

Consolidated Financial and Non-Financial Highlights

Financial Highlights

Fiscal Year	Millions of yen									Thousands of U.S. dollars ^{*1}	
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2020	
Operating Results											
Net sales	745,781	759,911	810,678	813,550	837,765	893,451	914,915	900,604	875,927	7,962,980	
Japan	567,314	582,223	605,763	597,757	632,723	674,744	682,503	679,719	654,020	5,945,639	
Overseas	178,466	177,688	204,915	215,793	205,042	218,707	232,412	220,885	221,907	2,017,340	
Operating income	21,992	33,136	39,316	45,006	44,709	55,962	59,972	42,515	48,595	441,779	
Net Income Attributable to Owners of Parent	26,368	19,582	27,978	30,644	40,978	37,763	40,267	28,793	41,926	381,154	
R&D and Capital Investment											
R&D expenditures	31,160	32,029	35,023	35,949	34,910	35,620	33,669	34,457	33,562	305,114	
Plant and equipment investment ^{*2}	31,771	26,916	29,041	27,650	27,149	26,465	43,338	48,208	35,890	326,281	
Depreciation and amortization ^{*3}	31,054	30,849	33,615	29,723	29,445	30,151	30,906	32,319	36,194	329,039	
Cash Flows											
Cash flows from operating activities	55,342	53,651	51,459	48,450	58,185	53,146	54,949	46,087	26,931	244,827	
Cash flows from investing activities	(24,286)	(9,649)	(22,750)	(19,410)	9,748	(14,550)	(21,448)	(27,621)	23,477	213,435	
Free cash flow	31,055	44,002	28,708	29,040	67,934	38,596	33,501	18,466	50,408	458,262	
Cash flows from financing activities	(56,827)	(50,570)	(33,827)	(31,567)	(56,082)	(46,887)	(38,172)	16,918	(39,518)	(359,276)	
Financial Position											
Total assets ^{*4}	765,563	810,774	904,522	845,378	886,663	914,744	952,659	996,827	1,051,952	9,563,209	
Total net assets	215,672	251,225	319,636	260,980	323,863	366,546	392,061	406,002	461,254	4,193,224	
Equity	194,572	227,181	290,339	230,399	291,216	330,636	352,922	365,620	416,997	3,790,881	
Net interest-bearing debt	217,417	200,340	194,579	189,374	141,578	130,177	124,850	153,617	140,872	1,280,658	
Interest-bearing debt	257,105	233,753	226,474	220,213	183,465	163,507	153,985	217,364	216,205	1,965,503	
Financial Indicators											
Ratio of operating income to net sales (%)	2.9	4.4	4.8	5.5	5.3	6.3	6.6	4.7	5.5	—	
ROE (Return on equity) (%)	14.7	9.3	10.8	11.8	15.7	12.1	11.8	8.0	10.7	—	
ROA (Return on assets) (%) ^{*4}	3.4	2.5	3.3	3.5	4.7	4.2	4.3	3.0	4.1	—	
Equity ratio (%) ^{*4}	25.4	28.0	32.1	27.3	32.8	36.1	37.0	36.7	39.6	—	
Net debt-equity ratio (times) ^{*5}	1.1	0.9	0.7	0.8	0.5	0.4	0.4	0.4	0.3	—	
Debt-equity ratio (times) ^{*6}	1.3	1.0	0.8	1.0	0.6	0.5	0.4	0.6	0.5	—	
Per Share Data ^{*7}											
Net income	36.90	27.41	39.16	42.90	57.36	264.34	281.89	201.57	293.52	2.668	
Net assets	272.29	317.96	406.39	322.52	407.68	2,314.50	2,470.65	2,559.60	2,919.34	26.539	
Cash dividends	5.00	7.00	9.00	10.00	11.00	14.00	48.00	80.00	85.00	0.773	

Non-Financial Highlights

Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2020
Employees	24,956	25,524	25,740	26,508	26,503	27,009	27,416	27,960	27,593	—
Japan	18,271	18,022	17,814	17,635	17,716	17,704	17,647	17,681	17,647	—
Overseas	6,685	7,502	7,926	8,873	8,787	9,305	9,769	10,279	9,946	—
Total greenhouse gas emissions from production activities (10,000 t-CO ₂)	50.2	53.6	53.8	51.9	46.7	48.4	52.1	45.6	43.7	—
Reductions in CO ₂ emissions through products (10,000 t-CO ₂) ^{*8}	392	601	1,043	1,598	2,230	2,579	3,162	3,651	4,178	—

*1 The U.S. dollar amounts represent the arithmetic results of translating yen into dollars at ¥110 = U.S. \$1, the approximate exchange rate at March 31, 2021.

*2 Plant and equipment investment is the total of investment in tangible fixed assets, including acquisition amounts for lease contracts.

*3 Depreciation and amortization expense is the total of the depreciation of tangible fixed assets and amortization of intangible assets.

*4 Effective April 1, 2018, the Company have adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, revised on February 16, 2018).

As such, major management indicators in consolidated accounting period as of March 31, 2018 have been adjusted to retroactively apply said accounting standards.

*5 Net debt-equity ratio is the ratio of net interest-bearing debt (interest-bearing debt + lease obligations - cash and cash equivalents) to equity.

*6 Debt-equity ratio is the ratio of interest-bearing debt to equity.

*7 Effective October 1, 2018, the Company conducted a 1-for-5 common stock consolidation. Amounts for net income per share and net assets per share have been calculated assuming that the stock consolidation took place on April 1, 2017. The amount of dividend ¥48 per share for the year ended March 31, 2019 is total of the interim dividend of ¥8 per share and the year-end dividend of ¥40 per share. Since the Company conducted a 1-for-5 common stock consolidation effective October 1, 2018, the interim dividend of ¥8 does not reflect stock consolidation effect and the annual dividend of ¥40 reflects stock consolidation effect. If the stock consolidation effect is also considered to the interim dividend per share, the interim dividend of ¥8 per share without the effect is equivalent to ¥40 per share with the stock consolidation effect. Accordingly, the annual dividend for fiscal 2018 amounted to ¥80 per share, including adjusted interim dividend of ¥40 per share and year-end dividend ¥40 per share.

*8 The contributions to CO₂ emission reductions refers to CO₂ emission reductions from products shipped in and after fiscal 2009 that were in operation for a year. Calculated based on the Ministry of Economy, Trade and Industry's Guideline for Quantifying Greenhouse Gas Emission Reduction Contribution.

 Detailed financial information is available on our website.
https://www.fujielectric.com/ir/library/financial_results/index.html