

## Supplemental Consolidated Financial Materials

### 1. Financial summary

|   | Billions of yen |                      |        |
|---|-----------------|----------------------|--------|
|   | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019 |
| Net sales                                   | 875.9           | 900.0                | 900.6  |
| Operating income                            | 48.6            | 60.0                 | 42.5   |
| Ordinary income                             | 50.4            | 61.0                 | 44.5   |
| Net income attributable to owners of parent | 41.9            | 42.0                 | 28.8   |

### 2. Number of consolidated subsidiaries

|                                     | Billions of yen |                      |        |
|-------------------------------------|-----------------|----------------------|--------|
|                                     | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019 |
| Number of consolidated subsidiaries | 74              | 73                   | 73     |
| Japan                               | 23              | 22                   | 23     |
| Overseas                            | 51              | 51                   | 50     |
| Number of equity-method associates  | 4               | 4                    | 4      |

### 3. Net income per share

|                         | Yen           |                      |        |
|-------------------------|---------------|----------------------|--------|
|                         | <b>FY2020</b> | FY2021<br>[Forecast] | FY2019 |
| Net income per share(*) | 293.52        | 294.04               | 201.57 |

### 4. Average exchange rates (Yen)

|      | Yen           |                      |        |
|------|---------------|----------------------|--------|
|      | <b>FY2020</b> | FY2021<br>[Forecast] | FY2019 |
| US\$ | 106.06        | 102.00               | 108.74 |
| EURO | 123.70        | 123.00               | 120.82 |
| RMB  | 15.67         | 15.50                | 15.60  |

### 5. Net sales by reporting segment

|                                    | Billions of yen |              |  |
|------------------------------------|-----------------|--------------|--|
|                                    | <b>FY2020</b>   | FY2019       |  |
| Power Electronics Systems Energy   | 209.2           | 218.0        |  |
| Power Electronics Systems Industry | 345.9           | 317.5        |  |
| Electronic Devices                 | 157.5           | 137.4        |  |
| Food and Beverage Distribution     | 76.6            | 104.4        |  |
| Power Generation                   | 80.4            | 109.9        |  |
| Others                             | 52.7            | 60.8         |  |
| Subtotal                           | 922.2           | 948.1        |  |
| Elimination                        | (46.3)          | (47.5)       |  |
| <b>Total</b>                       | <b>875.9</b>    | <b>900.6</b> |  |

  

|                                    | Billions of yen |                      |          |
|------------------------------------|-----------------|----------------------|----------|
|                                    | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019   |
| Power Electronics Systems Energy   | 209.2           | 217.0                | -        |
| Power Electronics Systems Industry | 345.9           | 329.0                | -        |
| Semiconductors                     | 157.5           | 174.0                | -        |
| Power Generation                   | 80.4            | 84.0                 | -        |
| Food and Beverage Distribution     | 76.6            | 87.5                 | -        |
| Others                             | 52.7            | 50.0                 | -        |
| Subtotal                           | 922.2           | 941.5                | -        |
| Elimination                        | (46.3)          | (41.5)               | -        |
| <b>Total</b>                       | <b>875.9</b>    | <b>900.0</b>         | <b>-</b> |

## 6. Operating income by reporting segment

|                                    | Billions of yen |             |
|------------------------------------|-----------------|-------------|
|                                    | <b>FY2020</b>   | FY2019      |
| Power Electronics Systems Energy   | 14.0            | 12.3        |
| Power Electronics Systems Industry | 21.8            | 16.5        |
| Electronic Devices                 | 17.7            | 9.7         |
| Food and Beverage Distribution     | (5.3)           | 3.8         |
| Power Generation                   | 2.5             | 2.3         |
| Others                             | 2.2             | 2.7         |
| Subtotal                           | 52.9            | 47.4        |
| Elimination                        | (4.3)           | (4.9)       |
| <b>Total</b>                       | <b>48.6</b>     | <b>42.5</b> |

|                                    | Billions of yen |                      |          |
|------------------------------------|-----------------|----------------------|----------|
|                                    | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019   |
| Power Electronics Systems Energy   | 14.0            | 15.2                 | -        |
| Power Electronics Systems Industry | 21.8            | 22.2                 | -        |
| Semiconductors                     | 17.7            | 21.6                 | -        |
| Power Generation                   | 2.5             | 3.3                  | -        |
| Food and Beverage Distribution     | (5.3)           | 2.7                  | -        |
| Others                             | 2.2             | 1.8                  | -        |
| Subtotal                           | 52.9            | 66.8                 | -        |
| Elimination                        | (4.3)           | (6.8)                | -        |
| <b>Total</b>                       | <b>48.6</b>     | <b>60.0</b>          | <b>-</b> |

## 7. Net overseas sales

|                         | Billions of yen |              |
|-------------------------|-----------------|--------------|
|                         | <b>FY2020</b>   | FY2019       |
| Asia (except for China) | 108.2           | 124.6        |
| China                   | 83.9            | 62.6         |
| Europe                  | 16.5            | 19.0         |
| America                 | 13.3            | 14.7         |
| <b>Total</b>            | <b>221.9</b>    | <b>220.9</b> |

## 8. R&D expenditures

|                                    | Billions of yen |             |
|------------------------------------|-----------------|-------------|
|                                    | <b>FY2020</b>   | FY2019      |
| Power Electronics Systems Energy   | 6.8             | 7.1         |
| Power Electronics Systems Industry | 8.9             | 8.7         |
| Electronic Devices                 | 10.6            | 10.9        |
| Food and Beverage Distribution     | 4.2             | 4.4         |
| Power Generation                   | 3.0             | 3.3         |
| Others                             | 0.0             | 0.1         |
| <b>Total</b>                       | <b>33.6</b>     | <b>34.5</b> |
| Ratio to net sales (%)             | 3.8%            | 3.8%        |

|                                    | Billions of yen |                      |          |
|------------------------------------|-----------------|----------------------|----------|
|                                    | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019   |
| Power Electronics Systems Energy   | 6.8             | 7.7                  | -        |
| Power Electronics Systems Industry | 8.9             | 10.1                 | -        |
| Semiconductors                     | 10.6            | 12.2                 | -        |
| Power Generation                   | 3.0             | 3.0                  | -        |
| Food and Beverage Distribution     | 4.2             | 3.3                  | -        |
| Others                             | 0.0             | 0.1                  | -        |
| <b>Total</b>                       | <b>33.6</b>     | <b>36.4</b>          | <b>-</b> |
| Ratio to net sales (%)             | 3.8%            | 4.0%                 | -        |

**9. Plant and equipment investment  
(including leases)**

|                                    | Billions of yen |             |
|------------------------------------|-----------------|-------------|
|                                    | <b>FY2020</b>   | FY2019      |
| Power Electronics Systems Energy   | 7.4             | 8.5         |
| Power Electronics Systems Industry | 4.6             | 4.3         |
| Electronic Devices                 | 19.9            | 31.3        |
| Food and Beverage Distribution     | 1.8             | 2.3         |
| Power Generation                   | 1.1             | 1.0         |
| Others                             | 1.1             | 0.8         |
| <b>Total</b>                       | <b>35.9</b>     | <b>48.2</b> |
| (Leases)                           | 18.2            | 29.1        |

|                                    | Billions of yen |                      |          |
|------------------------------------|-----------------|----------------------|----------|
|                                    | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019   |
| Power Electronics Systems Energy   | 7.4             | 7.1                  | -        |
| Power Electronics Systems Industry | 4.6             | 10.5                 | -        |
| Semiconductors                     | 19.9            | 41.0                 | -        |
| Power Generation                   | 1.1             | 1.1                  | -        |
| Food and Beverage Distribution     | 1.8             | 1.4                  | -        |
| Others                             | 1.1             | 0.8                  | -        |
| <b>Total</b>                       | <b>35.9</b>     | <b>61.7</b>          | <b>-</b> |
| (Leases)                           | 18.2            | 18.2                 | -        |

Note: Leases are included in total plant and equipment investment.

**10. Depreciation, Leases paid**

|                                    | Billions of yen |             |
|------------------------------------|-----------------|-------------|
|                                    | <b>FY2020</b>   | FY2019      |
| Power Electronics Systems Energy   | 5.3             | 5.1         |
| Power Electronics Systems Industry | 4.4             | 4.2         |
| Electronic Devices                 | 18.3            | 15.4        |
| Food and Beverage Distribution     | 2.2             | 2.2         |
| Power Generation                   | 1.2             | 1.2         |
| Others                             | 1.0             | 1.1         |
| <b>Total</b>                       | <b>32.4</b>     | <b>29.1</b> |
| (Leases)                           | 1.0             | 1.0         |

|                                    | Billions of yen |                      |          |
|------------------------------------|-----------------|----------------------|----------|
|                                    | <b>FY2020</b>   | FY2021<br>[Forecast] | FY2019   |
| Power Electronics Systems Energy   | 5.3             | 5.5                  | -        |
| Power Electronics Systems Industry | 4.4             | 5.2                  | -        |
| Semiconductors                     | 18.3            | 21.8                 | -        |
| Power Generation                   | 1.2             | 1.2                  | -        |
| Food and Beverage Distribution     | 2.2             | 2.2                  | -        |
| Others                             | 1.0             | 0.9                  | -        |
| <b>Total</b>                       | <b>32.4</b>     | <b>36.8</b>          | <b>-</b> |
| (Leases)                           | 1.0             | 1.2                  | -        |

## 11. Number of employees

|                                    | FY2020 | FY2019 |  |
|------------------------------------|--------|--------|--|
| Power Electronics Systems Energy   | 6,604  | 6,676  |  |
| Power Electronics Systems Industry | 9,135  | 9,129  |  |
| Electronic Devices                 | 6,514  | 6,621  |  |
| Food and Beverage Distribution     | 2,170  | 2,346  |  |
| Power Generation                   | 1,198  | 1,224  |  |
| Others                             | 1,972  | 1,964  |  |
| <b>Total</b>                       | 27,593 | 27,960 |  |
| Japan                              | 17,647 | 17,681 |  |
| Overseas                           | 9,946  | 10,279 |  |

  

|                                    | FY2020 | FY2021<br>[Forecast] | FY2019 |
|------------------------------------|--------|----------------------|--------|
| Power Electronics Systems Energy   | 6,604  | 6,750                | -      |
| Power Electronics Systems Industry | 9,135  | 9,554                | -      |
| Semiconductors                     | 6,514  | 6,456                | -      |
| Power Generation                   | 1,198  | 1,196                | -      |
| Food and Beverage Distribution     | 2,170  | 2,028                | -      |
| Others                             | 1,972  | 2,027                | -      |
| <b>Total</b>                       | 27,593 | 28,011               | -      |
| Japan                              | 17,647 | 17,901               | -      |
| Overseas                           | 9,946  | 10,110               | -      |