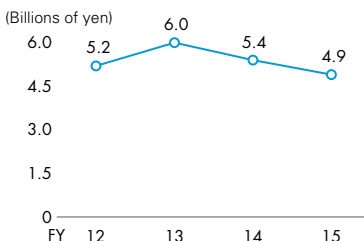
Ratio of Net Sales by Region



Capital Expenditures/ Depreciation and Amortization

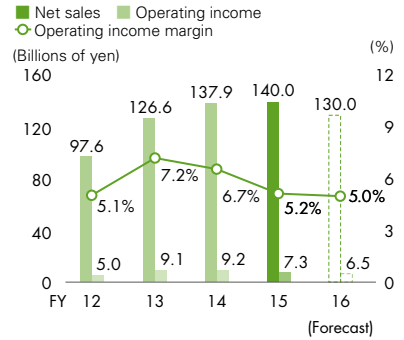


R&D Expenses

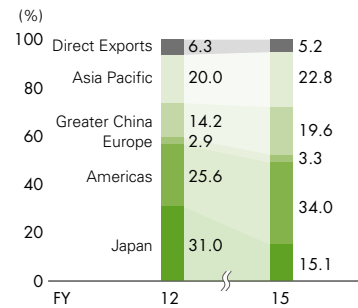


Automotive Electronic Components Business (AEC)

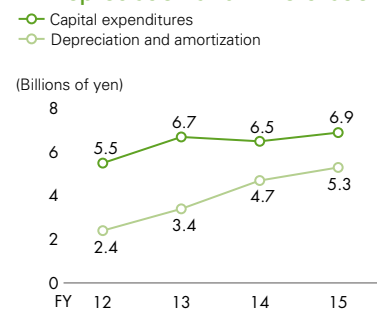
Net Sales/Operating Income/ Operating Income Margin



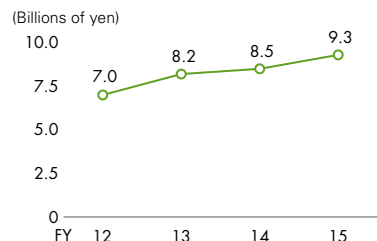
Ratio of Net Sales by Region



Capital Expenditures/ Depreciation and Amortization



R&D Expenses



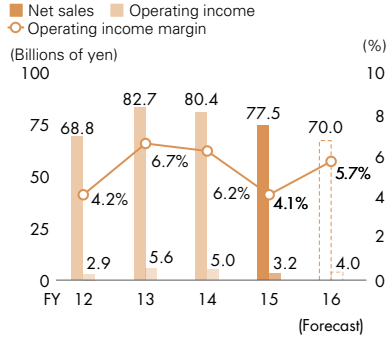
Notes: 1. During fiscal 2013, certain divisions of the EMC were included in the IAB due to a change in management categorizations. Segment information for fiscal 2012 and earlier has been restated to reflect this change.
 2. Fiscal 2016 forecasts are those as originally disclosed on April 27, 2016.
 3. For more information about net sales by region, please refer to Page 85-88.

Social Systems, Solutions and Service Business (SSB)

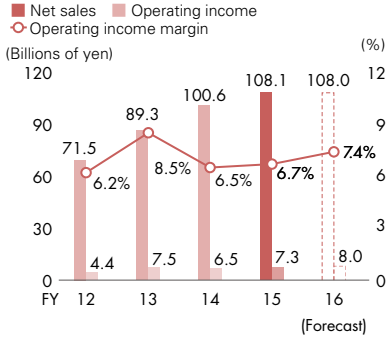
Healthcare Business (HCB)

Other Businesses

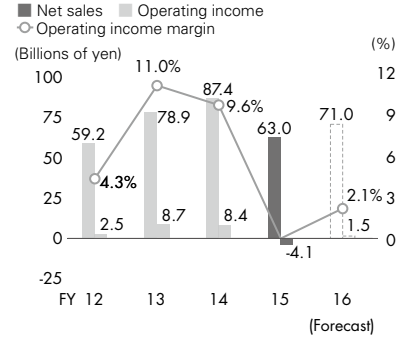
Net Sales/Operating Income/Operating Income Margin



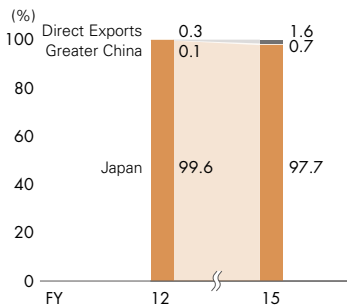
Net Sales/Operating Income/Operating Income Margin



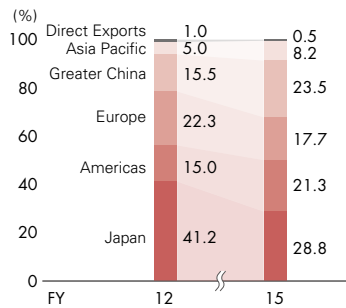
Net Sales/Operating Income/Operating Income Margin



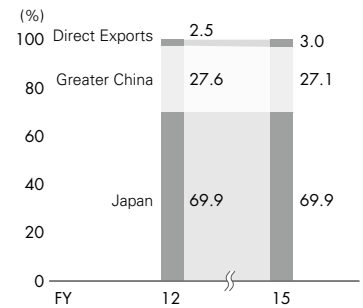
Ratio of Net Sales by Region



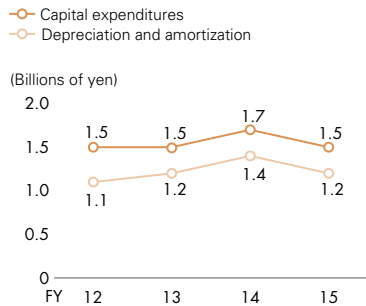
Ratio of Net Sales by Region



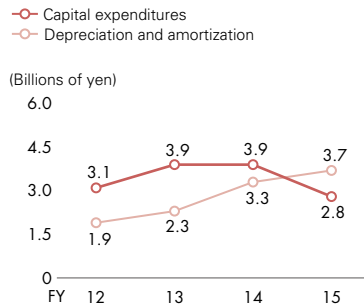
Ratio of Net Sales by Region



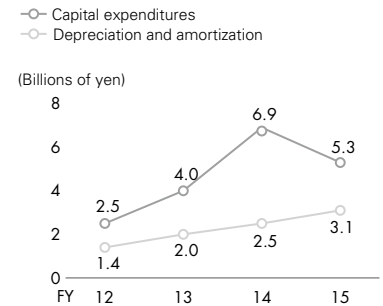
Capital Expenditures/Depreciation and Amortization



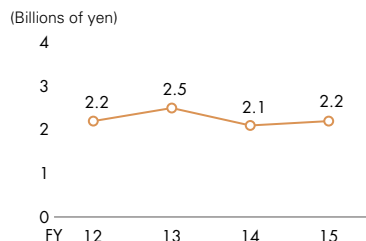
Capital Expenditures/Depreciation and Amortization



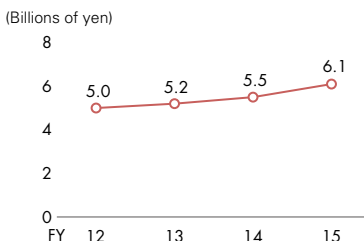
Capital Expenditures/Depreciation and Amortization



R&D Expenses



R&D Expenses



R&D Expenses

