Summary of Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2014 (U.S. GAAP)  
January 30, 2014

OMRON Corporation (6645)

Exchanges Listed: Tokyo (first section)  
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Telephone: +81-75-344-7070
Filing of Quarterly Securities Report (Shihanki hokokusho) (scheduled): February 13, 2014
Start of Distribution of Dividends (scheduled): —
Preparation of Supplementary Materials for the Quarterly Financial Results: Yes
Holding of Presentation of Quarterly Financial Results: Yes (for investors)

Note: This document has been translated from the Japanese original as a guide to non-Japanese investors and contains forward-looking statements that are based on managements’ estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.

Note: All amounts are rounded to the nearest million yen.


(1) Sales and Income (cumulative)  
(Percentages represent changes compared with the same period of the previous fiscal year.)

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen - except per share data and percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nine months ended December 31, 2013</td>
</tr>
<tr>
<td></td>
<td>Change (%)</td>
</tr>
<tr>
<td>Net sales</td>
<td>552,393</td>
</tr>
<tr>
<td>Operating income</td>
<td>48,345</td>
</tr>
<tr>
<td>Income before income taxes</td>
<td>46,418</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>33,947</td>
</tr>
<tr>
<td>Net income attributable to shareholders, per share, basic (JPY)</td>
<td>154.22</td>
</tr>
<tr>
<td>Net income attributable to shareholders, per share, diluted (JPY)</td>
<td>—</td>
</tr>
</tbody>
</table>

Note: Comprehensive income:  
Nine months ended December 31, 2013: JPY 65,779 million (118.1% change);  
Nine months ended December 31, 2012: JPY 30,165 million (—% change)

(2) Consolidated Financial Position

<table>
<thead>
<tr>
<th></th>
<th>Millions of yen - except per share data and percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As of December 31, 2013</td>
</tr>
<tr>
<td>Total assets</td>
<td>645,315</td>
</tr>
<tr>
<td>Net assets</td>
<td>428,998</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>426,724</td>
</tr>
<tr>
<td>Shareholders’ equity ratio (%)</td>
<td>66.1</td>
</tr>
</tbody>
</table>
2. Dividends

<table>
<thead>
<tr>
<th>Dividends per share</th>
<th>Year ended March 31, 2013</th>
<th>Year ending March 31, 2014</th>
<th>Year ending March 31, 2014 (projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st quarter dividend (JPY)</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>2nd quarter dividend (JPY)</td>
<td>14.00</td>
<td>25.00</td>
<td></td>
</tr>
<tr>
<td>3rd quarter dividend (JPY)</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Year-end dividend (JPY)</td>
<td>23.00</td>
<td>—</td>
<td>25.00</td>
</tr>
<tr>
<td>Total dividends for the year (JPY)</td>
<td>37.00</td>
<td>—</td>
<td>50.00</td>
</tr>
</tbody>
</table>

Notes: 1. Revisions since the most recently announced dividend forecast: No
2. Breakdown of year-end dividend for the fiscal year ended March 31, 2013: Regular dividend: JPY 18:00
   Commemorative dividend: JPY 5:00

(Percentages represent changes compared with the previous fiscal year.)

<table>
<thead>
<tr>
<th></th>
<th>Year ending March 31, 2014</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>750,000</td>
<td>15.3</td>
</tr>
<tr>
<td>Operating income</td>
<td>65,000</td>
<td>43.4</td>
</tr>
<tr>
<td>Income before income taxes</td>
<td>62,000</td>
<td>50.4</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>43,000</td>
<td>42.4</td>
</tr>
<tr>
<td>Net income per share attributable to shareholders (JPY)</td>
<td></td>
<td>195.34</td>
</tr>
</tbody>
</table>

Note: Revisions since the most recently announced results forecast: No

Other
(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries due to changes in scope of consolidation): No
   New: – companies (–) Excluded: – companies (–)

(2) Application of simplified accounting methods and/or special accounting methods: No

(3) Changes in accounting policy
   (a) Changes accompanying revision of accounting standards, etc.: No
   (b) Changes in accounting policy other than (a) above: No

(4) Number of shares issued and outstanding (common stock)
   (a) Number of shares at end of period (including treasury stock): December 31, 2013: 227,121,372 shares; March 31, 2013: 227,121,372 shares
   (b) Treasury stock at end of period: December 31, 2013: 7,004,109 shares; March 31, 2013: 6,992,907 shares
   (c) Average number of shares during the period (cumulative quarterly period): Nine months ended December 31, 2013: 220,123,769 shares; Nine months ended December 31, 2012: 220,130,129 shares
Items Regarding the Implementation of Quarterly Review Procedures

This summary of quarterly consolidated results is exempt from the quarterly review procedures based on the Financial Instruments and Exchange Act. Review procedures for the quarterly financial statements based on the Financial Instruments and Exchange Act had not been completed at the time of disclosure of this summary of quarterly consolidated results.

Notes Regarding Use of Projections of Results and Other Matters

1. Projections of results and future developments are based on information available to the Company at the time of writing, as well as certain assumptions judged by the Company to be reasonable. Various factors could cause actual results to differ materially from these projections. Major factors influencing Omron’s actual results include, but are not limited to, (i) the economic conditions affecting the Omron Group’s businesses in Japan and overseas, (ii) demand trends for the Omron Group’s products and services, (iii) the ability of the Omron Group to develop new technologies and new products, (iv) major changes in the fund-raising environment, (v) tie-ups or cooperative relationships with other companies, (vi) movements in currency exchange rates and stock markets, and (vii) accidents, earthquakes, etc.

For the assumptions that form the basis of the projected results, see “1. Qualitative Information on Quarterly Financial Results, (3) Description of Consolidated Performance Forecast” on page 6.

2. The Company applies the single step method for presentation of its Consolidated Financial Statements based on U.S. GAAP. However, to facilitate comparison with other companies, operating income on the Consolidated Income Statement is presented by subtracting selling, general and administrative expenses and research and development expenses from gross profit.

3. The Company plans to hold a presentation for investors on Thursday, January 30, 2014.

The Company also plans to post an overview and the (voice) content of its explanations, together with financial materials used at the presentation, promptly on its website.

Note: The following abbreviations of business segment names are used in the attached materials.
IAB: Industrial Automation Business
EMC: Electronic and Mechanical Components Business
AEC: Automotive Electronic Components Business
SSB: Social Systems, Solutions and Service Business
HCB: Healthcare Business
Other: Environmental Solutions Business HQ, Electronic Systems & Equipments Division HQ, Micro Devices HQ, OMRON PRECISION TECHNOLOGY Co., Ltd. and others
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1. Qualitative Information on Quarterly Financial Results

(1) Description of Results of Operations

General Overview

In the first nine months of fiscal 2013 (April – December 2013), earnings and profits of the Omron Group both increased substantially compared with the same period of the previous fiscal year, with growth in earnings and profits in every business segment.

The Omron Group’s perception of the economic environment in the first nine months of fiscal 2013 is as follows.

Economic and Market Conditions by Region

Japan: There was a gradual recovery trend due to government economic policies and other factors.
U.S.: The sense of uncertainty about monetary policy abated and there was a recovery trend, with factors including improvement in the employment environment.
Europe: Business and consumer confidence improved and a gradual recovery trend was apparent.
China: Various economic indicators such as the Purchasing Managers’ Index were spotty, and a sense of uncertainty persisted.
Asia: A sense of uncertainty grew, with factors including a downturn in business confidence in some countries.

Conditions in the Omron Group’s Primary Related Markets

Automotive-related: Capital investment demand in Japan was on a recovery track; demand for components was strong in emerging markets and elsewhere.
Semiconductor-related: Capital investment demand in Japan was on a recovery track due to demand for smartphones and other products.
Machine tool-related: Signs of a recovery in capital investment demand were apparent in Japan and overseas.
Home appliance and electronic component-related: Capital investment demand was on a recovery track; demand for components was strong outside Japan
Healthcare equipment-related: Demand was firm due to factors including rising health consciousness in emerging markets

In addition, the Omron Group has set its policy for fiscal 2013 (the year ending March 31, 2014) as “Complete the GLOBE Stage! Complete the transformation to a stronger Omron with greater growth, profitability, and adaptability to change.” As its action plan, the Group is prioritizing efforts including maximization of the strength of the industrial automation business, growth in emerging markets, expansion of new businesses that meet the needs of the “Optimization Society,” conclusion of profit structure reform and strengthening of global human resources. In the first nine months of fiscal 2013, the Group carried out measures to increase net sales and profits over the medium-to-long term, and has been steadily generating results compared with the same period of the previous fiscal year, including an increase in net sales in emerging markets.

Consequently, consolidated results for the first nine months of fiscal 2013 were as follows.

<table>
<thead>
<tr>
<th>Millions of yen, except exchange rate data and percentages</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>463,681</td>
<td>552,393</td>
<td>+19.1%</td>
</tr>
<tr>
<td>Operating income</td>
<td>27,848</td>
<td>48,345</td>
<td>+73.6%</td>
</tr>
<tr>
<td>Income before income taxes</td>
<td>28,216</td>
<td>46,418</td>
<td>+64.5%</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>20,684</td>
<td>33,947</td>
<td>+64.1%</td>
</tr>
<tr>
<td>Average USD exchange rate (JPY)</td>
<td>80.4</td>
<td>99.3</td>
<td>+18.9</td>
</tr>
<tr>
<td>Average EUR exchange rate (JPY)</td>
<td>103.2</td>
<td>132.1</td>
<td>+28.9</td>
</tr>
</tbody>
</table>

Results by Business Segment
IAB (Industrial Automation Business)

<table>
<thead>
<tr>
<th>Sales to external customers</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>87,071</td>
<td>86,595</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Overseas</td>
<td>105,381</td>
<td>125,579</td>
<td>+19.2%</td>
</tr>
<tr>
<td>Total</td>
<td>192,452</td>
<td>212,174</td>
<td>+10.2%</td>
</tr>
<tr>
<td>Segment profit</td>
<td>21,591</td>
<td>28,272</td>
<td>+30.9%</td>
</tr>
</tbody>
</table>

Note: Due to a revision of management classifications, some businesses under EMC are included in the IAB business segment from the year ending March 31, 2014. Accordingly, segment profit for the year ended March 31, 2013 is restated under the new management classification.

Sales in Japan
The recovery trend in capital investment demand from customers, mainly in the semiconductor and electronic components industries, strengthened from September onward. Expanded sales of new products also contributed to results, but sales in Japan for the nine months ended December 31, 2013 were basically unchanged from the same period of the previous fiscal year, primarily due to a slowdown in the first half.

Overseas Sales
In Europe, demand was at the same level as the previous year, with firm sales in Southern Europe due to an economic upturn. In the Americas, a recovery trend in demand emerged in Canada in North America, but sales decreased overall compared with the same period of the previous fiscal year, primarily because of the weak performance of oil-related businesses in the first half. In China, sales decreased compared with the same period of the previous fiscal year due to factors including export-related weakness in the electronic components industry and elsewhere. In Asia, sales were weak due to a decline in capital investment demand in automotive- and electronic component-related and other industries in some countries. As a result, overseas sales for the nine months ended December 31, 2013 increased compared with the same period of the previous fiscal year, with the additional impact of the depreciation of the yen.

Segment Profit
Segment profit increased compared with the same period of the previous fiscal year due to the increase in sales and the impact of the depreciation of the yen.

EMC (Electronic and Mechanical Components Business)

<table>
<thead>
<tr>
<th>Sales to external customers</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>19,650</td>
<td>21,236</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Overseas</td>
<td>42,296</td>
<td>51,692</td>
<td>+22.2%</td>
</tr>
<tr>
<td>Total</td>
<td>61,946</td>
<td>72,928</td>
<td>+17.7%</td>
</tr>
<tr>
<td>Segment profit</td>
<td>3,195</td>
<td>6,796</td>
<td>+112.7%</td>
</tr>
</tbody>
</table>

Note: Due to a revision of management classifications, some businesses under EMC are presented in the IAB business segment from the year ending March 31, 2014. Accordingly, segment profit for the year ended March 31, 2013 is restated under the new management classification.

Sales in Japan
Although demand decreased in consumer and automotive-related industries, demand from the home appliance industry was strong due to factors including the rebound of the domestic economy and the impact of the hot summer in the first half of the fiscal year. As a result, sales in Japan for the nine months ended December 31, 2013 increased compared with the same period of the previous fiscal year.

Overseas Sales
In China and South Korea, sales to the mobile devices industry were firm, and in the Americas, sales to consumer and commerce industries were strong. In Europe, consumer and commerce industry demand grew
with the impact of market recovery. As a result, overseas sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year, due in part to the impact of the depreciation of the yen.

**Segment Profit**
Segment profit increased significantly compared with the same period of the previous fiscal year due to ongoing cost reduction initiatives in addition to the increase in sales and the impact of the depreciation of the yen.

**AEC (Automotive Electronic Components Business)**

<table>
<thead>
<tr>
<th></th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales to external customers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>23,290</td>
<td>20,680</td>
<td>-11.2%</td>
</tr>
<tr>
<td>Overseas</td>
<td>48,370</td>
<td>71,648</td>
<td>+48.1%</td>
</tr>
<tr>
<td>Total</td>
<td>71,660</td>
<td>92,328</td>
<td>+28.8%</td>
</tr>
<tr>
<td>Segment profit</td>
<td>4,053</td>
<td>7,003</td>
<td>+72.8%</td>
</tr>
</tbody>
</table>

**Sales in Japan**
Despite the effect of government economic measures and the continuation of tax breaks for eco cars, automobile production volume decreased compared with the same period of the previous year due to factors including the impact of the end of subsidies in September 2012. With the additional impact of a shift in production overseas for some products, sales in Japan for the nine months ended December 31, 2013 decreased compared with the same period of the previous fiscal year.

**Overseas Sales**
The European automotive market slowed due to fiscal austerity and the deteriorating labor environment resulting from financial instability, but sales were strong due to the accelerated recovery in the North American market and market expansion in China and Asia. As a result, overseas sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year, due in part to the depreciation of the yen.

**Segment Profit**
Segment profit increased substantially compared with the same period of the previous fiscal year due to factors including the increase in sales and the impact of the depreciation of the yen.

**SSB (Social Systems, Solutions and Service Business)**

<table>
<thead>
<tr>
<th></th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales to external customers</td>
<td></td>
<td></td>
<td>+24.1%</td>
</tr>
<tr>
<td>Segment profit (loss)</td>
<td>(2,588)</td>
<td>(1,868)</td>
<td>–</td>
</tr>
</tbody>
</table>

**Public Transportation Systems Business Sales**
Demand from railway companies for renewal of station equipment remained firm, and sales for the nine months ended December 31, 2013 increased compared with the same period of the previous fiscal year.

**Traffic and Road Management Systems Business and Other Sales**
Sales of the traffic and road management systems business for the nine months ended December 31, 2013 were basically unchanged compared with the same period of the previous fiscal year, due in part to demand for measures to deal with aging management systems and equipment.

In the environmental solutions business, sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year due to continued firm demand for solar power generation-related products.
Segment Profit
Due to the increase in sales, segment loss decreased compared with the same period of the previous fiscal year.

HCB (Healthcare Business)

<table>
<thead>
<tr>
<th>Sales to external customers</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>21,699</td>
<td>22,568</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Overseas</td>
<td>30,280</td>
<td>44,057</td>
<td>+45.5%</td>
</tr>
<tr>
<td>Total</td>
<td>51,979</td>
<td>66,625</td>
<td>+28.2%</td>
</tr>
<tr>
<td>Segment profit</td>
<td>3,733</td>
<td>6,449</td>
<td>+72.8%</td>
</tr>
</tbody>
</table>

Sales in Japan
In healthcare equipment for household use, sales of new products (sleep monitor, low-frequency therapy equipment) were strong and sales of digital blood pressure monitors, which are core products, were firm. Sales of equipment for use in medical institutions were basically unchanged from the same period of the previous fiscal year. As a result, sales in Japan for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year.

Overseas Sales
Sales were very strong as demand for healthcare equipment and products continued to rise in emerging markets such as China, Central and South America and India. As a result, overseas sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year, due in part to the impact of the depreciation of the yen.

Segment Profit
Segment profit increased substantially compared with the same period of the previous fiscal year due to the increase in overseas sales, the impact of the depreciation of the yen and other factors.

Other

<table>
<thead>
<tr>
<th>Sales to external customers</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>44,174</td>
<td>58,050</td>
<td>+31.4%</td>
</tr>
<tr>
<td>Segment profit</td>
<td>1,589</td>
<td>7,089</td>
<td>+346.1%</td>
</tr>
</tbody>
</table>

Businesses in the “Other” segment are primarily responsible for exploring/nurturing new business fields and nurturing/reinforcing businesses not handled by other internal companies.

Environmental Solutions Business Sales
Demand for solar power conditioners grew in the Japanese market along with the spread of photovoltaic power generation due to rising interest in use of renewable energy, and sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year.

Electronic Systems & Equipments Business Sales
Although demand for uninterruptible power supplies was firm, sales for the nine months ended December 31, 2013 decreased compared with the same period of the previous fiscal year due to a drop in demand for the electronics manufacturing service (EMS).

Micro Devices Business Sales
Demand for MEMS microphone chips grew, and sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year.

Backlight Business Sales
Due to strong performance in the smartphone market and sales growth in the tablet device field, which the Omron Group entered during the fiscal year, sales for the nine months ended December 31, 2013 increased substantially compared with the same period of the previous fiscal year.

**Segment Profit**

Segment profit increased substantially compared with the same period of the previous fiscal year because of higher sales in each business.

**(2) Description of Financial Condition**

Total assets as of December 31, 2013 increased JPY 71,678 million compared with the end of the previous fiscal year to JPY 645,315 million due to an increase in cash and cash equivalents and other factors. Total liabilities increased JPY 11,443 million compared with the end of the previous fiscal year to JPY 216,317 million due to an increase in notes and accounts payable — trade and other factors. Net assets increased JPY 60,235 million from the end of the previous fiscal year to JPY 428,998 million due to changes in foreign currency translation adjustments and other items, in addition to net income attributable to shareholders. The shareholders’ equity ratio was 66.1 percent, compared with 64.0 percent at the end of the previous fiscal year.

Net cash provided by operating activities in the nine months ended December 31, 2013 was JPY 48,569 million (an increase of JPY 16,637 million compared with the same period of the previous fiscal year) due to collection of notes and accounts receivable — trade, in addition to net income. Net cash used in investing activities was JPY 21,366 million (an increase in cash used of JPY 945 million compared with the same period of the previous fiscal year) due to capital investment in production and other facilities. Net cash used in financing activities was JPY 7,424 million (an increase in cash used of JPY 3,105 million compared with the same period of the previous fiscal year) as dividends paid offset an increase in short-term debt. As a result, the balance of cash and cash equivalents at December 31, 2013 was JPY 79,966 million, an increase of JPY 24,258 million from the end of the previous fiscal year.

**(3) Description of Consolidated Performance Forecast**

There is no change to the performance forecast for the fiscal year ending March 31, 2014, as announced on October 29, 2013. The assumed exchange rates for the fourth quarter in the performance forecast are USD 1 = JPY 95 and EUR 1 = JPY 130.

The performance forecast and other forward-looking statements are based on information available to the Company at the present time, and on certain assumptions judged by the Company to be reasonable. Due to a variety of factors, actual results may differ materially from the forecast.

**2. Summary Information (Other)**

(1) Changes in significant subsidiaries during the period
   None applicable

(2) Application of simplified accounting methods and/or specific accounting methods
   None applicable

(3) Changes in accounting policy
   None applicable
## 3. Quarterly Consolidated Financial Statements

### (1) Quarterly Consolidated Balance Sheets

(Millions of yen)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>As of March 31, 2013</th>
<th>As of December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>333,694</td>
<td>388,833</td>
</tr>
<tr>
<td>Notes and accounts receivable — trade</td>
<td>55,708</td>
<td>79,966</td>
</tr>
<tr>
<td>Allowance for doubtful receivables</td>
<td>(1,988)</td>
<td>(2,260)</td>
</tr>
<tr>
<td>Inventories</td>
<td>91,013</td>
<td>114,750</td>
</tr>
<tr>
<td>Deferred income taxes</td>
<td>17,611</td>
<td>19,946</td>
</tr>
<tr>
<td>Other current assets</td>
<td>12,439</td>
<td>15,492</td>
</tr>
<tr>
<td><strong>Property, plant and equipment:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>126,835</td>
<td>135,373</td>
</tr>
<tr>
<td>Buildings</td>
<td>26,591</td>
<td>26,669</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>137,821</td>
<td>142,299</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>156,186</td>
<td>167,730</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>6,729</td>
<td>9,812</td>
</tr>
<tr>
<td>Investments and other assets:</td>
<td>(200,492)</td>
<td>(211,137)</td>
</tr>
<tr>
<td>Investments in and advances to associates</td>
<td>113,108</td>
<td>121,109</td>
</tr>
<tr>
<td>Investment securities</td>
<td>17,939</td>
<td>20,654</td>
</tr>
<tr>
<td>Leasehold deposits</td>
<td>38,193</td>
<td>47,469</td>
</tr>
<tr>
<td>Deferred income taxes</td>
<td>6,914</td>
<td>7,095</td>
</tr>
<tr>
<td>Other</td>
<td>20,612</td>
<td>25,099</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>573,637</td>
<td>645,315</td>
</tr>
</tbody>
</table>

| **Total assets**                            | 100.0%               | 100.0%                  |
(Millions of yen)

<table>
<thead>
<tr>
<th></th>
<th>As of March 31, 2013</th>
<th>As of December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term debt</td>
<td>145,701</td>
<td>161,155</td>
</tr>
<tr>
<td>Notes and accounts payable — trade</td>
<td>75,592</td>
<td>81,129</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>32,818</td>
<td>31,886</td>
</tr>
<tr>
<td>Income taxes payable</td>
<td>3,907</td>
<td>7,515</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>27,814</td>
<td>31,489</td>
</tr>
<tr>
<td>Deferred income taxes</td>
<td>595</td>
<td>766</td>
</tr>
<tr>
<td>Termination and retirement benefits</td>
<td>56,944</td>
<td>52,563</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>1,634</td>
<td>1,833</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>204,874</td>
<td>216,317</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>366,962</td>
<td>426,724</td>
</tr>
<tr>
<td>Common stock</td>
<td>64,100</td>
<td>64,100</td>
</tr>
<tr>
<td>Capital surplus</td>
<td>99,066</td>
<td>99,066</td>
</tr>
<tr>
<td>Legal reserve</td>
<td>10,876</td>
<td>11,196</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>253,654</td>
<td>281,778</td>
</tr>
<tr>
<td>Accumulated other comprehensive income (loss)</td>
<td>(44,349)</td>
<td>(12,990)</td>
</tr>
<tr>
<td>Foreign currency translation adjustments</td>
<td>(14,224)</td>
<td>11,160</td>
</tr>
<tr>
<td>Minimum pension liability adjustments</td>
<td>(39,730)</td>
<td>(38,782)</td>
</tr>
<tr>
<td>Net unrealized gains on available-for-sale securities</td>
<td>9,580</td>
<td>15,297</td>
</tr>
<tr>
<td>Net losses on derivative instruments</td>
<td>25</td>
<td>(665)</td>
</tr>
<tr>
<td>Treasury stock</td>
<td>(16,385)</td>
<td>(16,426)</td>
</tr>
<tr>
<td>Noncontrolling interests</td>
<td>1,801</td>
<td>2,274</td>
</tr>
<tr>
<td>Total net assets</td>
<td>368,763</td>
<td>428,998</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>573,637</td>
<td>645,315</td>
</tr>
</tbody>
</table>
(2) Quarterly Consolidated Statements of Operations and Quarterly Consolidated Statements of Comprehensive Income  
(Quarterly Consolidated Statements of Operations)  
(Nine months ended December 31, 2013)  

<table>
<thead>
<tr>
<th></th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>463,681</td>
<td>552,393</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>292,730</td>
<td>338,568</td>
</tr>
<tr>
<td>Gross profit</td>
<td>170,951</td>
<td>213,825</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>110,972</td>
<td>131,602</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>32,131</td>
<td>33,878</td>
</tr>
<tr>
<td>Operating income</td>
<td>27,848</td>
<td>48,345</td>
</tr>
<tr>
<td>Other expenses, net</td>
<td>(368)</td>
<td>1,927</td>
</tr>
<tr>
<td>Income before income taxes</td>
<td>28,216</td>
<td>46,418</td>
</tr>
<tr>
<td>Income taxes</td>
<td>9,142</td>
<td>15,574</td>
</tr>
<tr>
<td>Equity in net losses (gains) of affiliates</td>
<td>(1,542)</td>
<td>(3,348)</td>
</tr>
<tr>
<td>Net income</td>
<td>20,616</td>
<td>34,192</td>
</tr>
<tr>
<td>Net income (loss) attributable to noncontrolling interests</td>
<td>(68)</td>
<td>245</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>20,684</td>
<td>33,947</td>
</tr>
</tbody>
</table>
## Quarterly Consolidated Statements of Comprehensive Income

(Nine months ended December 31, 2013)

<table>
<thead>
<tr>
<th></th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>20,616</td>
<td>34,192</td>
</tr>
<tr>
<td><strong>Other comprehensive income (loss), net of tax</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign currency translation adjustments</td>
<td>9,657</td>
<td>25,612</td>
</tr>
<tr>
<td>Pension liability adjustments</td>
<td>709</td>
<td>948</td>
</tr>
<tr>
<td>Net unrealized gains (losses) on available-for-sale securities</td>
<td>(759)</td>
<td>5,717</td>
</tr>
<tr>
<td>Net gains (losses) on derivative instruments</td>
<td>(58)</td>
<td>(690)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>9,549</td>
<td>31,587</td>
</tr>
<tr>
<td><strong>Comprehensive income</strong></td>
<td>30,165</td>
<td>65,779</td>
</tr>
</tbody>
</table>

(Breakdown)

|                                |                                        |                                        |
|                                | Nine months ended December 31, 2012 | Nine months ended December 31, 2013 |
| Comprehensive income attributable to noncontrolling interests | 12                                    | 473                                    |
| Comprehensive income attributable to shareholders | 30,153                              | 65,306                               |
## Consolidated Statements of Cash Flows

<table>
<thead>
<tr>
<th>I. Operating Activities:</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Net income</td>
<td>20,616</td>
<td>34,192</td>
</tr>
<tr>
<td>2. Adjustments to reconcile net income to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Depreciation and amortization</td>
<td>16,402</td>
<td>18,316</td>
</tr>
<tr>
<td>(2) Net loss on sales and disposals of property, plant and equipment</td>
<td>136</td>
<td>275</td>
</tr>
<tr>
<td>(3) Loss on impairment of long-lived assets</td>
<td>(360)</td>
<td>(1,714)</td>
</tr>
<tr>
<td>(4) Net gain on sales of investment securities</td>
<td>693</td>
<td>488</td>
</tr>
<tr>
<td>(5) Loss on investment securities</td>
<td>(3,156)</td>
<td>(3,400)</td>
</tr>
<tr>
<td>(6) Termination and retirement benefits</td>
<td>872</td>
<td>1,096</td>
</tr>
<tr>
<td>(7) Deferred income taxes</td>
<td>(1,542)</td>
<td>(3,348)</td>
</tr>
<tr>
<td>(8) Equity in gain of affiliates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(9) Changes in assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Decrease in notes and accounts receivable — trade, net</td>
<td>(6,001)</td>
<td>(15,295)</td>
</tr>
<tr>
<td>(ii) Increase in inventories</td>
<td>6</td>
<td>(1,202)</td>
</tr>
<tr>
<td>(iii) Increase in other assets</td>
<td>(2,479)</td>
<td>1,173</td>
</tr>
<tr>
<td>(iv) Increase (decrease) in notes and accounts payable — trade</td>
<td>2,608</td>
<td>3,430</td>
</tr>
<tr>
<td>(v) Increase in income taxes payable</td>
<td>(1,155)</td>
<td>4,525</td>
</tr>
<tr>
<td>(vi) Increase (decrease) in accrued expenses and other current liabilities</td>
<td>(1,776)</td>
<td>590</td>
</tr>
<tr>
<td>(10) Other, net</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total adjustments</td>
<td>11,316</td>
<td>14,377</td>
</tr>
</tbody>
</table>

Net cash provided by operating activities 31,932 48,569

<table>
<thead>
<tr>
<th>II. Investing Activities:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Proceeds from sales or maturities of investment securities</td>
<td>835</td>
<td>2,824</td>
</tr>
<tr>
<td>2. Purchase of investments securities</td>
<td>—</td>
<td>(2,179)</td>
</tr>
<tr>
<td>3. Capital expenditures</td>
<td>(21,272)</td>
<td>(22,623)</td>
</tr>
<tr>
<td>4. Decrease (increase) in leasehold deposits, net</td>
<td>317</td>
<td>(29)</td>
</tr>
<tr>
<td>5. Proceeds from sales of property, plant and equipment</td>
<td>781</td>
<td>460</td>
</tr>
<tr>
<td>6. Proceeds from sale of business, net</td>
<td>90</td>
<td>26</td>
</tr>
<tr>
<td>7. Proceeds from acquisition of business, net</td>
<td>98</td>
<td>—</td>
</tr>
<tr>
<td>8. Equity transaction with noncontrolling interests</td>
<td>(10)</td>
<td>—</td>
</tr>
<tr>
<td>9. Decrease (increase) in investment in and loans to affiliates</td>
<td>(1,884)</td>
<td>155</td>
</tr>
<tr>
<td>10. Other, net</td>
<td>624</td>
<td>—</td>
</tr>
</tbody>
</table>

Net cash used in investing activities (20,421) (21,366)

<table>
<thead>
<tr>
<th>III. Financing Activities:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Net borrowings (repayments) of short-term debt</td>
<td>922</td>
<td>3,523</td>
</tr>
<tr>
<td>2. Dividends paid by the Company</td>
<td>(6,164)</td>
<td>(10,566)</td>
</tr>
<tr>
<td>3. Proceeds from capital transactions with noncontrolling interests</td>
<td>(2)</td>
<td>—</td>
</tr>
<tr>
<td>4. Acquisition of treasury stock</td>
<td>819</td>
<td>—</td>
</tr>
<tr>
<td>5. Other, net</td>
<td>106</td>
<td>(381)</td>
</tr>
</tbody>
</table>

Net cash used in financing activities (4,319) (7,424)

<table>
<thead>
<tr>
<th>IV. Effect of Exchange Rate Changes on Cash and Cash Equivalents</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Increase (Decrease) in Cash and Cash Equivalents</td>
<td>2,277</td>
<td>4,479</td>
</tr>
<tr>
<td>Cash and Cash Equivalents at Beginning of the Period</td>
<td>45,257</td>
<td>55,708</td>
</tr>
<tr>
<td>Cash and Cash Equivalents at End of the Period</td>
<td>54,726</td>
<td>79,966</td>
</tr>
</tbody>
</table>

Notes to cash flows from operating activities:
1. Interest paid | 193 | 186 |
2. Taxes paid | 5,592 | 10,259 |

Notes to investing and financing activities not involving cash flow:
Debt related to capital expenditures | 487 | 649 |
(4) Notes Regarding Consolidated Financial Statements

(Notes Regarding Assumptions of Continuing Operations)
None applicable

(Notes in the Event of Significant Changes in Shareholders’ Equity)
None applicable

(Segment Information)

Business Segment Information

Nine months ended December 31, 2012 (April 1, 2012 – December 31, 2012) (Millions of yen)

<table>
<thead>
<tr>
<th></th>
<th>IAB</th>
<th>EMC</th>
<th>AEC</th>
<th>SSB</th>
<th>HCB</th>
<th>Other</th>
<th>Total</th>
<th>Eliminations &amp; Corporate</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Sales to outside customers</td>
<td>192,452</td>
<td>61,946</td>
<td>71,660</td>
<td>36,805</td>
<td>51,979</td>
<td>44,174</td>
<td>459,016</td>
<td>4,665</td>
<td>463,681</td>
</tr>
<tr>
<td>(2) Intersegment sales and transfers</td>
<td>4,109</td>
<td>33,426</td>
<td>167</td>
<td>2,716</td>
<td>63</td>
<td>13,166</td>
<td>53,647</td>
<td>(53,647)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>196,561</td>
<td>95,372</td>
<td>71,827</td>
<td>39,521</td>
<td>52,042</td>
<td>57,340</td>
<td>512,663</td>
<td>(48,982)</td>
<td>463,681</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>174,970</td>
<td>92,177</td>
<td>67,774</td>
<td>42,109</td>
<td>48,309</td>
<td>95,372</td>
<td>36,805</td>
<td>2,716</td>
<td>39,521</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>21,591</td>
<td>3,195</td>
<td>4,053</td>
<td>(2,588)</td>
<td>3,733</td>
<td>1,589</td>
<td>31,573</td>
<td>(3,725)</td>
<td>27,848</td>
</tr>
</tbody>
</table>

Nine months ended December 31, 2013 (April 1, 2013 – December 31, 2013) (Millions of yen)

<table>
<thead>
<tr>
<th></th>
<th>IAB</th>
<th>EMC</th>
<th>AEC</th>
<th>SSB</th>
<th>HCB</th>
<th>Other</th>
<th>Total</th>
<th>Eliminations &amp; Corporate</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Sales to outside customers</td>
<td>212,174</td>
<td>72,928</td>
<td>92,328</td>
<td>45,661</td>
<td>66,625</td>
<td>58,050</td>
<td>547,766</td>
<td>4,627</td>
<td>552,393</td>
</tr>
<tr>
<td>(2) Intersegment sales and transfers</td>
<td>5,572</td>
<td>36,513</td>
<td>88</td>
<td>3,089</td>
<td>80</td>
<td>20,765</td>
<td>66,107</td>
<td>(66,107)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>217,746</td>
<td>109,441</td>
<td>92,416</td>
<td>48,750</td>
<td>66,705</td>
<td>78,815</td>
<td>613,873</td>
<td>(61,480)</td>
<td>552,393</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>189,474</td>
<td>92,416</td>
<td>85,413</td>
<td>50,618</td>
<td>60,256</td>
<td>132,863</td>
<td>552,393</td>
<td>(56,084)</td>
<td>504,048</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>28,272</td>
<td>6,796</td>
<td>7,003</td>
<td>(1,868)</td>
<td>3,733</td>
<td>1,289</td>
<td>31,573</td>
<td>(5,396)</td>
<td>27,848</td>
</tr>
</tbody>
</table>

Note: Due to a revision of management classifications, some businesses under EMC are included in the IAB business segment from the year ending March 31, 2014. Accordingly, figures for the nine months ended December 31, 2012 are restated under the new management classification.

Geographical Segment Information

Nine months ended December 31, 2012 (April 1, 2012 – December 31, 2012) (Millions of yen)

<table>
<thead>
<tr>
<th></th>
<th>Japan</th>
<th>Americas</th>
<th>Europe</th>
<th>Greater China</th>
<th>Southeast Asia and Others</th>
<th>Total</th>
<th>Eliminations &amp; Corporate</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales:</strong></td>
<td>231,461</td>
<td>59,179</td>
<td>92,328</td>
<td>45,661</td>
<td>66,625</td>
<td>58,050</td>
<td>463,681</td>
<td></td>
</tr>
<tr>
<td>(1) Sales to outside customers</td>
<td>231,461</td>
<td>59,179</td>
<td>92,328</td>
<td>45,661</td>
<td>66,625</td>
<td>58,050</td>
<td>463,681</td>
<td>—</td>
</tr>
<tr>
<td>(2) Intersegment sales and transfers</td>
<td>5,572</td>
<td>36,513</td>
<td>88</td>
<td>3,089</td>
<td>80</td>
<td>20,765</td>
<td>66,107</td>
<td>552,393</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>237,033</td>
<td>95,762</td>
<td>100,295</td>
<td>48,750</td>
<td>75,212</td>
<td>88,815</td>
<td>552,393</td>
<td></td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>308,081</td>
<td>105,355</td>
<td>123,859</td>
<td>48,073</td>
<td>594,693</td>
<td>435,833</td>
<td>(158,860)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>16,573</td>
<td>6,284</td>
<td>7,003</td>
<td>(1,868)</td>
<td>3,733</td>
<td>31,573</td>
<td>(3,965)</td>
<td>27,848</td>
</tr>
</tbody>
</table>

Nine months ended December 31, 2013 (April 1, 2013 – December 31, 2013) (Millions of yen)

<table>
<thead>
<tr>
<th></th>
<th>Japan</th>
<th>Americas</th>
<th>Europe</th>
<th>Greater China</th>
<th>Southeast Asia and Others</th>
<th>Total</th>
<th>Eliminations &amp; Corporate</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales:</strong></td>
<td>247,916</td>
<td>72,307</td>
<td>72,836</td>
<td>105,355</td>
<td>53,979</td>
<td>552,293</td>
<td>552,293</td>
<td></td>
</tr>
<tr>
<td>(1) Sales to outside customers</td>
<td>247,916</td>
<td>72,307</td>
<td>72,836</td>
<td>105,355</td>
<td>53,979</td>
<td>552,293</td>
<td>552,293</td>
<td>—</td>
</tr>
<tr>
<td>(2) Intersegment sales and transfers</td>
<td>119,398</td>
<td>1,494</td>
<td>733</td>
<td>54,867</td>
<td>12,538</td>
<td>162,825</td>
<td>(162,825)</td>
<td>552,293</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>367,314</td>
<td>74,342</td>
<td>74,066</td>
<td>174,144</td>
<td>62,506</td>
<td>552,293</td>
<td>(162,825)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>335,055</td>
<td>74,066</td>
<td>73,111</td>
<td>159,858</td>
<td>64,669</td>
<td>707,272</td>
<td>(203,224)</td>
<td>504,048</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>32,259</td>
<td>1,284</td>
<td>992</td>
<td>3,604</td>
<td>31,813</td>
<td>(3,965)</td>
<td>27,848</td>
<td></td>
</tr>
</tbody>
</table>

Notes: 1. Major countries or regions belonging to segments other than Japan are as follows:
   (1) Americas    United States of America, Canada, Brazil
   (2) Europe      Netherlands, Great Britain, Germany, France, Italy, Spain
   (3) Greater China China, Hong Kong, Taiwan
   (4) Southeast Asia and Others Singapore, Republic of Korea, India, Australia
### Overseas Sales

**Nine months ended December 31, 2012 (April 1, 2012 – December 31, 2012)**

<table>
<thead>
<tr>
<th></th>
<th>Americas</th>
<th>Europe</th>
<th>Greater China</th>
<th>Southeast Asia and Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Overseas sales</td>
<td>60,230</td>
<td>59,948</td>
<td>78,870</td>
<td>40,935</td>
<td>239,983</td>
</tr>
<tr>
<td>II Consolidated net sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>463,681</td>
</tr>
<tr>
<td>III Overseas sales as a percentage of consolidated net sales (%)</td>
<td>13.0</td>
<td>12.9</td>
<td>17.0</td>
<td>8.9</td>
<td>51.8</td>
</tr>
</tbody>
</table>

**Nine months ended December 31, 2013 (April 1, 2013 – December 31, 2013)**

<table>
<thead>
<tr>
<th></th>
<th>Americas</th>
<th>Europe</th>
<th>Greater China</th>
<th>Southeast Asia and Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Overseas sales</td>
<td>74,135</td>
<td>76,739</td>
<td>105,698</td>
<td>56,324</td>
<td>312,896</td>
</tr>
<tr>
<td>II Consolidated net sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>552,393</td>
</tr>
<tr>
<td>III Overseas sales as a percentage of consolidated net sales (%)</td>
<td>13.4</td>
<td>13.9</td>
<td>19.1</td>
<td>10.2</td>
<td>56.6</td>
</tr>
</tbody>
</table>

Note: Major countries or regions belonging to each segment are as follows:

1. **Americas**
   - United States of America, Canada, Brazil
2. **Europe**
   - Netherlands, Great Britain, Germany, France, Italy, Spain
3. **Greater China**
   - China, Hong Kong, Taiwan
4. **Southeast Asia and Others**
   - Singapore, Republic of Korea, India, Australia
4. Supplementary Information
(1) Summary of Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2014

(Millions of yen, %)

<table>
<thead>
<tr>
<th></th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Period-on-period change</th>
<th>Year ended March 31, 2013</th>
<th>Year ending March 31, 2014 (projected)</th>
<th>Year-on-year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>463,681</td>
<td>552,393</td>
<td>+19.1%</td>
<td>650,461</td>
<td>750,000</td>
<td>+15.3%</td>
</tr>
<tr>
<td>Operating income [% of net sales]</td>
<td>27,848 [6.0%]</td>
<td>48,345 [8.8%]</td>
<td>+73.6% [+2.8P]</td>
<td>45,343 [7.0%]</td>
<td>65,000 [8.7%]</td>
<td>+43.4% [+1.7P]</td>
</tr>
<tr>
<td>Income before income taxes [% of net sales]</td>
<td>28,216 [6.1%]</td>
<td>46,418 [8.4%]</td>
<td>+64.5% [+2.3P]</td>
<td>41,237 [6.3%]</td>
<td>62,000 [8.3%]</td>
<td>+50.4% [+2.0P]</td>
</tr>
<tr>
<td>Net income attributable to shareholders</td>
<td>20,684</td>
<td>33,947</td>
<td>+64.1%</td>
<td>30,203</td>
<td>43,000</td>
<td>+42.4%</td>
</tr>
<tr>
<td>Net income per share attributable to shareholders (basic) (JPY)</td>
<td>93.96</td>
<td>154.22</td>
<td>+60.26</td>
<td>137.20</td>
<td>195.34</td>
<td>+58.14</td>
</tr>
<tr>
<td>Net income per share attributable to shareholders (diluted) (JPY)</td>
<td>93.96</td>
<td>—</td>
<td>—</td>
<td>137.20</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Total assets</td>
<td>559,473</td>
<td>645,315</td>
<td>+15.3%</td>
<td>573,637</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Shareholders’ equity [% of net sales]</td>
<td>347,900 [62.2%]</td>
<td>426,724 [66.1%]</td>
<td>+22.7% [+3.9P]</td>
<td>366,962 [64.0%]</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Shareholders’ equity per share (JPY)</td>
<td>1,580.43</td>
<td>1,938.62</td>
<td>+358.19</td>
<td>1,667.04</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>31,932</td>
<td>48,569</td>
<td>+16,637</td>
<td>53,058</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(20,421)</td>
<td>(21,366)</td>
<td>-945</td>
<td>(28,471)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>(4,319)</td>
<td>(7,424)</td>
<td>-3,105</td>
<td>(18,550)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of period</td>
<td>54,726</td>
<td>79,966</td>
<td>+25,240</td>
<td>55,708</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

Note: The number of consolidated subsidiaries is 156, and the number of companies accounted for by the equity method is 10.
### (2) Consolidated Net Sales by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Nine months ended December 31, 2012 (Billions of yen)</th>
<th>Nine months ended December 31, 2013 (Billions of yen)</th>
<th>Period-on-period change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic</td>
<td>Overseas</td>
<td>Total</td>
</tr>
<tr>
<td>IAB</td>
<td>87.1</td>
<td>105.4</td>
<td>192.5</td>
</tr>
<tr>
<td>EMC</td>
<td>19.6</td>
<td>42.3</td>
<td>61.9</td>
</tr>
<tr>
<td>AEC</td>
<td>23.3</td>
<td>48.4</td>
<td>71.7</td>
</tr>
<tr>
<td>SSB</td>
<td>36.7</td>
<td>0.1</td>
<td>36.8</td>
</tr>
<tr>
<td>HCB</td>
<td>21.7</td>
<td>30.3</td>
<td>52.0</td>
</tr>
<tr>
<td>Other</td>
<td>31.4</td>
<td>12.8</td>
<td>44.2</td>
</tr>
<tr>
<td>Eliminations and others</td>
<td>3.9</td>
<td>0.7</td>
<td>4.6</td>
</tr>
<tr>
<td>Total</td>
<td>223.7</td>
<td>240.0</td>
<td>463.7</td>
</tr>
</tbody>
</table>

### (3) Consolidated Operating Income (Loss) by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Nine months ended December 31, 2012 (Billions of yen)</th>
<th>Nine months ended December 31, 2013 (Billions of yen)</th>
<th>Period-on-period change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAB</td>
<td>21.6</td>
<td>28.3</td>
<td>+30.9</td>
</tr>
<tr>
<td>EMC</td>
<td>3.2</td>
<td>6.8</td>
<td>+112.7</td>
</tr>
<tr>
<td>AEC</td>
<td>4.1</td>
<td>7.0</td>
<td>+72.8</td>
</tr>
<tr>
<td>SSB</td>
<td>(2.6)</td>
<td>(1.9)</td>
<td>—</td>
</tr>
<tr>
<td>HCB</td>
<td>3.7</td>
<td>6.4</td>
<td>+72.8</td>
</tr>
<tr>
<td>Other</td>
<td>1.6</td>
<td>7.1</td>
<td>+346.1</td>
</tr>
<tr>
<td>Eliminations and others</td>
<td>(3.8)</td>
<td>(5.4)</td>
<td>—</td>
</tr>
<tr>
<td>Total</td>
<td>27.8</td>
<td>48.3</td>
<td>+73.6</td>
</tr>
</tbody>
</table>

Note: Due to a revision of management classifications, some businesses under EMC are included in the IAB business segment from the year ending March 31, 2014. Accordingly, operating income for the year ended March 31, 2012 is restated under the new management classification.

### (4) Average Currency Exchange Rate

<table>
<thead>
<tr>
<th>Currency</th>
<th>Nine months ended December 31, 2012</th>
<th>Nine months ended December 31, 2013</th>
<th>Period-on-period change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>80.4</td>
<td>99.3</td>
<td>+18.9</td>
</tr>
<tr>
<td>EUR</td>
<td>103.2</td>
<td>132.1</td>
<td>+28.9</td>
</tr>
</tbody>
</table>
(5) Projected Consolidated Net Sales by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Year ended March 31, 2013</th>
<th>Year ending March 31, 2014 (est.)</th>
<th>Year-on-year change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>116.3</td>
<td>114.5</td>
<td>-1.5</td>
</tr>
<tr>
<td>Overseas</td>
<td>146.7</td>
<td>168.5</td>
<td>+14.9</td>
</tr>
<tr>
<td>Total</td>
<td>263.0</td>
<td>283.0</td>
<td>+7.6</td>
</tr>
<tr>
<td>EMC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>26.7</td>
<td>28.5</td>
<td>+6.9</td>
</tr>
<tr>
<td>Overseas</td>
<td>57.4</td>
<td>69.5</td>
<td>+21.0</td>
</tr>
<tr>
<td>Total</td>
<td>84.1</td>
<td>98.0</td>
<td>+16.5</td>
</tr>
<tr>
<td>AEC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>30.2</td>
<td>28.0</td>
<td>-7.5</td>
</tr>
<tr>
<td>Overseas</td>
<td>67.4</td>
<td>93.0</td>
<td>+38.0</td>
</tr>
<tr>
<td>Total</td>
<td>97.6</td>
<td>121.0</td>
<td>+23.9</td>
</tr>
<tr>
<td>SSB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>68.5</td>
<td>82.0</td>
<td>+19.8</td>
</tr>
<tr>
<td>Overseas</td>
<td>0.3</td>
<td>1.0</td>
<td>+227.9</td>
</tr>
<tr>
<td>Total</td>
<td>68.8</td>
<td>83.0</td>
<td>+20.7</td>
</tr>
<tr>
<td>HCB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>29.5</td>
<td>31.0</td>
<td>+5.1</td>
</tr>
<tr>
<td>Overseas</td>
<td>42.0</td>
<td>57.0</td>
<td>+35.6</td>
</tr>
<tr>
<td>Total</td>
<td>71.5</td>
<td>88.0</td>
<td>+23.0</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>41.4</td>
<td>44.0</td>
<td>+6.2</td>
</tr>
<tr>
<td>Overseas</td>
<td>17.8</td>
<td>28.0</td>
<td>+57.1</td>
</tr>
<tr>
<td>Total</td>
<td>59.2</td>
<td>72.0</td>
<td>+21.5</td>
</tr>
<tr>
<td>Eliminations and others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>5.4</td>
<td>4.0</td>
<td>-25.2</td>
</tr>
<tr>
<td>Overseas</td>
<td>0.9</td>
<td>1.0</td>
<td>+15.5</td>
</tr>
<tr>
<td>Total</td>
<td>6.3</td>
<td>5.0</td>
<td>-20.6</td>
</tr>
<tr>
<td>Total</td>
<td>318.0</td>
<td>332.0</td>
<td>+4.4</td>
</tr>
<tr>
<td>[% of total]</td>
<td>[51.1%]</td>
<td>[55.7%]</td>
<td>[+4.6P]</td>
</tr>
</tbody>
</table>

(6) Projected Consolidated Operating Income (Loss) by Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>Year ended March 31, 2013</th>
<th>Year ending March 31, 2014 (est.)</th>
<th>Year-on-year change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAB</td>
<td>31.3</td>
<td>37.0</td>
<td>+18.0</td>
</tr>
<tr>
<td>EMC</td>
<td>4.4</td>
<td>8.5</td>
<td>+95.4</td>
</tr>
<tr>
<td>AEC</td>
<td>5.0</td>
<td>8.5</td>
<td>+69.7</td>
</tr>
<tr>
<td>SSB</td>
<td>2.9</td>
<td>5.5</td>
<td>+88.7</td>
</tr>
<tr>
<td>HCB</td>
<td>4.4</td>
<td>7.5</td>
<td>+70.2</td>
</tr>
<tr>
<td>Other</td>
<td>2.5</td>
<td>7.0</td>
<td>+177.1</td>
</tr>
<tr>
<td>Eliminations and others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>(5.2)</td>
<td>(9.0)</td>
<td>—</td>
</tr>
<tr>
<td>Total</td>
<td>45.3</td>
<td>65.0</td>
<td>+43.4</td>
</tr>
</tbody>
</table>

Note: Due to a revision of management classifications, some businesses under EMC are included in the IAB business segment from the year ending March 31, 2014. Accordingly, operating income for the year ended March 31, 2013 is restated under the new management classification.

(7) Projected Average Currency Exchange Rate

<table>
<thead>
<tr>
<th>Currency</th>
<th>Year ended March 31, 2013</th>
<th>Year ending March 31, 2014 (est.)</th>
<th>Year-on-year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>83.2</td>
<td>98.3</td>
<td>+15.1</td>
</tr>
<tr>
<td>EUR</td>
<td>107.6</td>
<td>131.6</td>
<td>+24.0</td>
</tr>
</tbody>
</table>