Data

Consolidated 10-Year Financial Summary

Operating profit	Japanese GAAI		FY2013 (FY ended March 31, 2014)	FY2014 (FY ended March 31, 2015)	FY2015 (FY ended March 31, 2016)	FY2016 (FY ended March 31, 2017)	FY2017 (FY ended March 31, 2018)
Ordinary profit Profit before income taxes and other adjustments A6,101 39,851 36,710 31,288 35,775 Net profit attributable to owners of parent A6,101 39,851 36,710 31,288 35,775 Net profit attributable to owners of parent A6,101 39,851 36,710 31,288 35,775 Net profit attributable to owners of parent A6,214 21,155 20,255 16,233 21,175 Financial State Cash and cash equivalents A92,364 85,283 78,388 97,553 104,305 Current assets A79,281 291,246 281,212 305,273 328,524 Property, plant and equipment A10,214 250,557 241,408 245,666 259,537 Non-current assets A62,596 316,926 306,160 315,425 333,815 Total assets A51,877 608,172 587,373 620,699 662,388 Short-term borrowings A9,009 41,848 21,073 31,762 43,722 Current liabilities A168,136 180,795 162,592 170,574 189,075 Bonds payable	Management Results	Sales	689,477	727,846	781,886	755,601	806,938
Profit before income taxes and other adjustments		Operating profit	43,798	41,603	42,824	40,675	41,136
Net profit attributable to owners of parent 26,214 21,155 20,255 16,233 21,175		Ordinary profit	45,847	43,792	41,490	39,007	43,200
Financial State Cash and cash equivalents Ourrent assets Current assets Property, plant and equipment 210,214 250,557 241,408 245,666 259,537 Non-current assets 262,596 316,926 306,160 315,425 333,815 Total assets 541,877 608,172 587,373 620,699 662,388 Short-term borrowings 39,069 41,848 21,073 31,762 43,722 Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable 10,000 Long-term borrowings 31,138 42,929 44,691 57,261 54,456 Fixed liabilities 73,462 88,902 96,937 110,663 111,127 324,890 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Cash flow from operating activities (45,680) (62,432) (56,261) (82,131) (39,201) Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 2.6 2.9 3.0 4.462 4.900 4.4037 8.800 9.8 7.1 6.6 5.2 6.6 6.6 6.7 6.800 6.9 Number of employees at end of term (31,672) Number of employees at end of term (20,000) Dividend per share (Yen) 56.00 56.00 56.00 56.00 56.00 53.00 56.00 56.00 56.00 56.00 53.00 56.00 160,001 56.00		Profit before income taxes and other adjustments	46,101	39,851	36,710	31,288	35,775
Current assets 279,281 291,246 281,212 305,273 328,524		Net profit attributable to owners of parent	26,214	21,155	20,255	16,233	21,175
Property, plant and equipment 210,214 250,557 241,408 245,686 259,537 Non-current assets 262,596 316,926 306,160 315,425 333,815 Total assets 541,877 608,172 587,373 620,699 662,385 Short-term borrowings 39,069 41,848 21,073 31,762 43,722 Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable — — — — — — — — 10,000 Long-term borrowings 31,138 42,929 44,691 57,261 54,455 Fixed liabilities 73,462 88,902 96,937 110,663 119,403 Total liabilities 241,598 269,697 259,530 281,237 308,475 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash flow from investing activities 55,448 51,283 77,765 60,401 60,845 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202,54 163,44 156,49 125,42 163,60	Financial State	Cash and cash equivalents	92,364	85,283	78,388	97,553	104,309
Non-current assets 262,596 316,926 306,160 315,425 333,815 Total assets 541,877 608,172 587,373 620,699 662,388 Short-term borrowings 39,069 41,848 21,073 31,762 43,722 Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable 10,000 Long-term borrowings 31,138 42,929 44,691 57,261 54,456 Fixed liabilities 73,462 88,902 96,937 110,663 119,403 Total liabilities 241,598 269,697 259,530 281,237 308,475 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash Flow Cash flow from operating activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 Carriadion Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Current assets	279,281	291,246	281,212	305,273	328,524
Total assets 541,877 608,172 587,373 620,699 662,388 Short-term borrowings' 39,069 41,848 21,073 31,762 43,722 Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable — — — — — — — — 10,000 Long-term borrowings 31,138 42,929 44,691 57,261 54,458 Fixed liabilities 73,462 88,902 96,937 110,663 119,403 Total liabilities 241,598 269,697 259,530 281,237 308,475 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 (82) Reference: Interest bases (96) 3.8 2.9 2.6 2.1 2.6 2.6 2.1 2.6 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.6 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1 2.1		Property, plant and equipment	210,214	250,557	241,408	245,666	259,537
Short-term borrowings 39,069 41,848 21,073 31,762 43,722 Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable ————————————————————————————————————		Non-current assets	262,596	316,926	306,160	315,425	333,819
Current liabilities 168,136 180,795 162,592 170,574 189,075 Bonds payable		Total assets	541,877	608,172	587,373	620,699	662,388
Bonds payable		Short-term borrowings*	39,069	41,848	21,073	31,762	43,722
Long-term borrowings 31,138 42,929 44,691 57,261 54,456 Fixed liabilities 73,462 88,902 96,937 110,663 119,403 Total liabilities 241,598 269,697 259,530 281,237 308,475 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated)		Current liabilities	168,136	180,795	162,592	170,574	189,075
Fixed liabilities 73,462 88,902 96,937 110,663 119,403 Total liabilities 241,598 269,697 259,530 281,237 308,475 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201) Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Bonds payable	-	_	_	-	10,000
Total liabilities 241,598 269,697 259,530 281,237 308,476 Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181 Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234 (consolidated)		Long-term borrowings	31,138	42,929	44,691	57,261	54,458
Shareholders' equity 275,840 289,321 301,756 311,127 324,890 Reference: Interest-bearing debt 70,207 84,777 65,765 89,023 108,181		Fixed liabilities	73,462	88,902	96,937	110,663	119,403
Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from investing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234		Total liabilities	241,598	269,697	259,530	281,237	308,479
Cash Flow Cash flow from operating activities 55,448 51,283 77,765 60,401 60,848 Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 (24,736) 14,794 6,541 (25,641) (24,736) 14,794 6,541 (25,641) (24,736) 14,794 6,541 (24,736) 14,794 6,541 (25,641) (24,736) 14,794 6,541 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641) (24,736) 14,794 (25,641)		Shareholders' equity	275,840	289,321	301,756	311,127	324,890
Cash flow from investing activities (45,680) (62,432) (56,261) (82,131) (39,201 Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Reference: Interest-bearing debt	70,207	84,777	65,765	89,023	108,181
Cash flow from financing activities (732) (238) (24,736) 14,794 6,541 Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234 Per Share Information Dividend per share (Yen) 56.00 56.00 56.00 56.00 56.00 56.00 125.42 163.60	Cash Flow	Cash flow from operating activities	55,448	51,283	77,765	60,401	60,848
Key Indicators Ratio of net profit to sales (%) 3.8 2.9 2.6 2.1 2.6 Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234 Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Cash flow from investing activities	(45,680)	(62,432)	(56,261)	(82,131)	(39,201)
Total asset turnover (times) 1.34 1.27 1.31 1.25 1.26 Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Cash flow from financing activities	(732)	(238)	(24,736)	14,794	6,541
Equity ratio (%) 51.6 51.6 51.7 50.7 49.6 ROE (%) 9.8 7.1 6.6 5.2 6.6 Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60	Key Indicators	Ratio of net profit to sales (%)	3.8	2.9	2.6	2.1	2.6
ROE (%) Quantital investment A3,085 G4,733 A4,498 B5,218 G4,816 Bepreciation and amortization Basic earnings per share (EPS) (Yen) Per Share ROE (%) 9.8 7.1 6.6 5.2 6.6 6.6 5.2 6.6 6.6 5.2 6.6 6.6		Total asset turnover (times)	1.34	1.27	1.31	1.25	1.26
Capital investment 43,085 64,733 54,498 55,218 64,816 Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Equity ratio (%)	51.6	51.6	51.7	50.7	49.6
Depreciation and amortization 38,743 39,353 44,462 40,902 44,037 R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term 31,672 34,754 35,903 36,679 38,234 (consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		ROE (%)	9.8	7.1	6.6	5.2	6.6
R&D expenses 29,170 29,579 28,409 27,164 27,864 Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234 Per Share Information Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Capital investment	43,085	64,733	54,498	55,218	64,816
Number of employees at end of term (consolidated) 31,672 34,754 35,903 36,679 38,234 Per Share Information Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		Depreciation and amortization	38,743	39,353	44,462	40,902	44,037
(consolidated) Per Share Dividend per share (Yen) 56.00 56.00 56.00 53.00 56.00 Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60		R&D expenses	29,170	29,579	28,409	27,164	27,864
Information Basic earnings per share (EPS) (Yen) 202.54 163.44 156.49 125.42 163.60			31,672	34,754	35,903	36,679	38,234
Dasic earnings per share (EPS) (1en) 202.34 103.44 130.49 123.42 103.00		Dividend per share (Yen)	56.00	56.00	56.00	53.00	56.00
Dividend payout ratio (%) 27.65 34.26 35.79 42.26 34.23		Basic earnings per share (EPS) (Yen)	202.54	163.44	156.49	125.42	163.60
		Dividend payout ratio (%)	27.65	34.26	35.79	42.26	34.23

 $^{^{\}star}$ Including current portion of long-term borrowings and current portion of bonds payable

(Millions of yen) (Amounts are rounded down to the nearest million yen)

			(Millions of	yen) (Amounts are i	rounded down to the	e nearest million yen)
International Financial Reporting Standards (IFRS)	FY2017 (FY ended March 31, 2018)	FY2018 (FY ended March 31, 2019)	FY2019 (FY ended March 31, 2020)	FY2020 (FY ended March 31, 2021)	FY2021 (FY ended March 31, 2022)	FY2022 (FY ended March 31, 2023)
Revenue	807,958	840,714	812,937	721,498	830,243	951,877
Operating profit	35,179	36,525	17,888	36,479	34,172	35,069
Pre-tax profit	35,507	37,356	16,106	37,301	37,696	35,323
Net income attributable to owners of parent	21,361	23,309	11,226	35,205	23,352	16,004
Cash and cash equivalents	97,991	107,311	127,930	134,003	109,145	105,268
Current assets	357,666	382,106	359,565	380,578	425,165	419,108
Property, plant and equipment	241,581	257,728	273,479	290,246	316,901	327,838
Non-current assets	321,819	326,023	349,619	394,577	434,137	446,192
Total assets	679,485	708,129	709,185	775,155	859,302	865,300
Borrowings	43,722	32,396	44,657	42,835	43,924	32,906
Current liabilities	195,392	194,309	180,653	185,535	209,396	196,047
Bonds and borrowings	64,511	93,089	103,399	109,379	129,772	130,116
Non-current liabilities	118,435	133,674	158,256	169,164	187,111	182,885
Total liabilities	313,828	327,983	338,909	354,700	396,508	378,932
Equity attributable to owners of parent						
Reference: Interest-bearing debt	108,233	125,486	148,057	152,215	173,696	163,022
Cash flow from operating activities	44,004	57,463	65,247	67,247	27,658	53,973
Cash flow from investing activities	(21,832)	(55,491)	(54,174)	(49,949)	(59,427)	(31,952)
Cash flow from financing activities	5,966	7,749	12,525	(13,065)	2,206	(28,558)
Ratio of profit to revenue (%)	2.6	2.8	1.4	4.9	2.8	1.7
Total asset turnover (times)	1.23	1.21	1.15	0.97	1.02	1.10
Ratio of equity attributable to owners of parent (%)	50.1	50.0	48.7	50.5	49.9	51.8
ROE (%)	6.4	6.7	3.2	9.6	5.7	3.6
Capital investment	53,411	46,891	41,835	46,589	49,749	48,897
Depreciation and amortization	32,545	32,927	35,323	35,527	38,499	44,814
R&D expenses	27,684	30,025	31,374	31,000	33,543	34,254
Number of employees at end of term (consolidated)	38,234	39,429	39,403	38,823	39,511	38,942
Dividend per share (Yen)	56.00	60.00	60.00	60.00	60.00	60.00
Basic earnings per share (EPS) (Yen)	165.04	180.09	86.74	271.99	180.39	123.62
Dividend payout ratio (%)	33.93	33.32	69.17	22.06	33.26	48.55