(million yen)

Consolidated Financial Highlights	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	94, 703	92, 965	80, 437	92, 168	101, 007
Operating profit	5, 638	1, 757	(1, 080)	5, 562	3, 621
Ordinary profit	5, 980	1, 598	(1, 164)	5, 828	4, 326
Profit attributable to owners of parent	3, 876	(4, 156)	(5, 561)	5, 902	1, 644
Net assets	59, 470	53, 211	49, 413	57, 229	62, 539
Total assets	128, 669	121, 560	127, 806	135, 041	138, 092
Profit attributable to owners of parent/equity(%)	6. 5	(7. 4)	(10. 8)	11. 1	2. 7
Ordinary profit/total assets(%)	4. 6	1. 3	(0.9)	4	3. 2
Equity ratio	46. 2	43. 8	38. 7	42	45. 3
Capital investment	6, 975	9, 402	11, 820	5, 297	4, 924
Depreciation	4, 971	5, 176	4, 735	5, 549	5, 714
Research and developement expenditure	5, 562	5, 035	4, 964	4, 088	4, 677

Segment information (million yen)

Sales by Segment	FY2018	FY2019	FY2020	FY2021	FY2022
Electronic Device Business	34, 016	30, 989	29, 213	36, 381	37, 232
Car Electronics Business	52, 032	51, 637	41, 630	47, 072	56, 984
Energy Systems & Solutions Business *	_	9, 406	8, 763	_	-
Other	8, 654	932	829	8, 714	6, 790

Operating income by segment	FY2018	FY2019	FY2020	FY2021	FY2022
Electronic Device Business	2, 576	(241)	85	5, 038	2, 944
Car Electronics Business	9, 972	6, 022	2, 195	3, 709	5, 281
Energy Systems & Solutions Business *	-	(141)	603	-	_
Other	(2, 445)	20	23	696	(72)

^{*}We has revised its operating segments from FY20/3. Figures for the corresponding period of FY19/3 have been restated to conform with the new segments. We have changed the "Next Generation Energy Business" segment name to "Energy Systems & Solutions Business" from FY2018

By segment

Electronic Device Business	FY2018	FY2019	FY2020	FY2021	FY2022
Net Sales	34, 016	30, 989	29, 213	36, 381	37, 232
Segment income	2, 576	(241)	85	5, 038	2, 944
Depreciation	2, 851	2, 986	2, 708	3, 100	3, 131
Permanent Assets	3, 893	3, 103	1, 863	2, 179	2, 596

Car Electronics Business	FY2018	FY2019	FY2020	FY2021	FY2022
Net Sales	52, 032	51, 637	41, 630	47, 072	56, 984
Segment income	9, 972	6, 022	2, 195	3, 709	5, 281
Depreciation	1, 421	1, 647	1, 576	1, 989	2, 160
Permanent Assets	1, 892	1, 668	744	2, 740	2, 007

^{*}We has revised its operating segments from FY20/3. Figures for the corresponding period of FY19/3 have been restated to conform with the new segments.

Energy Systems & Solutions Business *	FY2018	FY2019	FY2020	FY2021	FY202
Net Sales	_	9, 406	8, 763		_
Segment income	_	(141)	603	-	_
Depreciation	_	202	168	_	_
Permanent Assets	-	67	26	_	_

^{*}We has revised its operating segments from FY20/3. Figures for the corresponding period of FY19/3 have been restated to conform with the new segments. We have changed the "Next Generation Energy Business" segment name to "Energy Systems & Solutions Business" from FY2018.

0ther	FY2018	FY2019	FY2020	FY2021	FY2022
Net Sales	8, 654	932	829	8, 714	6, 790
Segment income	(2, 445)	5, 659	23	696	(72)
Depreciation	228	-	-	214	237
Permanent Assets	303	_	_	229	178

^{*}We has revised its operating segments from FY20/3. Figures for the corresponding period of FY19/3 have been restated to conform with the new segments

^{*}Other segment includes figures for Energy Systems & Solutions Business on FY22/3.

^{*}Other segment includes figures for Energy Systems & Solutions Business on FY22/3.

(million ven)

(million				
Consolidated income statement	FY2021	FY2022		
Net sales	92, 168	101, 007		
Cost of sales	73, 528	83, 222		
Gross profit	18, 639	17, 784		
Selling, general and administrative expenses	13, 077	14, 163		
Operating profit	5, 562	3, 621		
Non-operating income				
Interest income	62	198		
Dividend income	363	404		
Share of profit of entities accounted for using equity method	165	25		
Foreign exchange gains	140	428		
Royalty income	3	3		
Other	157	359		
Total non-operating income	893	1, 420		
Non-operating expenses				
Interest expenses	245	253		
Other	381	462		
Total non-operating expenses	627	715		
Ordinary profit	5, 828	4, 326		
Extraordinary income	0, 020	1, 020		
Gain on sales of investment securities	1, 033	67		
Gain on sales of noncurrent assets	64			
Total extraordinary income	1, 098	67		
Extraordinary losses	1,098	07		
Impairment loss	_	320		
Loss on valuation of investments in capital of	_	320		
subsidiaries and affiliates	68	-		
Loss on valuation of investment securities	36			
Loss on sales of investment securities	0	_		
Total extraordinary losses	105	320		
Profit before income taxes	6, 821	4, 073		
Income taxes - current	1, 376	1, 150		
Income taxes - deferred	(458)	1, 277		
Total income taxes	918	2, 428		
Profit	5, 902	1, 644		
Profit attributable to				
Profit (loss) attributable to owners of parent	5, 902	1, 644		
Other comprehensive income				
Valuation difference on available-for-sale securities	(501)	162		
Foreign currency translation adjustment	1, 663	1, 749		
Remeasurements of defined benefit plans, net of tax	599	2, 761		
Share of other comprehensive income of entities	143	15		
accounted for using equity method Total other comprehensive income	1, 905	4, 688		
Comprehensive income	7, 808	6, 333		
·	1, 608	0, 333		
Comprehensive income attributable to Comprehensive income attributable to owners of parent	7, 808	6, 333		
Comprehensive income attributable to non-controlling	1,000	0, 333		
interests	-	-		
	l			

(million yen)

Consolidaed Balance Sheet	FY2021	(million yen) FY2022
Assets	112021	1 12022
Current assets		
Cash and deposits	29, 613	25, 147
Notes and accounts receivable - trade	18, 919	19, 421
Merchandise and finished goods	8, 790	11, 318
Work in process	5, 561	6, 085
Raw materials and supplies	13, 938	17, 465
Other	5, 156	6, 026
Allowance for doubtful accounts	(22)	(23)
Total current assets	81, 958	85, 440
Non-current assets Property, plant and equipment		
Buildings and structures, net	17, 962	17, 287
Machinery, equipment and vehicles, net	8, 907	9. 266
Land	4, 560	4, 357
Leased assets, net	905	693
Construction in progress	1, 753	1, 820
Other, net	1, 984	2, 126
Total property, plant and equipment	36, 073	35, 553
Intangible assets		
Software	454	622
Leased assets	8	2
Other	284	59
Total intangible assets	747	684
Investments and other assets	14.007	14.070
Investment securities	14, 807	14, 876
Deferred tax assets Assets related to retirement benefits	703	659 90
Other	760	831
Allowance for doubtful accounts	(46)	(42)
Total investments and other assets	16, 262	16, 414
Total non-current assets	53, 083	52, 652
Total assets	135, 041	138, 092
Liabilities		
Current liabilities		
Notes and accounts payable - trade	16, 657	17, 668
Short-term loans payable	5, 100	5, 895
Current portion of bonds	1, 450	1, 500
Lease obligations	331	375
Income taxes payable	414	239
Provision for bonuses	951	965 80
Asset retirement obligation Other	4, 907	5, 737
Total current liabilities	29. 813	32, 462
Non-current liabilities	23, 313	02, 402
Bonds payable	3, 850	2, 350
Long-term loans payable	28, 275	26, 780
Lease obligations	874	629
Deferred tax liabilities	334	2, 707
Net defined benefit liability	12, 217	8, 594
Provision for product warranties	1, 589	1, 180
Asset retirement obligations	803	801
Other	55	47
Total non-current liabilities	47, 999	43, 091
Total liabilities	77, 812	75, 553
Net assets Shareholders' equity		
Capital stock	17, 823	17, 823
Capital stock	7, 733	7, 733
Retained earnings	29, 949	30, 563
Treasury shares	(117)	(109)
Total shareholders' equity	55, 388	56, 010
Accumulated other comprehensive income		
Valuation difference on available-for-sale	2, 396	2, 559
securities		-
Foreign currency translation adjustment	(871)	893
Remeasurements of defined benefit plans	314 1, 840	3, 076 6, 528
Total accumulated other comprehensive income Total net assets	57, 229	62, 539
Total liabilities and net assets	135, 041	138, 092
ויטבעו וומטווונופט מווע וופנ מטטפנט	155,041	130, 092

(million ven)

		(million yen)
Consolidated statements of cash flows	FY2021	FY2022
Cash flows from operating activities		
Profit (loss) before income taxes	6, 821	4, 073
Depreciation	5, 548	5, 714
Increase (decrease) in provision for bonuses	187	13
Increase (decrease) in provision for product warranties	(307)	(409)
Increase (decrease) in net defined benefit liability	233	213
Interest and dividend income	(426)	(603)
Interest expenses	245	253
Decrease (increase) in notes and accounts receivable - trade	267	352
Decrease (increase) in inventories	(4, 440)	(5, 470)
Increase (decrease) in notes and accounts payable - trade	1, 373	(470)
Decrease (increase) in consumption taxes refund receivable	796	(1, 656)
Decrease (increase) in accounts receivable - other	14	395
Impairment loss	-	320
Loss gain on sales of investment securities	(1, 032)	(67)
Other, net	(312)	739
Subtotal	8, 969	3, 398
Interest and dividend income received	463	611
Interest expenses paid	(245)	(253)
Income taxes paid	(896)	(1, 020)
Net cash provided by (used in) operating activities	8, 290	2, 736
Cash flows from investing activities		
Purchase of property, plant and equipment	(8, 931)	(4, 731)
Proceeds from sales of property, plant and equipment	324	48
Purchase of intangible assets	(155)	(188)
Proceeds from sales of investment securities	1, 143	123
Proceeds from sales of shares of affiliated companies	_	149
Other, net	(289)	511
Net cash provided by (used in) investing activities	(7, 907)	(4, 088)
Cash flows from financing activities		
Proceeds from long-term loans payable	8, 300	4, 400
Repayments of long-term loans payable	(5, 125)	(5, 100)
Redemption of bonds	(1, 525)	(1, 455)
Purchase of treasury shares	(1)	(1)
Repayments of lease obligations	(374)	(361)
Cash dividends paid	-	(1, 030)
Net cash provided by (used in) financing activities	1, 273	(3, 549)
Effect of exchange rate change on cash and cash equivalents	858	886
Net increase (decrease) in cash and cash equivalents	2, 515	(4, 014)
Cash and cash equivalents at beginning of period	26, 646	29, 161
Cash and cash equivalents at end of period	29, 161	25, 147
Daon and daon equivatents at end of period	23, 101	23, 147

(million yen) Consolidated income statement (quarterly) FY2022 4Q FY2023 1Q FY2023 2Q FY2023 3Q Net sales 101, 007 24, 455 49, 602 76, 038 20, 531 42, 308 64, 641 Cost of sales 17, 784 3, 924 7, 293 11, 397 Gross profit Selling, general and administrative expenses 14, 163 3, 498 6, 887 10, 365 3, 621 425 406 1, 032 Operating profit Non-operating income 198 49 123 177 Interest income 404 198 457 Dividend income 203 Foreign exchange gains 428 206 89 62 Share of profit of entities accounted for using equity method 25 36 48 Royalty income 3 4 2 2 0ther 359 28 80 112 1, 420 523 547 812 Total non-operating income Non-operating expenses 253 62 122 208 Interest expenses 59 Foreign exchange losses Restoration cost 462 0ther 66 249 158 Total non-operating expenses 715 129 281 517 4, 326 819 673 1, 327 Ordinary profit Extraordinary income Gain on sales of investment securities 3 67 3 Total extraordinary income Special expenses 296 296 296 Loss on sales of investment securities Impairment loss 320 296 320 296 296 Total Special expenses Profit before income taxes 4,073 523 377 1,034 671 1, 150 973 1, 316 Income taxes - current Income taxes - deferred 1.277 320 361 537 2, 428 992 1, 335 1, 854 Total income taxes 1, 644 (819) (468)(958)Profit or profit loss Profit attributable to 1, 644 (468) (958) (819) Profit attributable to owners of parent or profit loss attributable to owners of parent Other comprehensive income 2, 943 Valuation difference on available-for-sale securities 1, 670 1. 749 1.049 2. 560 2, 287 Foreign currency translation adjustment 1, 183 Remeasurements of defined benefit plans, net of tax 2, 761 1, 101 1, 087 Share of other comprehensive income of entities accounted for using equity method 15 267 267 267 4, 688 4, 089 6, 954 5, 656 Total other comprehensive income 6, 333 5. 995 Comprehensive income 3.620 4.837 Comprehensive income attributable to 6, 333 3, 620 5, 995 4, 837 Comprehensive income attributable to owners of parent

(million yen) FY2023 3Q Consolidaed Balance Sheet (quarterly) FY2022 4Q FY2023 1Q FY2023 2Q Current assets Cash and deposits 25, 147 27, 882 31, 870 29, 537 Notes and accounts receivable - trade 19, 421 17, 078 18, 222 17, 749 Merchandise and finished goods 11, 318 12, 195 12, 205 12, 503 6, 085 6, 541 6, 919 6, 833 Work in process Raw materials and supplies 17, 465 18, 592 19, 305 19, 025 6,026 3, 067 3, 871 5, 071 0ther Allowance for doubtful accounts (23)(19)(21)23 85, 440 85, 338 92, 372 90, 698 Total current assets Non-current assets Property, plant and equipment 17. 076 16. 766 17. 287 17. 208 Buildings and structures, net Machinery, equipment and vehicles, 9, 266 9, 208 9, 583 9, 178 4, 357 4, 406 4, 442 4, 396 Leased assets, net 693 706 679 619 Construction in progress 1.820 1.865 1.877 2. 137 2, 126 2, 212 2, 287 2, 302 Other, net Total property, plant and equipment 35, 553 35, 607 35, 947 35, 401 Intangible assets 622 616 593 594 Software Leased assets 34 0ther 59 38 50 643 Total intangible assets 684 656 629 Investments and other assets 14.876 15. 258 17. 102 15. 772 Investment securities 685 522 Deferred tax assets 659 547 Assets related to retirement benefits 90 831 952 973 952 (41) (41) Allowance for doubtful accounts (42) (42) Total investments and other assets 16, 414 16, 716 18, 719 17, 205 55, 310 53, 236 Total non-current assets 52, 652 52.980 Total assets 138, 092 138, 318 147, 683 143, 934 Liabilities Current liabilities 17,668 17, 720 17, 274 17, 152 Notes and accounts payable - trade Short-term loans payable 5,895 5.810 6.180 6, 335 1, 500 1, 400 1, 275 1, 150 Current portion of bonds 462 452 Lease obligations 375 454 239 145 371 174 Income taxes payable 965 989 Provision for bonuses Asset retirement obligation 80 80 10 10 5, 122 5, 826 0ther 5.737 6.568 Total current liabilities 32, 462 32, 178 31, 677 31, 111 Non-current liabilities 2, 350 2, 100 1, 775 1,650 Bonds payable Long-term loans payable 26, 780 25, 265 32, 395 30, 860 Lease obligations 629 632 635 546 Deferred tax liabilities 2, 707 2, 629 3, 221 2, 821 Net defined benefit liability 8, 594 8, 678 8, 763 8, 912 Provision for product warranties 1, 180 1, 142 1, 121 1, 104 801 819 Asset retirement obligations 814 818 0ther 47 59 59 67 46, 774 Total non-current liabilities 43 091 41 321 48 798 Total liabilities 75, 553 73, 499 80, 475 77 885 Net assets Shareholders' equity 17, 823 17, 823 17, 823 17, 823 Capital stock Capital surplus 7, 733 7, 733 7, 732 7, 732 30, 563 28, 754 28, 264 28, 403 Retained earnings Treasury shares (109) (109) (95) (95) 56, 010 54, 201 53, 724 53, 863 Total shareholders' equity Accumulated other comprehensive income Valuation difference on available-for-sale securities 2, 559 4, 229 5, 502 4, 573 Foreign currency translation adjustment 893 2, 209 3, 721 3.448 4, 178 3, 076 4, 259 4, 163 Remeasurements of defined benefit plans 6, 528 10, 617 13, 482 12, 185 Total accumulated other comprehensive income Total <u>net assets</u> 62, 539 64, 819 67, 207 66, 048 138, 092 143, 934 138, 318 147. 683 Total liabilities and net assets

(million yen)

(million yen)					
Consolidated statements of cash flows (quarterly)	FY2021 4Q	FY2022 2Q	FY2022 4Q	FY2023 2Q	
Cash flows from operating activities					
Profit (loss) before income taxes	6, 821	2, 244	4, 073	377	
Depreciation	5, 548	2, 855	5, 714	2, 671	
Loss on retirement of property, plant and equipment	48	2	-	-	
Increase (decrease) in provision for bonuses	187	38	13	23	
Increase (decrease) in provision for product warranties	(307)	(107)	(409)	(58)	
Increase (decrease) in net defined benefit liability	233	293	213	108	
Interest and dividend income	(426)	(265)	(603)	(326)	
Interest expenses	245	122	253	122	
Bond issuance cost	-	2	-	-	
Decrease (increase) in notes and accounts receivable - trade	267	1, 113	352	2, 044	
Decrease (increase) in inventories	(4, 440)	(5, 083)	(5, 470)	(2, 380)	
Increase (decrease) in notes and accounts payable - trade	1, 373	(1, 498)	(470)	(1, 537)	
Decrease (increase) in consumption taxes refund receivable	796	606	(1, 656)	2, 060	
Decrease (increase) in accounts receivable - other	14	329	395	32	
Impairment loss	-	-	320	-	
Loss gain on sales of investment securities	(1, 032)	-	(67)	296	
Other, net	(361)	1, 130	739	(688)	
Subtotal	8, 969	1, 779	3, 398	2, 745	
Interest and dividend income received	463	271	611	331	
Interest expenses paid	(245)	(123)	(253)	(121)	
Income taxes paid	(896)	(734)	(1, 020)	(702)	
Net cash provided by (used in) operating activities	8, 290	1, 193	2, 736	2, 252	
Cash flows from investing activities					
Purchase of property, plant and equipment	(8, 931)	(2, 278)	(4, 731)	(2, 196)	
Proceeds from sales of property, plant and equipment	324	2	48	4	
Purchase of intangible assets	(155)	(57)	(188)	(66)	
Proceeds from sales of investment securities	1, 143	_	123	2, 143	
Proceeds from sales of shares of affiliated companies	_	149	149	-	
Other, net	(289)	502	511	(43)	
Net cash provided by (used in) investing activities	(7, 907)	(1, 681)	(4, 088)	(158)	
Cash flows from financing activities					
Proceeds from long-term loans payable	8, 300	3, 600	4, 400	8, 800	
Repayments of long-term loans payable	(5, 125)	(2, 800)	(5, 100)	(2, 900)	
Redemption of bonds	(1, 525)	(752)	(1, 455)	(802)	
Purchase of treasury shares	(1)	(0)	(1)	(0)	
Repayments of lease obligations	(374)	(179)	(361)	(161)	
Cash dividends paid	-	(1, 030)	(1, 030)	(1, 340)	
Net cash provided by (used in) financing activities	1, 273	(1, 164)	(3, 549)	3, 595	
Effect of exchange rate change on cash and cash equivalents	858	1, 392	886	1, 033	
Net increase (decrease) in cash and cash equivalents	2, 515	(260)	(4, 014)	6, 723	
Cash and cash equivalents at beginning of period	26, 646	29, 161	29, 161	25, 147	
Cash and cash equivalents at end of period	29, 161	28, 901	25, 147	31, 870	