

Financial/Non-Financial Information
Financial Highlights

10-Year Financial Summary

(Unit: Million yen)

| Fiscal Year under Review on a Consolidated Basis | Japanese GAAP | IFRS | | | | | | | | |
|---|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Revenue | 457,053 | 422,317 | 458,732 | 425,794 | 479,490 | 412,072 | 359,682 | 346,149 | 349,958 | 409,200 |
| Cost of sales | 385,939 | 352,716 | 381,258 | 355,176 | 399,329 | 338,031 | 300,307 | 288,671 | 295,716 | 355,790 |
| Selling, general and administrative expenses | 31,979 | 33,768 | 39,414 | 35,755 | 37,418 | 36,521 | 33,531 | 32,581 | 33,896 | 38,471 |
| Operating income | 39,133 | 36,047 | 39,279 | 34,557 | 47,346 | 38,793 | 26,326 | 26,742 | 22,998 | 15,257 |
| Income attributable to owners of parent | 23,900 | 22,585 | 23,528 | 19,622 | 30,115 | 25,750 | 15,064 | 20,741 | 12,416 | 5,343 |
| Basic earnings per share (Yen)* | 175.75 | 166.08 | 173.01 | 144.29 | 221.45 | 189.35 | 110.77 | 152.89 | 92.56 | 41.35 |
| Operating margin (%) | 8.6 | 8.5 | 8.6 | 8.1 | 9.9 | 9.4 | 7.3 | 7.7 | 6.6 | 3.7 |
| Return on equity attributable to owners of parent (ROE) (%) | 13.1 | 12.8 | 12.1 | 9.6 | 13.4 | 10.5 | 5.9 | 7.8 | 4.3 | 1.8 |
| Return on assets (ROA) (%) | 18.2 | 14.3 | 13.6 | 11.4 | 14.7 | 11.7 | 8.2 | 9.9 | 6.4 | 4.5 |
| Effective statutory tax rate (%) | 37.2 | 34.8 | 32.3 | 30.1 | 30.1 | 29.9 | 29.9 | 29.9 | 29.9 | 29.9 |
| Average actual tax rate (%) | 28.7 | 31.2 | 27.8 | 29.9 | 22.7 | 25.0 | 29.7 | 22.5 | 27.2 | 42.0 |
| Average exchange rate (USD to Yen) | 100.2 | 109.9 | 120.1 | 108.4 | 110.8 | 110.9 | 108.7 | 106.1 | 112.4 | 135.5 |
| Average exchange rate (USD to Yuan) | 15.9 | 17.7 | 18.9 | 16.1 | 16.7 | 16.5 | 15.6 | 15.7 | 17.5 | 19.8 |
| Capital expenditures | 19,960 | 19,754 | 17,064 | 11,199 | 8,640 | 7,412 | 7,619 | 6,686 | 14,466 | 14,606 |
| Depreciation | 8,628 | 7,860 | 9,314 | 9,036 | 9,676 | 9,778 | 10,225 | 9,616 | 9,204 | 10,005 |
| R&D expenses | 11,635 | 12,900 | 13,168 | 12,382 | 11,986 | 12,709 | 12,374 | 12,533 | 11,930 | 14,344 |
| Total at End of Fiscal Year | | | | | | | | | | |
| Total assets | 264,635 | 296,858 | 303,948 | 322,202 | 351,944 | 358,265 | 341,820 | 390,478 | 415,985 | 416,226 |
| Property, plant and equipment | 62,253 | 74,349 | 76,338 | 76,576 | 73,532 | 71,515 | 68,530 | 69,053 | 76,860 | 83,874 |
| Interest-bearing liabilities | 2,106 | 3,960 | 4,335 | 3,506 | 4,187 | 1,742 | 4,014 | 5,228 | 6,030 | 4,822 |
| Total equity | 170,714 | 216,502 | 219,092 | 230,989 | 259,924 | 277,424 | 274,552 | 301,450 | 325,583 | 323,458 |
| Shareholders' equity | 143,718 | 170,545 | 189,497 | 204,800 | 229,866 | 249,904 | 259,233 | 271,278 | 275,144 | 265,756 |
| Cash Flows | | | | | | | | | | |
| Cash flows from operating activities | 43,600 | 35,056 | 47,531 | 34,045 | 48,406 | 43,806 | 44,193 | 25,151 | 20,018 | 30,445 |
| Cash flows from investing activities | (18,233) | (22,771) | (25,299) | (12,409) | (12,742) | (18,321) | (5,366) | (11,709) | (17,196) | (20,970) |
| Cash flows from financing activities | (8,898) | (11,231) | (12,319) | (14,214) | (11,858) | (16,390) | (12,917) | (14,647) | (23,638) | (18,860) |
| Free cash flows | 25,367 | 12,285 | 22,232 | 21,636 | 35,664 | 25,485 | 38,827 | 13,442 | 2,822 | 9,475 |
| Revenue per Consolidated Segment | | | | | | | | | | |
| Japan | 104,895 | 85,899 | 92,071 | 91,830 | 93,552 | 92,856 | 75,134 | 78,866 | 82,698 | 84,943 |
| The Americas | 214,628 | 219,534 | 247,087 | 213,008 | 224,867 | 195,604 | 176,346 | 141,924 | 144,527 | 194,015 |
| China | 104,063 | 91,057 | 96,513 | 94,990 | 121,266 | 89,187 | 82,729 | 117,652 | 115,236 | 117,800 |
| Asia and Europe | 67,811 | 58,727 | 59,257 | 59,825 | 76,041 | 66,822 | 51,967 | 34,021 | 34,202 | 40,164 |
| Overseas revenue | 379,382 | 362,463 | 395,571 | 361,980 | 412,252 | 342,496 | 303,544 | 288,303 | 289,660 | 348,854 |
| Overseas revenue ratio (%) | 83.0 | 85.8 | 86.2 | 85.0 | 86.0 | 83.1 | 84.4 | 83.3 | 82.8 | 85.3 |
| Stock Information | | | | | | | | | | |
| Cash dividends per share* (Yen) | 27 | 30 | 33 | 35 | 40 | 42 | 43 | 45 | 54 | 63 |
| Consolidated price to earnings ratio (PER) (Times) | 8.9 | 9.8 | 7.6 | 10.4 | 9.5 | 8.4 | 11.5 | 10.8 | 14.9 | 40.6 |
| Consolidated dividends payout ratio (%) | 15.4 | 18.1 | 19.1 | 24.3 | 18.1 | 22.2 | 38.8 | 29.4 | 58.3 | 152.4 |

ROE: Income attributable to owners of parent/Total equity attributable to owners of parent (Average)
ROA: Income before income tax/Total assets (Average)
*1 The company implemented a two-for-one stock split of its common shares, effective April 1, 2021.

Non-Financial Highlights

Environmental

Environmental Accounting

Environmental Conservation Cost (Non-consolidated)

(Unit: Million yen)

| | Main Efforts | FY2019 | | FY2020 | | FY2021 | | FY2022 | | FY2023 | |
|--------------------------------|--|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| | | Investment | Cost | Investment | Cost | Investment | Cost | Investment | Cost | Investment | Cost |
| Business area cost | Pollution prevention cost | 46 | 10 | 6 | 11 | 12 | 10 | 21 | 15 | 22 | 27 |
| | Global environmental conservation cost* | *1 615 | 95 | 208 | 62 | 176 | 43 | *2 561 | 71 | *3 596 | 32 |
| | Resource circulation cost | 11 | 173 | 7 | 56 | 25 | 71 | 13 | 59 | 1 | 67 |
| Upstream/downstream cost | Costs generated from purchasing low environmental impact products and raw materials | 38 | 13 | 48 | 3 | 5 | 1 | 7 | 3 | 3 | 1 |
| Administration cost | Environmental management system (EMS) development & operation costs, environmental measurement costs, and office interior "greening" and development costs | 24 | 63 | 62 | 82 | 15 | 60 | 48 | 46 | 46 | 74 |
| R&D cost | Research and development of new technology with a high positive environmental impact, such as reducing the weight of products, reducing VOCs (not using paints), and developing recyclable materials | — | 3,630 | 9 | 4,184 | 10 | 4,000 | 2 | 4,447 | 14 | 4,215 |
| Social activity cost | Environmental measures such as nature protection, "greening," and scenery preservation | 4 | 4 | — | 2 | — | 1 | 1 | 1 | — | 2 |
| Environmental remediation cost | Remediation of soil pollution, etc. | — | — | — | — | — | — | — | — | — | — |
| Total | | 738 | 3,988 | 339 | 4,399 | 243 | 4,186 | 652 | 4,642 | 682 | 4,418 |

Notes

- The above figures include portions ascertained by estimation, such as apportionment.
- Materials related to environmental accounting, such as guidelines and guidebooks published by the Ministry of the Environment of Japan, were referenced when preparing the table.
- Costs do not include depreciation costs.

- *1 Expenses related to construction of the new Head Office building
- *2 Expenses related to construction of the new building at the Hamamatsu Plant
- *3 Expenses related to solar power generation equipment at the Saitama, Hamamatsu, and Suzuka plants

Economic Effects (Non-consolidated)

(Unit: Thousand yen)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|-----------------------------------|---------------|---------------|--------------|---------------|---------------|
| Gain on sale of valuables | 8,143 | 4,613 | 5,073 | 9,654 | 13,645 |
| Cost saved by energy conservation | 26,690 | 16,073 | 4,169 | 3,448 | 3,975 |
| Total | 34,833 | 20,686 | 9,242 | 13,102 | 17,620 |

Material Effects (Non-consolidated)

| | (Unit) | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|----------------------|---------|---------|---------|---------|---------|
| Energy consumption | GJ | 205,251 | 166,002 | 154,488 | 161,867 | 164,634 |
| Water consumption | 1,000 m ³ | 77 | 81 | 62 | 51 | 54 |
| CO ₂ emissions | t-CO ₂ | 10,361 | 8,394 | 6,671 | 4,903 | 2,581 |
| CO ₂ emissions due to transportation | t-CO ₂ | 2,108 | 1,845 | 1,449 | 1,467 | 1,431 |
| Total waste output | t | 1,075 | 1,062 | 1,120 | 1,384 | 1,495 |
| VOC emissions | t | 50 | 28 | 16 | 18 | 27 |
| PRTR emissions | t | 0 | 0 | 0 | 0 | 0 |

Non-Financial Highlights

Social

In-House Training Sessions and Related Data (Non-consolidated)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|---------|---------|---------|
| Human rights/diversity training (Number of times) | 8 | 8 | 7 | 8 | 8 |
| Training time per employee (Hours) | 7.6 | 8.8 | 11.1 | 9.8 | 9.3 |
| Training expenditures (Million yen) | 70.0 | 84.4 | 21.6* | 34.6* | 34.3* |
| Training expenditures per employee (Yen) | 40,814 | 49,252 | 12,456* | 19,634* | 20,060* |

* Training expenditures have decreased significantly due to postponement and revised modalities for training sessions as part of efforts to prevent the spread of COVID-19.

In-House Training Sessions: Number of Attendees (Non-consolidated)

(Unit: Persons)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|------------------|------------------|------------------|
| Practical training sessions for risk assessment ^{*1} | 42 | 28 | 0 ^{*2} | 0 ^{*2} | 0 ^{*2} |
| Mental health seminars | 80 | 108 | 70 ^{*2} | 61 ^{*2} | 73 ^{*2} |

*1 Seminars held for company employees. We have also held "Risk Assessment Training Regarding Specified Chemical Substances" since fiscal 2017.

*2 Practical training sessions for risk assessment have been canceled in order to prevent the spread of COVID-19. For the same reason, mental health seminars have been held less often, canceled, or held using a different method, depending on the risk of infection in each workplace.

Employment-Related Data (Non-consolidated)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|--------|--------|--------|
| Percentage of managers who are women (%) | 1.9 | 2.3 | 2.6 | 2.9 | 2.7 |
| Percentage of employees with a disability (%) | 2.4 | 2.6 | 2.7 | 2.7 | 3.0 |
| Percentage of employees who are non-Japanese (%) | 0.7 | 0.5 | 0.6 | 0.6 | 0.6 |
| Number of new graduates hired (Persons) | 50 | 54 | 47 | 48 | 46 |
| Number of employees who leave within three years of hiring (Persons) | 0 | 5 | 5 | 2 | 5 |
| Turnover rate within three years of hiring (%) | 0.0 | 8.9 | 9.6 | 4.0 | 9.3 |
| Percentage of employees hired mid-career ^{*1} (%) | 10.7 | 18.2 | 6.0 | 12.7 | 22.6 |
| Engagement score ^{*2} | (31.7) | (29.8) | (30.4) | 42.1 | 40.9 |

*1 The percentage of employees hired mid-career among employees hired for regular employment

*2 Parenthetical values for fiscal 2019 to fiscal 2021 show satisfaction survey-based DI values. As of fiscal 2022, scores are based on Link and Motivation Inc.'s Motivation Cloud.

Major Personnel Data (Non-consolidated)

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|---|--------|--------|--------|--------|--------|
| Number of employees by gender ^{*1} (Persons) | Male | 1,531 | 1,524 | 1,551 | 1,573 | 1,526 |
| | Female | 185 | 191 | 187 | 190 | 184 |
| | Total | 1,716 | 1,715 | 1,738 | 1,763 | 1,710 |
| Average years of service ^{*1} (Years) | Male | 16.3 | 16.6 | 17.2 | 17.8 | 18.0 |
| | Female | 15.1 | 15.0 | 15.8 | 16.2 | 16.2 |
| | Overall | 16.2 | 16.5 | 17.1 | 17.6 | 17.9 |
| Gender wage gap for workers ^{*2} (%) | All employees | 70 | 71.4 | 72.3 | 72.4 | 71.9 |
| | Regular workers | 78.3 | 79.2 | 78.6 | 77.7 | 76.5 |
| | Part-time and fixed-term contract workers | 60.2 | 57.4 | 60.2 | 64.6 | 77.3 |

*1 Only for regular workers

*2 Ratio of average annual wages of female employees to average annual wages of male employees

Non-Financial Highlights

Maternity, Childcare, and Nursing Care Leave Data (Non-consolidated)

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|--------|
| Percentage of employees taking paid leave (%) | | 98.3 | 99.6 | 96.6 | 99.4 | 104.1 |
| Percentage of employees using half-day vacations (%) | | 56.7 | 58.4 | 58.4 | 65.7 | 66.4 |
| Number of employees using maternity leave (Persons) | | 8 | 3 | 6 | 11 | 9 |
| Number of employees using childcare leave (Persons) | Male | 3 | 4 | 8 | 13 | 27 |
| | Female | 8 | 6 | 6 | 10 | 9 |
| | Total | 11 | 10 | 14 | 23 | 36 |
| Percentage of employees using childcare leave (%) | Male | 4 | 5 | 11 | 19 | 43 |
| | Female | 100 | 100 | 100 | 100 | 90 |
| | Total | 14 | 13 | 18 | 29 | 58 |
| Rate of return to work after childcare leave (%) | Male | 100 | 100 | 100 | 100 | 100 |
| | Female | 100 | 100 | 100 | 100 | 88 |
| | Total | 100 | 100 | 100 | 100 | 97 |
| Number of employees using shorter working hours system for children (Persons) | Male | 1 | 2 | 2 | 2 | 6 |
| | Female | 8 | 17 | 15 | 15 | 18 |
| | Total | 9 | 19 | 17 | 17 | 24 |
| Number of employees using nursing care leave (Persons) | Male | 0 | 0 | 1 | 1 | 0 |
| | Female | 0 | 0 | 0 | 0 | 0 |
| | Total | 0 | 0 | 1 | 1 | 0 |

Labor Union Data (Non-consolidated)

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--|--------|--------|--------|--------|--------|
| Number of employees affiliated with the labor union (Persons) | | 1,491 | 1,491 | 1,504 | 1,504 | 1,457 |
| Percentage of employees affiliated with the labor union (%) | | 98 | 98 | 98 | 96 | 96 |

* Calculations exclude managers

Industrial Accident Circumstances (Non-consolidated) [Consolidated]

| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--|-------------|-------------|-------------|-------------|-------------|
| Number of industrial accident deaths (Persons) | | 0 [0] | 0 [0] | 0 [0] | 0 [0] | 0 [0] |
| Number of industrial accident injuries (lost worktime accidents) (Persons) | | 1 [59] | 2 [36] | 0 [36] | 1 [25] | 0 [11] |
| Frequency rate ^{*1} [Industry average] (%) | | 0.25 [1.49] | 0.52 [0.99] | 0.00 [1.03] | 0.27 [0.75] | 0.00 [0.31] |
| Severity rate ^{*2} [Industry average] (%) | | 0.00 [0.02] | 0.01 [0.02] | 0.00 [0.03] | 0.01 [0.01] | 0.00 [0.01] |

*1 Expresses the frequency of accident occurrences as the number of fatalities and injuries due to industrial accidents per million hours worked

*2 Expresses the degree of severity of an accident as the number of working days lost per thousand hours worked. However, this is limited to industrial accidents causing one or more lost working days.

Non-Financial Highlights

Number of Patents Held

(Unit: Activities)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------|--------|--------|--------|--------|--------|
| Domestic | 968 | 1,180 | 1,260 | 1,401 | 1,565 |
| Overseas | 543 | 644 | 704 | 800 | 864 |

Number of Social Contribution Activities Conducted (Consolidated)

(Unit: Activities)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|--------|--------|--------|
| | 277 | 285 | 188* | 155* | 213* |

* Some social contribution activities have been canceled or postponed as part of efforts to prevent the spread of COVID-19.

Number of Social Contribution Activities Conducted in Fiscal 2023

(Unit: Activities)

| | Japan | The Americas | China | Asia and Europe | Total |
|--------------------------------|-------|--------------|-------|-----------------|-------|
| Economic assistance | 15 | 56 | 7 | 19 | 97 |
| Social contribution activities | 41 | 53 | 10 | 12 | 116 |

Social Contribution Activity Expenditures (Non-consolidated)

(Unit: Thousand yen)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|--|--------|--------|----------------------|-----------------------|--------|
| | 50,019 | 41,824 | 17,303 ^{*1} | 282,063 ^{*2} | 43,440 |

*1 Some social contribution activities have been canceled or postponed as part of efforts to prevent the spread of COVID-19.

*2 Includes facility repair expenses for Konosu Flower Stadium (Saitama Prefecture), the base venue for the activities of the baseball club.

Improvement Initiatives (Consolidated)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|-----------------|--------|--------|
| Number of participating teams ^{*1} | 489 | 483 | — ^{*2} | 334 | 367 |

*1 Improvement activities undertaken by small groups. Generally referred to as a "QC (Quality Control) Circle," the activities are aimed at developing human resources who can use the QC method to solve problems and manage and improve operations.

*2 Activities were not implemented to prevent the spread of COVID-19.

Dialogue with Stockholders and Investors

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|------------------|-----------------|-----------------|-----------------|
| General Meeting of Shareholders: Number of attendees | 441 | 12 ^{*1} | 9 ^{*1} | 7 ^{*1} | 18 |
| Events for individual investors: Number of attendees | 88 | 264 | 0 ^{*2} | 0 ^{*2} | 0 ^{*2} |
| IR/SR interviews: Number of companies (Including small meetings and conference calls) | 229 | 168 | 355 | 269 | 290 |

*1 To prevent the spread of COVID-19, shareholders were asked to refrain from attending the venue.

*2 Events for individual investors were canceled to prevent the spread of COVID-19.

Governance-Related Data

(Unit: Cases)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|
| Fines and penalties for anti-competitive practices (Consolidated) | 0 | 0 | 0 | 0 | 0 |
| Cases recognized as corruption or bribery (Consolidated) | 0 | 0 | 0 | 0 | 0 |
| Number of political donations (Non-consolidated) | 0 | 0 | 0 | 0 | 0 |