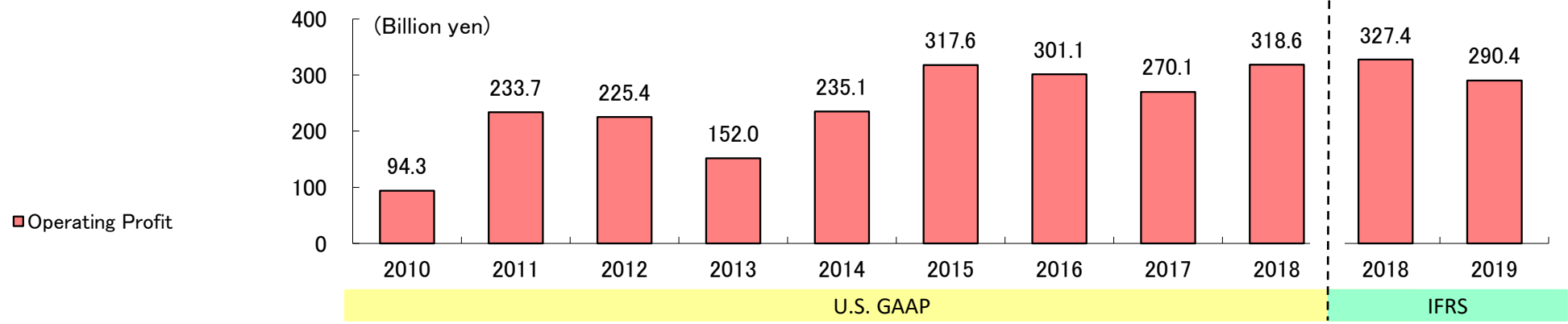


# OPERATING PROFIT

## Operating Profit (営業利益)



| Years ended March 31                  | U.S. GAAP |         |         |         |         |         |         |         |         |         | IFRS    |  |
|---------------------------------------|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
|                                       | 2010      | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2018    | 2019    |  |
| Operating Profit                      | 94,302    | 233,761 | 225,444 | 152,095 | 235,172 | 317,604 | 301,172 | 270,104 | 318,637 | 327,444 | 290,477 |  |
| Percent change from previous year (%) | (32.5)    | 147.9   | (3.6)   | (32.5)  | 54.6    | 35.1    | (5.2)   | (10.3)  | 18.0    | 21.2    | (11.3)  |  |

## Operating Profit (Loss) by Business Segment (事業セグメント別営業利益(損失))

| Years ended March 31                  | U.S. GAAP |          |          |          |          |          |          |          |          |          | IFRS     |  |
|---------------------------------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--|
|                                       | 2010      | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2018     | 2019     |  |
| Energy and Electric Systems           | 74,727    | 83,055   | 84,920   | 85,140   | 76,324   | 72,448   | 50,342   | 44,319   | 51,710   | 65,457   | 82,501   |  |
| Industrial Automation Systems         | 26,138    | 100,089  | 101,192  | 60,592   | 98,079   | 145,982  | 159,160  | 140,073  | 190,826  | 187,350  | 142,563  |  |
| Information and Communication Systems | 18,672    | 13,743   | 21,312   | 1,591    | 5,529    | 18,934   | 14,999   | 12,700   | 11,987   | 11,340   | 12,247   |  |
| Electronic Devices                    | (7,141)   | 5,901    | 3,585    | (5,580)  | 10,050   | 30,163   | 16,870   | 8,382    | 14,554   | 14,164   | 1,442    |  |
| Home Appliances                       | 4,809     | 42,008   | 22,358   | 19,300   | 52,878   | 54,296   | 63,856   | 69,696   | 56,057   | 55,496   | 59,451   |  |
| Others                                | 3,204     | 14,475   | 20,348   | 18,790   | 19,801   | 23,742   | 23,620   | 23,214   | 23,900   | 24,034   | 24,172   |  |
| Sub - Total                           | 120,409   | 259,271  | 253,715  | 179,833  | 262,661  | 345,565  | 328,847  | 298,384  | 349,034  | 357,841  | 322,376  |  |
| Eliminations and other                | (26,107)  | (25,510) | (28,271) | (27,738) | (27,489) | (27,961) | (27,675) | (28,280) | (30,397) | (30,397) | (31,899) |  |
| Total Operating Profit                | 94,302    | 233,761  | 225,444  | 152,095  | 235,172  | 317,604  | 301,172  | 270,104  | 318,637  | 327,444  | 290,477  |  |

## Operating Profit (Loss) / Revenue by Business Segment (事業セグメント別営業利益(損失)率)

| Years ended March 31                  | U.S. GAAP |      |      |       |      |      |      |      |      |      | IFRS |  |
|---------------------------------------|-----------|------|------|-------|------|------|------|------|------|------|------|--|
|                                       | 2010      | 2011 | 2012 | 2013  | 2014 | 2015 | 2016 | 2017 | 2018 | 2018 | 2019 |  |
| Energy and Electric Systems           | 7.2       | 8.1  | 8.3  | 8.0   | 6.5  | 5.9  | 4.0  | 3.6  | 4.2  | 5.2  | 6.4  |  |
| Industrial Automation Systems         | 3.6       | 10.8 | 10.3 | 6.5   | 8.9  | 11.4 | 12.0 | 10.7 | 13.2 | 13.0 | 9.7  |  |
| Information and Communication Systems | 3.5       | 2.8  | 4.1  | 0.3   | 1.0  | 3.4  | 2.7  | 2.8  | 2.7  | 2.6  | 2.9  |  |
| Electronic Devices                    | (5.1)     | 3.4  | 1.8  | (3.4) | 5.2  | 12.7 | 8.0  | 4.5  | 7.2  | 7.0  | 0.7  |  |
| Home Appliances                       | 0.6       | 4.5  | 2.6  | 2.3   | 5.6  | 5.7  | 6.5  | 6.9  | 5.3  | 5.3  | 5.5  |  |
| Others                                | 0.6       | 2.4  | 3.3  | 3.2   | 2.9  | 3.2  | 3.3  | 3.3  | 3.1  | 3.6  | 3.6  |  |
| Sub - Total                           | 3.2       | 6.2  | 6.1  | 4.4   | 5.7  | 6.9  | 6.5  | 6.1  | 6.8  | 7.1  | 6.3  |  |
| Eliminations and other                | —         | —    | —    | —     | —    | —    | —    | —    | —    | —    | —    |  |
| Total Operating Profit                | 2.8       | 6.4  | 6.2  | 4.3   | 5.8  | 7.3  | 6.9  | 6.4  | 7.2  | 7.4  | 6.4  |  |