

Financial and Non-Financial Data

(Millions of yen)		(Fiscal year)	2007	2008	2009	2010	2011
Net sales			382,327	350,249	224,710	296,847	307,111
Operating income			36,487	20,806	-6,977	12,874	14,818
Operating income ratio			9.5%	5.9%	-3.1%	4.3%	4.8%
Ordinary income			35,212	20,024	-6,049	13,429	15,626
Ordinary income ratio			9.2%	5.7%	-2.7%	4.5%	5.1%
Profit attributable to owners of parent			20,242	6,892	-5,699	6,544	8,432
Net income ratio			5.3%	2.0%	-2.5%	2.2%	2.7%
Sales and Income by Business Segment ^{*1}	Motion Control	Net sales	177,899	160,848	104,814	156,450	149,410
		Operating income	21,370	11,755	-3,169	8,980	5,824
		Operating income ratio	12.0%	7.3%	-3.0%	5.7%	3.9%
	Robotics	Net sales	123,550	114,124	57,084	83,843	101,065
		Operating income	8,576	3,200	-8,327	1,673	7,014
		Operating income ratio	6.9%	2.8%	-14.6%	2.0%	6.9%
	System Engineering	Net sales	50,517	46,768	41,498	34,349	35,520
		Operating income	3,940	4,637	5,476	2,061	1,917
		Operating income ratio	7.8%	9.9%	13.2%	6.0%	5.4%
Sales by Destination	Japan		190,822	169,086	116,197	144,754	143,019
	The Americas		50,947	43,943	29,351	38,779	43,985
	Europe		58,424	52,887	24,332	29,610	33,939
	Asia except China		80,869	82,830	53,900	82,749	85,276
	Other		1,265	1,503	930	955	890
	Overseas sales ratio		50.1%	51.7%	48.3%	51.2%	53.4%
Per Share Information (yen)	Earning - basic		81.46	27.38	-22.64	26.00	33.51
	Earning - diluted		80.50	-	-	-	-
	Dividends		10.0	13.0	3.0	6.0	10.0
Shareholders' equity			100,862	97,068	88,459	93,220	100,109
Shareholders' equity ratio			34.9%	39.0%	36.6%	35.2%	35.9%
ROE: Return on equity			22.3%	7.0%	-6.1%	7.2%	8.7%
Interest-bearing debt			33,829	32,894	42,235	41,439	58,612
Debt-to-equity ratio (times)			0.3	0.3	0.5	0.4	0.6
Inventories			57,902	54,705	46,200	58,066	63,800
Inventory turnover (months)			1.8	1.9	2.5	2.3	2.5
Capital expenditures			9,121	8,611	4,119	6,655	9,907
Depreciation and amortization			7,676	8,028	7,840	7,057	7,606
Research and development expenses			9,738	9,704	8,493	9,724	10,398
Non-financial data							
No. of employees (persons)			8,347	8,463	8,176	8,085	8,246
No. of employees rehired (persons)			65	106	164	199	239
<small>No. of regular employees and temporary contracted workers aged 60 to 64</small>							
People with disabilities employed (%)			1.56%	1.62%	1.75%	1.85%	1.65%
No. of non-Japanese employees in Japan (persons)			12	14	16	14	19
<small>Regular employees and contract employees</small>							
Use of parental leave program			7/100%	3/100%	5/100%	2/100%	5/100%
<small>No. of females using the program/Use rate</small>							
Parental leave program			0	2	1	1	4
<small>No. of males using the program (persons)</small>							
Average days of paid leave taken per year			12.26	12.44	8.69	12.30	12.81
<small>(No. of days/person)</small>							
CO ₂ emissions from production and sales activities (t.CO ₂)			26,168	23,952	19,053	23,688	22,086 ^{*2}

* 1: Revisions were made to the division of businesses segments starting FY2017. The PV inverter business, which was previously included in Motion Control, is included in System Engineering. Value and profit ratios of each segment for FY2016 reflect this change. The change is not applied to values and profit ratios for the period up until FY2015.

· Starting FY2013, reportable segments changed to the following 3 segments: Motion Control, Robotics, and System Engineering. There have also been partial changes in the

2012	2013	2014	2015	2016	(Fiscal year)	(Millions of yen)	
310,383	363,570	400,153	411,260	394,883	Net sales		
13,070	25,702	31,532	36,730	30,409	Operating income		
4.2%	7.1%	7.9%	8.9%	7.7%	Operating income ratio		
14,053	27,084	33,884	35,833	31,963	Ordinary income		
4.5%	7.4%	8.5%	8.7%	8.1%	Ordinary income ratio		
6,800	16,964	24,819	22,365	20,397	Profit attributable to owners of parent		
2.2%	4.7%	6.2%	5.4%	5.2%	Net income ratio		
144,333	162,346	188,116	187,548	172,025	Net sales	Motion Control	Sales and Income by Business Segment ^{*1}
3,248	16,444	21,748	22,413	22,772	Operating income		
2.3%	10.1%	11.6%	12.0%	13.2%	Operating income ratio		
110,223	122,543	135,956	154,068	139,993	Net sales	Robotics	
8,365	9,511	10,558	15,304	10,253	Operating income		
7.6%	7.8%	7.8%	9.9%	7.3%	Operating income ratio		
37,263	35,327	40,980	43,053	59,354	Net sales	System Engineering	
1,504	-5	-768	-760	-591	Operating income		
4.0%	-0.0%	-1.9%	-1.8%	-1.0%	Operating income ratio		
143,456	150,101	144,249	135,495	134,205	Japan	Sales by Destination	
51,113	58,481	72,616	85,088	74,691	The Americas		
32,047	42,499	46,921	52,011	50,736	Europe		
81,308	108,595	132,779	134,294	131,045	Asia except China		
2,456	3,892	3,590	4,370	4,205	Other		
53.8%	58.7%	64.0%	67.1%	66%	Overseas sales ratio		
27.03	67.42	98.45	84.71	76.60	Earning - basic	Per Share Information (yen)	
25.65	63.98	93.60	84.11	—	Earning - diluted		
10.0	12.00	20.00	20.00	20.00	Dividends		
112,218	134,076	171,388	181,281	198,513	Shareholders' equity		
37.1%	39.4%	44.1%	48.5%	51.2%	Shareholders' equity ratio		
6.4%	13.8%	16.3%	12.8%	10.7%	ROE: Return on equity		
54,684	55,528	52,430	48,426	36,765	Interest-bearing debt		
0.5	0.4	0.3	0.3	0.2	Debt-to-equity ratio (times)		
64,325	78,364	85,469	77,594	79,886	Inventories		
2.5	2.6	2.6	2.3	2.4	Inventory turnover (months)		
15,895	16,980	36,369	16,758	14,904	Capital expenditures		
8,114	9,214	11,534	13,063	12,076	Depreciation and amortization		
10,731	14,033	15,317	16,819	17,979	Research and development expenses		
					Non-financial data		
10,383	11,463	11,356	11,450	11,810	No. of employees (persons)		
246	236	213	229	220	No. of employees rehired (persons) <small>No. of regular employees and temporary contracted workers aged 60 to 64</small>		
2.15%	2.15%	2.04%	2.07%	2.20%	People with disabilities employed (%)		
18	20	20	22	27	No. of non-Japanese employees in Japan (persons) <small>Regular employees and contract employees</small>		
5/83%	7/100%	4/100%	4/100%	15/100%	Use of parental leave program <small>No. of females using the program/Use rate</small>		
1	1	3	3	4	Parental leave program <small>No. of males using the program (persons)</small>		
12.44	12.49	12.48	14.49	14.71	Average days of paid leave taken per year <small>(No. of days/person)</small>		
22,138* ²	22,770* ²	20,737* ²	20,811* ²	21,791* ²	CO ₂ emissions from production and sales activities (t.CO ₂)		

division of businesses within these segments. Value and profit ratios of each segment for the period up until FY2012 are based on figures before the change was implemented. The figures for former Information Technologies segment and Other segment are omitted.

*2: Including sales bases from FY2011.