

Corporate Data

Financial and Non-Financial Highlights

	JGAAP					IFRS						(Billions of yen)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	
Revenue	¥3,115.4	¥3,036.8	¥3,071.6	¥3,043.1	¥2,935.5	¥2,824.8	¥2,665.0	¥2,844.4	¥2,913.4	¥3,095.2	¥2,994.0	
International revenue	479.3	481.5	483.1	569.2	586.8	603.1	571.0	740.2	689.1	752.0	703.2	
International revenue ratio (%)	15.4	15.9	15.7	18.7	20.0	21.4	21.4	26.0	23.7	24.3	23.5	
Operating profit	57.8	73.7	114.6	106.2	128.1	91.4	41.8	63.9	57.8	127.6	153.8	
Adjusted operating profit	—	—	—	—	—	—	—	72.5	69.9	145.8	178.2	
Adjusted operating profit ratio (%)	—	—	—	—	—	—	—	2.5	2.4	4.7	6.0	
Net profit (loss) attributable to owners of the parent	(12.5)	(110.3)	30.4	33.7	57.3	75.9	27.3	45.9	39.7	100.0	149.6	
Adjusted net profit	—	—	—	—	—	—	—	50.4	47.0	111.2	165.4	
Cash flows from operating activities	33.7	83.9	143.7	94.1	87.9	97.8	92.5	130.0	64.2	261.9	274.9	
Cash flows from investing activities	(146.2)	(49.7)	(101.7)	(38.9)	(47.5)	(32.2)	6.4	(14.2)	(76.7)	(84.0)	(122.5)	
Free cash flows	(112.6)	34.2	42.0	55.2	40.4	65.6	99.0	115.8	(12.4)	177.8	152.4	
R&D expenses	176.5	162.0	151.7	142.7	134.2	123.6	109.3	108.1	108.1	109.8	114.6	
Number of patents	Approx. 68,000	Approx. 64,000	Approx. 65,000	Approx. 68,000	Approx. 65,000	Approx. 53,000	Approx. 53,000	Approx. 51,000	Approx. 49,000	Approx. 47,000	Approx. 46,000	
Capital expenditures (property, plant and equipment)	52.9	42.0	45.6	98.7	37.4	36.3	31.5	45.4	62.7	67.4	57.6	
Depreciation (property, plant and equipment)	62.1	53.3	51.2	45.2	48.5	50.5	49.9	63.8	64.4	123.4	122.8	
Per share data (in yen):												
Net profit (loss) attributable to owners of the parent	(4.82)	(42.44)	11.71	12.99	22.05	29.22	10.51	176.54* ¹	152.75* ¹	385.02* ¹	557.18*¹	
Cash dividends	0.00	0.00	4.00	4.00	4.00	6.00	6.00	60* ¹	40* ¹	70* ¹	90*¹	
Dividend payout ratio	—	—	34.2	30.8	18.1	20.5	57.1	34.0	25.8	18.2	16.2	
Total assets	2,628.9	2,557.6	2,581.0	2,505.3	2,620.7	2,528.9	2,684.0	2,821.4	2,963.2	3,123.3	3,668.6	
Owner's equity	757.1	657.0	710.7	695.9	823.7	769.8	854.3	880.8	858.9	910.7	1,308.2	
Return on equity (%)	(1.6)	(15.6)	4.5	4.8	7.5	9.5	3.4	5.3	4.6	11.3	13.5	
Owner's equity ratio (%)	28.8	25.7	27.5	27.8	31.4	30.4	31.8	31.2	29.0	29.2	35.7	
Interest-bearing debt	675.8	692.7	603.5	575.2	520.8	479.5	466.9	520.7	552.5	675.4	702.9	
Debt-equity ratio (times)	0.89	1.05	0.85	0.83	0.63	0.62	0.55	0.59	0.64	0.74	0.54	
Number of employees	115,840	109,102	102,375	100,914	98,882	98,726	107,729	109,390	110,595	112,638	114,714	
Ratio of female managers (%)	—	—	—	—	—	—	—	—	7.8	7.8	9.2	
Ratio of female managers (non-consolidated, %)	4.7	4.9	4.9	5.1	5.2	5.4	5.5	5.8	5.9	6.4	7.2	
Employee engagement index (%)	—	—	—	—	—	—	—	—	14	20	25	
Improvement in energy efficiency of products (%) (Reduction of total CO ₂ emissions when products are used (compared with FY2014))	—	—	—	—	—	—	17	35	74	71	65	
Greenhouse gas emissions (Scope 1 + Scope 2) (thousand tons)	—	—	—	—	—	—	350	338	329	373	327	
Greenhouse gas emissions (Scope 3*) (thousand tons)	—	—	—	—	—	—	7,410	7,606	7,585	6,996	6,158	

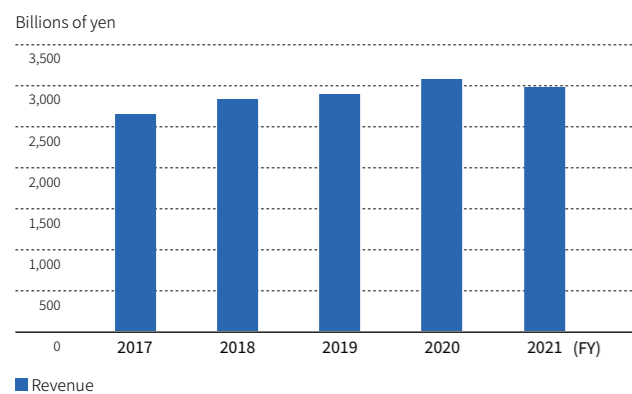
Notes: 1. Net profit (loss) attributable to owners of the parent per share is calculated based on the weighted-average number of shares outstanding during each period.
2. Owner's equity = Equity attributable to owners of the parent
3. The debt-equity ratio is calculated by dividing interest-bearing debt by owner's equity.

*1 The amounts reflect a share consolidation (with a ratio of 10 shares to 1 share) that took effect on October 1, 2017.

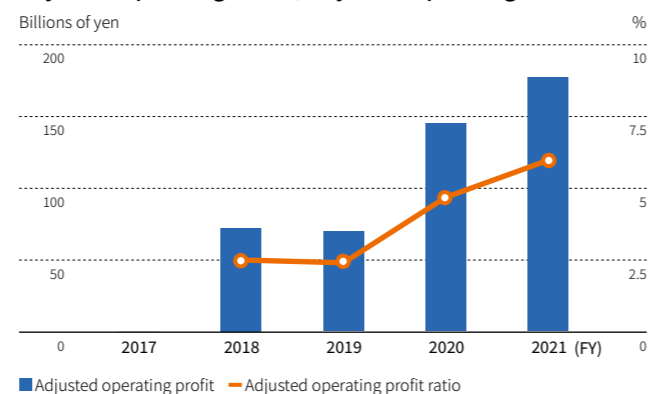
*2 Scope 3 emissions from fiscal 2018 to fiscal 2020 have been adjusted to reflect a revision of the coefficient for Scope 3 Category 1 emissions.

For more detailed non-financial data, please refer to the section "Data Collection" in *Sustainability Report 2021*.

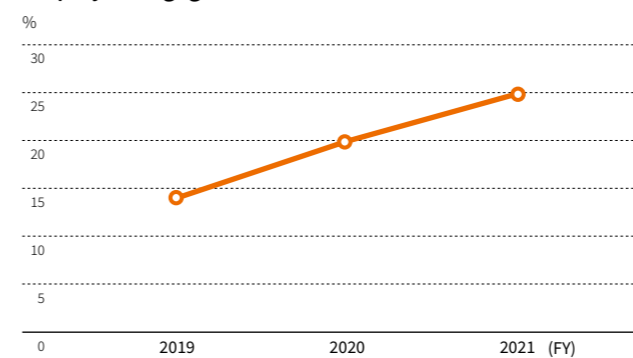
Revenue



Adjusted Operating Profit / Adjusted Operating Profit Ratio



Employee Engagement Index



Ratio of Female Managers (Non-Consolidated)

