At a Glance

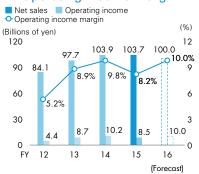


Net Sales/Operating Income/ Operating Income Margin

 Net sales
 Operating income
 Operating income margin (%) (Billions of yen) 400 20 331.8 336.0 336.0 291.7 300 263.0 15 16.5% **•**13.8% 14.3% 13.3% 11.9% 200 10 100 5 54.6 38.8 47.9 46.5 31.3 0 0 FY 12 13 15 14 16 (Forecast)

Electronic and Mechanical Components Business (EMC)

Net Sales/Operating Income/ Operating Income Margin



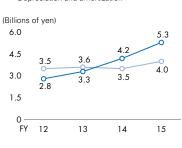
Ratio of Net Sales by Region



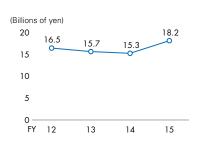
Ratio of Net Sales by Region

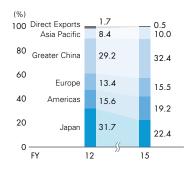
Capital Expenditures/ Depreciation and Amortization

Depreciation and amortization



R&D Expenses





Capital Expenditures/ Depreciation and Amortization

-O- Capital expenditures -O- Depreciation and amortization



R&D Expenses



Automotive Electronic Components Business (AEC)

Net Sales/Operating Income/ Operating Income Margin



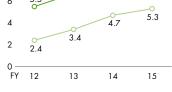
Ratio of Net Sales by Region

(%)					
100	Direct Exports		6.3	-	5.2
80	Asia Pacific		20.0		22.8
60	Greater China Europe		14.2 2.9		19.6
40	Americas		25.6		3.3
20					34.0
	Japan		31.0		15.1
0	FY	12)	15	

Capital Expenditures/ Depreciation and Amortization

-O- Capital expenditures -O- Depreciation and amortization

(Billions of yen) 8 6.7 6.5 6 5.5



6.9 -0

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
- Healthcare Business (HCB) Other Businesses ervice Business (SSB) Net Sales/Operating Income/ Net Sales/Operating Income/ Net Sales/Operating Income/ Operating Income Margin **Operating Income Margin** Operating Income Margin Net sales Operating income
 Operating income margin Net sales
 Operating income
 Operating income margin Net sales
 Operating income
 Operating income margin (%) (%) (%) (Billions of yen) (Billions of yen) (Billions of yen) 11.0% 100 10 120 12 12 100 108.1 108.0 87.4 9.6% 100.6 82.7 80.4 77.5 89.3 71.0 9 8 75 78.9 75 68.8 70.0 90 9 63.0 59.2 71.5 **5**7.4% 6 50 6 6.7% 8.5% 6.7% 50 60 6.2% 6.5% 6 4.3% 6.2% 2.1% 3 4.2% 4 25 4.1% 8.7 8.4 2.5 3 1.5 25 30 2 0 0 8.0 7.3 5.6 5.0 7.5 6.5 2.9 4.0 3.2 4.4 -25 0 0 0 0 FΥ 12 13 16 FΥ 12 13 15 FY 12 13 14 15 14 16 14 15 16 (Forecast) (Forecast) (Forecast) Ratio of Net Sales by Region Ratio of Net Sales by Region Ratio of Net Sales by Region (%) (%) (%) Direct Exports Direct Exports 2.5 0.3 1.0 0.5 8.2 100 Direct Exports 1.6 100 100 3.0 0.1 Asia Pacific Greater China Greater China 15.5 Greater China 27.6 27.1 80 23.5 80 80 Europe 22.3 60 60 60 17.7 977 Japan 99.6 Americas 15.0 40 40 21.3 40 69.9 69.9 Japan 20 20 20 41.2 Japan 28.8 0 0 0 FY FY 12 15 12 15 FY 12 15 Capital Expenditures/ Capital Expenditures/ Capital Expenditures/ Depreciation and Amortization Depreciation and Amortization Depreciation and Amortization -O- Capital expenditures -O- Capital expenditures -O- Capital expenditures -O- Depreciation and amortization -O- Depreciation and amortization -O- Depreciation and amortization (Billions of yen) (Billions of yen) (Billions of yen) 2.0 6.0 8 6.9 1.7 1.5 0 1.5 1.5 1.5 4.5 3.9 3.9 6 5.3 3.7 1.4 3. 4.0 1.0 12 12 3.0 4 1.1 3.3 2.8 2.5 2.3 3.1 0.5 2 1.5 1.9 2.5 2.0 1.4 0 0 0 FΥ 12 13 14 15 FΥ 12 13 14 15 FΥ 12 13 14 15 R&D Expenses R&D Expenses R&D Expenses (Billions of yen) (Billions of yen) (Billions of yen) 8 6.0 5.5 4 6.1 4.6 4.3 5.5 3 52 4.5 2.5 6 5.0 2.2 2.2 2.1 3.0 2 3.0 4 1 2 1.5 0 0 0 --FY FΥ 12 13 14 FΥ 12 13 14 15 12 15 13 14 15