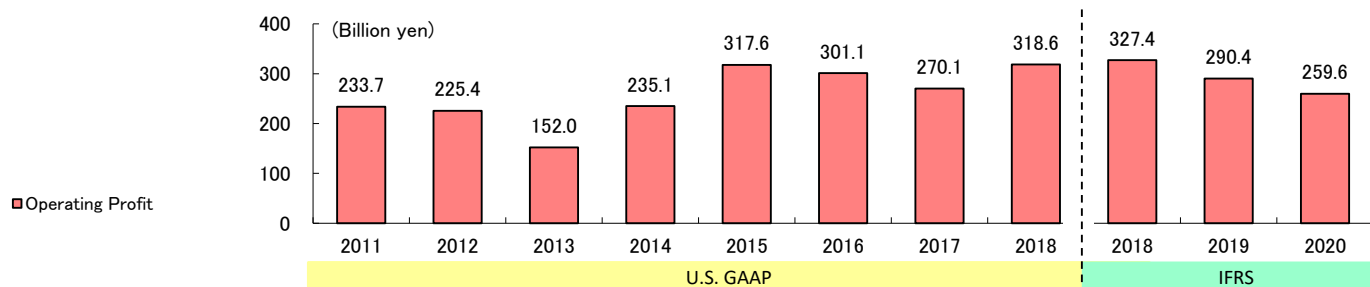


# OPERATING PROFIT

## Operating Profit (営業利益)



Years ended March 31	U.S. GAAP								IFRS		
	2011	2012	2013	2014	2015	2016	2017	2018	2018	2019	2020
Operating Profit	233,761	225,444	152,095	235,172	317,604	301,172	270,104	318,637	327,444	290,477	259,661
Percent change from previous year (%)	147.9	(3.6)	(32.5)	54.6	35.1	(5.2)	(10.3)	18.0	21.2	(11.3)	(10.6)

## 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		
	2011	2012	2013	2014	2015	2016	2017	2018	2018	2019	2020
Energy and Electric Systems	83,055	84,920	85,140	76,324	72,448	50,342	44,319	51,710	65,457	82,501	82,309
Industrial Automation Systems	100,089	101,192	60,592	98,079	145,982	159,160	140,073	190,826	187,350	142,563	68,962
Information and Communication Systems	13,743	21,312	1,591	5,529	18,934	14,999	12,700	11,987	11,340	12,247	26,457
Electronic Devices	5,901	3,585	(5,580)	10,050	30,163	16,870	8,382	14,554	14,164	1,442	8,701
Home Appliances	42,008	22,358	19,300	52,878	54,296	63,856	69,696	56,057	55,496	59,451	78,206
Others	14,475	20,348	18,790	19,801	23,742	23,620	23,214	23,900	24,034	24,172	26,050
Sub - Total	259,271	253,715	179,833	262,661	345,565	328,847	298,384	349,034	357,841	322,376	290,685
Elimination and corporate	(25,510)	(28,271)	(27,738)	(27,489)	(27,961)	(27,675)	(28,280)	(30,397)	(30,397)	(31,899)	(31,024)
Total Operating Profit	233,761	225,444	152,095	235,172	317,604	301,172	270,104	318,637	327,444	290,477	259,661

## 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		
	2011	2012	2013	2014	2015	2016	2017	2018	2018	2019	2020
Energy and Electric Systems	8.1	8.3	8.0	6.5	5.9	4.0	3.6	4.2	5.2	6.4	6.3
Industrial Automation Systems	10.8	10.3	6.5	8.9	11.4	12.0	10.7	13.2	13.0	9.7	5.1
Information and Communication Systems	2.8	4.1	0.3	1.0	3.4	2.7	2.8	2.7	2.6	2.9	5.8
Electronic Devices	3.4	1.8	(3.4)	5.2	12.7	8.0	4.5	7.2	7.0	0.7	4.2
Home Appliances	4.5	2.6	2.3	5.6	5.7	6.5	6.9	5.3	5.3	5.5	7.2
Others	2.4	3.3	3.2	2.9	3.2	3.3	3.3	3.1	3.6	3.6	3.9
Sub - Total	6.2	6.1	4.4	5.7	6.9	6.5	6.1	6.8	7.1	6.3	5.7
Elimination and corporate	—	—	—	—	—	—	—	—	—	—	—
Total Operating Profit	6.4	6.2	4.3	5.8	7.3	6.9	6.4	7.2	7.4	6.4	5.8