Thousands of

Consolidated Financial and Non-Financial Highlights

Financial Highlights

Face Price										Millions of yen	U.S. dollars*1
Nessiss	Fiscal year	2013	2014	2015	2016	2017	2018	2019	2020	2021* ⁹	2021*9
Page	Operating Results										
Coversion 177,689 204,916 215,778 255,446 218,707 524,415 220,825 221,977 254,405 265,287 Coversing frozone 15,822 27,978 30,84 40,978 37,783 40,267 28,733 41,928 58,600 480,828 4	Net sales	759,911	810,678	813,550	837,765	893,451	914,915	900,604	875,927	910,226	7,460,873
Property common Property Pr	Japan	582,223	605,763	597,757	632,723	674,744	682,503	679,719	654,020	655,821	5,375,586
Method	Overseas	177,688	204,915	215,793	205,042	218,707	232,412	220,885	221,907	254,405	2,085,287
RAD captroliters S0,029 S0,023 S0,94 S4,910 S0,600 S3,600 S4,457 S3,562 \$3,766 \$26,803 Plant and enulpioment investment** \$26,916 29,041 27,650 27,149 \$26,465 43,336 48,208 35,800 \$3,200 486,206 Dependention and amorbitation** 30,649 \$3,615 \$26,723 29,445 \$30,151 30,806 \$2,319 36,194 39,669 \$32,616 Cash flows from operating activities \$5,651 \$1,459 48,450 \$5,165 \$5,165 \$5,165 \$1,450 \$4,450 \$2,148 \$26,728 \$23,477 \$22,550 \$183,204 Fire coast flowing activities \$6,647 \$4,402 \$28,709 \$29,040 \$67,934 \$35,06 \$35,010 \$18,466 \$50,406 \$44,580 \$28,709 \$29,404 \$67,934 \$35,06 \$35,010 \$18,466 \$50,406 \$44,580 \$44,580 \$44,500	Operating income	33,136	39,316	45,006	44,709	55,962	59,972	42,515	48,595	74,835	613,407
PASI Desponsibilitaries 32,029 35,023 35,049 34,910 35,050 33,069 34,457 33,562 33,769 276,063 Petra and quagnomat investment ¹² 26,916 29,014 27,650 27,149 26,455 43,338 48,208 35,610 59,220 327,616 Petra montration ²² 30,849 30,849 30,815 29,723 29,445 30,151 30,306 32,319 36,194 39,669 327,616 Petra montration ²³ 30,849 30,849 30,845 30,845 30,161 30,306 32,319 36,194 39,669 327,616 Petra montration ²⁴ 30,845	Net income attributable to owners of parent	19,582	27,978	30,644	40,978	37,763	40,267	28,793	41,926	58,660	480,823
Plant and acquipment investment** 28,916 29,014 27,850 27,149 28,465 30,151 30,906 32,318 35,818 35,818 35,826 336,626 32,626 33,626 33,631 30,849 33,615 29,723 29,445 30,151 30,906 32,318 36,184 39,989 326,768 32,616 30,968 32,318 36,184 39,989 326,768 32,616 30,968 32,318 36,184 39,989 326,768 32,616 30,968 32,516 30,968 32,516 30,968 32,516 30,968 32,516 30,968 32,516 30,968 32,516 32,416	R&D and Capital Investment										
Cash Flows From operating activities	R&D expenditures	32,029	35,023	35,949	34,910	35,620	33,669	34,457	33,562	33,756	276,693
Cash flows from operating activities S3,651 S1,459 48,450 S8,185 S3,146 S4,949 46,087 26,931 76,809 629,583 Cash flows from investing activities (9,649) (22,750) (19,410) 9,748 (14,550) (21,448) (27,621) 23,477 (22,350) (183,204) Fice cash flows from investing activities (50,570) (33,327) (31,667) (65,082) (66,082) (66,887) (68,887) (38,757) (38,757) (39,182) (31,667) (33,327) (31,667) (65,082) (66,082) (66,887) (68,887) (88,872)	Plant and equipment investment*2	26,916	29,041	27,650	27,149	26,465	43,338	48,208	35,890	59,320	486,236
Cash flows from operating activities Sa, 651 S1, 459 48, 450 S6, 185 S3, 146 S4,949 46,087 29,311 76,809 629,583 Cash flows from investing activities (9,649) (22,750) (19,410) 3,748 (14,550) (21,448) (27,621) 23,477 (22,350) (183,204) (Depreciation and amortization*3	30,849	33,615	29,723	29,445	30,151	30,906	32,319	36,194	39,969	327,616
Cash flows from investing activities (9,649) (22,750) (19,410) (9,748) (14,550) (21,448) (27,621) (23,477 (22,350) (183,204) (183,004) (184,660) (30,570) (33,677) (33,677) (31,567) (56,082) (46,887) (36,172) (16,918) (36,172) (16,918) (39,518) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (351,591) (42,894) (42	Cash Flows										
Free cash flow	Cash flows from operating activities	53,651	51,459	48,450	58,185	53,146	54,949	46,087	26,931	76,809	629,583
Cash flows from financing activities (50,570 (33,827) (31,567) (56,082) (46,887) (46,887) (38,172) (16,918 (39,518) (42,894) (351,591)	Cash flows from investing activities	(9,649)	(22,750)	(19,410)	9,748	(14,550)	(21,448)	(27,621)	23,477	(22,350)	(183,204)
Financial Position Financi	Free cash flow	44,002	28,708	29,040	67,934	38,596	33,501	18,466	50,408	54,458	446,380
Total assets	Cash flows from financing activities	(50,570)	(33,827)	(31,567)	(56,082)	(46,887)	(38,172)	16,918	(39,518)	(42,894)	(351,591)
Total net assets 251,225 319,636 260,980 323,863 366,546 392,061 406,002 461,254 523,729 4,292,868 Equity 227,181 290,339 230,399 291,216 330,636 352,922 365,620 416,997 472,900 3,876,235 Net interest-bearing debt 20,340 194,579 189,374 141,578 130,177 124,850 153,617 140,872 117,041 3959,383 Interest-bearing debt 233,753 226,474 220,213 183,465 163,507 153,985 217,364 216,205 208,391 1,706,130 Financial Indicators Financial Indicators Flatio of overseas sales to net sales (%) 4.4 4.8 5.5 5.3 5.3 6.3 6.6 4.7 5.5 8.2 — Ratio of overseas sales to net sales (%) 23.4 25.3 26.5 24.5 24.5 25.4 24.5 25.3 27.9 — ROE (Return on equity) (%) 9.3 10.8 11.8 15.7 12.1 11.8 8.0 10.7 13.2 — ROE (Return on equity) (%) 9.3 3.0 4.1 5.4 — Equity ratio (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on equity) (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on equity) (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on equity) (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on equity) (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on equity) (%)** 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Return on expected) (%)** 36.7 39.6 42.3 — ROE (Financial Position										
Equity	Total assets*4	810,774	904,522	845,378	886,663	914,744	952,659	996,827	1,051,952	1,117,112	9,156,663
Net interest-bearing debt 200,340 194,579 189,374 141,578 130,177 124,850 153,617 140,872 117,041 959,353 Interest-bearing debt 233,753 226,474 220,213 183,465 163,507 153,985 217,364 216,205 208,991 1,708,130 1,	Total net assets	251,225	319,636	260,980	323,863	366,546	392,061	406,002	461,254	523,729	4,292,868
Interest-bearing debt 233,753 226,474 220,213 183,465 163,507 153,985 217,364 216,205 208,391 1,708,130	Equity	227,181	290,339	230,399	291,216	330,636	352,922	365,620	416,997	472,900	3,876,235
Financial Indicators	Net interest-bearing debt	200,340	194,579	189,374	141,578	130,177	124,850	153,617	140,872	117,041	959,353
Ratio of operating income to net sales (%)	Interest-bearing debt	233,753	226,474	220,213	183,465	163,507	153,985	217,364	216,205	208,391	1,708,130
Ratio of overseas sales to net sales (%) 23.4 25.3 26.5 24.5 24.5 25.4 24.5 25.3 27.9 — ROE (Return on equity) (%) 9.3 10.8 11.8 15.7 12.1 11.8 8.0 10.7 13.2 — ROA (Return on assets) (%)*4 2.5 3.3 3.5 4.7 4.2 4.3 3.0 4.1 5.4 — Equity ratio (%)*4 28.0 32.1 27.3 32.8 32.8 36.1 37.0 36.7 39.6 42.3 — Net debt-equity ratio (times)*5 0.9 0.7 0.8 0.5 0.4 0.4 0.4 0.4 0.4 0.3 0.2 — Debt-equity ratio (times)*6 1.0 0.8 1.0 0.6 0.5 0.4 0.6 0.5 0.4 — Per Share Data** Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 29.31.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.0 50.0 50.00 0.820	Financial Indicators										
ROE (Return on equity) (%) 9.3 10.8 11.8 15.7 12.1 11.8 8.0 10.7 13.2	Ratio of operating income to net sales (%)	4.4	4.8	5.5	5.3	6.3	6.6	4.7	5.5	8.2	_
ROA (Return on assets) (%)*4 2.5 3.3 3.5 4.7 4.2 4.3 3.0 4.1 5.4 — Equity ratio (%)*4 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — Net debt-equity ratio (times)*6 0.9 0.7 0.8 0.5 0.4 0.4 0.4 0.4 0.3 0.2 — Debt-equity ratio (times)*6 1.0 0.8 1.0 0.6 0.5 0.4 0.6 0.5 0.4 — Per Share Data*7 Yen U.S. dollars* Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00	Ratio of overseas sales to net sales (%)	23.4	25.3	26.5	24.5	24.5	25.4	24.5	25.3	27.9	_
Equity ratio (%)*4 28.0 32.1 27.3 32.8 36.1 37.0 36.7 39.6 42.3 — Net debt-equity ratio (times)*5 0.9 0.7 0.8 0.5 0.4 0.4 0.4 0.3 0.2 — Debt-equity ratio (times)*6 1.0 0.8 1.0 0.6 0.5 0.4 0.6 0.5 0.4 — Yer Share Data*7 Yer Income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	ROE (Return on equity) (%)	9.3	10.8	11.8	15.7	12.1	11.8	8.0	10.7	13.2	_
Net debt-equity ratio (times)*5 0.9 0.7 0.8 0.5 0.4 0.4 0.4 0.3 0.2 − Debt-equity ratio (times)*6 1.0 0.8 1.0 0.6 0.5 0.4 0.6 0.5 0.4 − Fer Share Data*7 Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	ROA (Return on assets) (%)*4	2.5	3.3	3.5	4.7	4.2	4.3	3.0	4.1	5.4	_
Debt-equity ratio (times)*6 1.0 0.8 1.0 0.6 0.5 0.4 0.6 0.5 0.4 - Per Share Data*7 Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	Equity ratio (%)*4	28.0	32.1	27.3	32.8	36.1	37.0	36.7	39.6	42.3	_
Yen U.S. dollars* Per Share Data*7 Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	Net debt-equity ratio (times)*5	0.9	0.7	0.8	0.5	0.4	0.4	0.4	0.3	0.2	_
Net income 137.03 195.80 214.48 286.82 264.34 281.89 201.57 293.52 410.68 3.366 Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	Debt-equity ratio (times)*6	1.0	0.8	1.0	0.6	0.5	0.4	0.6	0.5	0.4	_
Net assets 1,589.79 2,031.97 1,612.59 2,038.40 2,314.50 2,470.65 2,559.60 2,919.34 3,310.80 27.138 Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	Per Share Data*7									Yen	U.S. dollars*1
Cash dividends 35.00 45.00 50.00 55.00 70.00 80.00 80.00 85.00 100.00 0.820	Net income	137.03	195.80	214.48	286.82	264.34	281.89	201.57	293.52	410.68	3.366
	Net assets	1,589.79	2,031.97	1,612.59	2,038.40	2,314.50	2,470.65	2,559.60	2,919.34	3,310.80	27.138
Dividend payout ratio (%) 25.5 23.0 23.3 19.2 26.5 28.4 39.7 29.0 24.3	Cash dividends	35.00	45.00	50.00	55.00	70.00	80.00	80.00	85.00	100.00	0.820
	Dividend payout ratio (%)	25.5	23.0	23.3	19.2	26.5	28.4	39.7	29.0	24.3	

Non-Financial Highlights

Fiscal year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2021
Employees	25,524	25,740	26,508	26,503	27,009	27,416	27,960	27,593	26,757	_
Japan	18,022	17,814	17,635	17,716	17,704	17,647	17,681	17,647	17,493	_
Overseas	7,502	7,926	8,873	8,787	9,305	9,769	10,279	9,946	9,264	_
Total greenhouse gas emissions from										
production activities (10,000 t-CO ₂)	53.6	53.8	51.9	46.7	48.4	52.1	45.6	43.7	36.4	_
Reductions in CO ₂ emissions through										
products (10,000 t-CO ₂)*8	601	1,043	1,598	2,230	2,579	3,162	3,651	4,127	4,544	_

^{*1} The U.S. dollar amounts represent the arithmetic results of translating yen into dollars at ¥122 = U.S. \$1, the approximate exchange rate at March 31, 2022.

Detailed financial information is available on our website.

https://www.fujielectric.com/ir/library/financial_results/index.html

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^{*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, 2012. 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.
 *9 From the beginning of the current fiscal year, the company applied the "Accounting Standard for Revenue Recognition" (Accounting Standard Board of Japan ("ASBJ") statement No.

^{*9} From the beginning of the current fiscal year, the company applied the "Accounting Standard for Revenue Recognition" (Accounting Standard Board of Japan ("ASBJ") statement N 29 issued on March 31, 2020), etc. The figures for the current fiscal year in the "Consolidated Financial Highlights" reflect the application of the accounting standards.