

Fiscal Year Ended March 31, 2021

Financial Fact Book

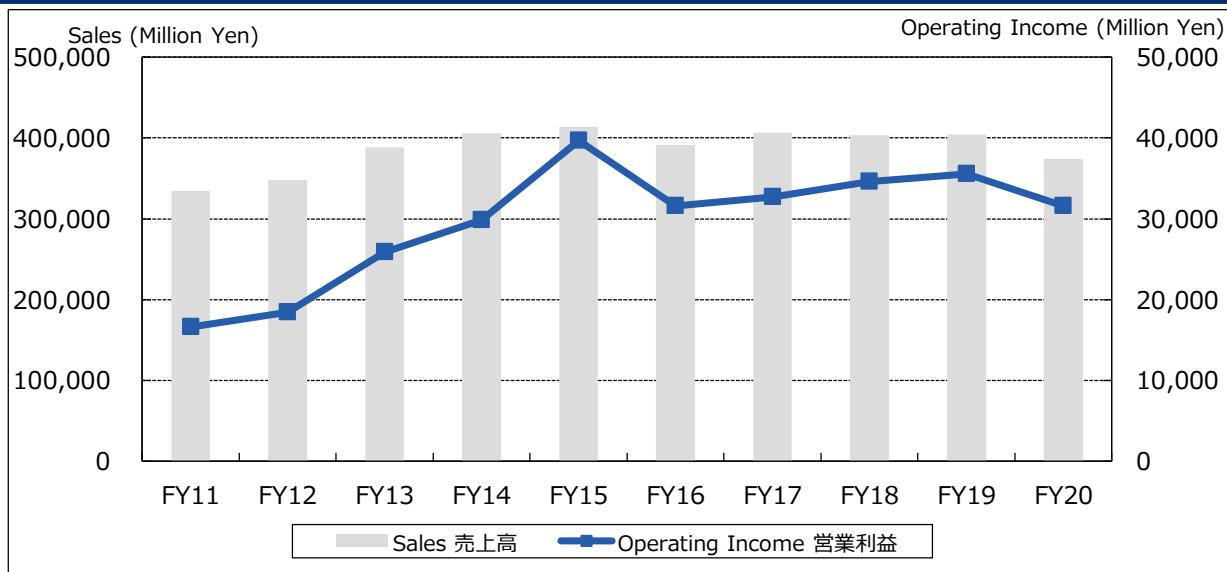
2021年6月23日
June 23, 2021

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1. Sales and Operating Income

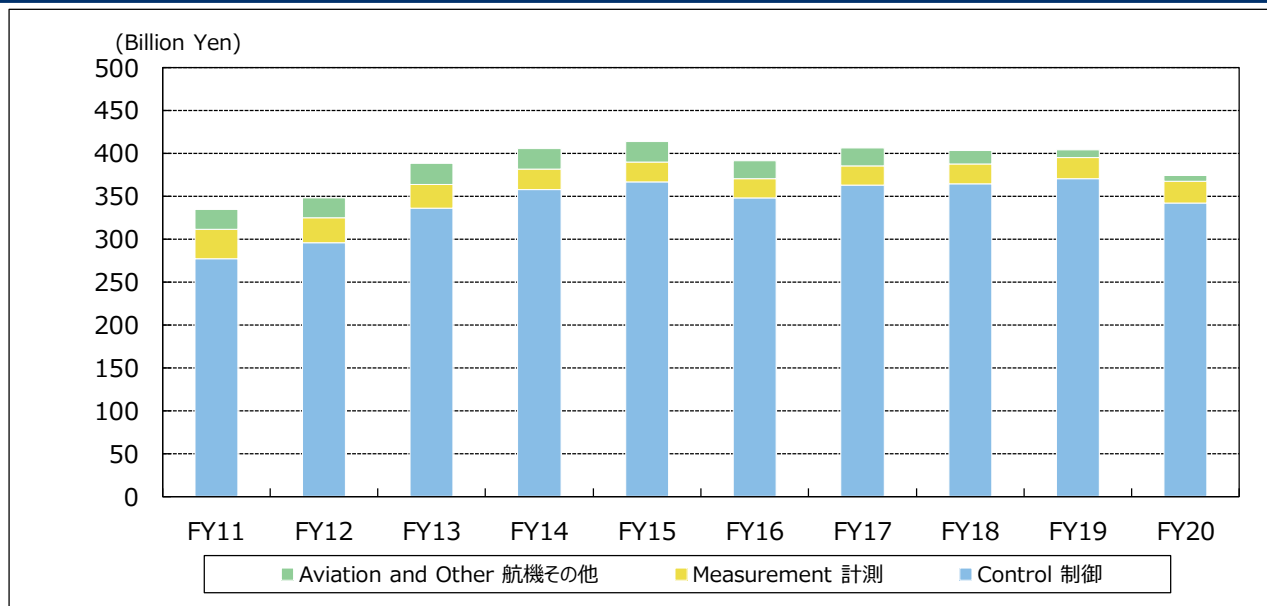
売上高、営業利益



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Sales 売上高	(Million Yen)	334,668	347,899	388,463	405,792	413,732	391,433	406,590	403,711	404,432	374,206
Annual Change 前年比	(%)	2.8%	4.0%	11.7%	4.5%	2.0%	-5.4%	3.9%	-0.7%	0.2%	-7.5%
Operating Income 営業利益	(Million Yen)	16,601	18,409	25,893	29,818	39,642	31,608	32,696	34,594	35,588	31,599
Operating Income on Sales 売上高営業利益率	(%)	5.0%	5.3%	6.7%	7.3%	9.6%	8.1%	8.0%	8.6%	8.8%	8.4%

2. Sales According to FY11-20 Business Segmentation

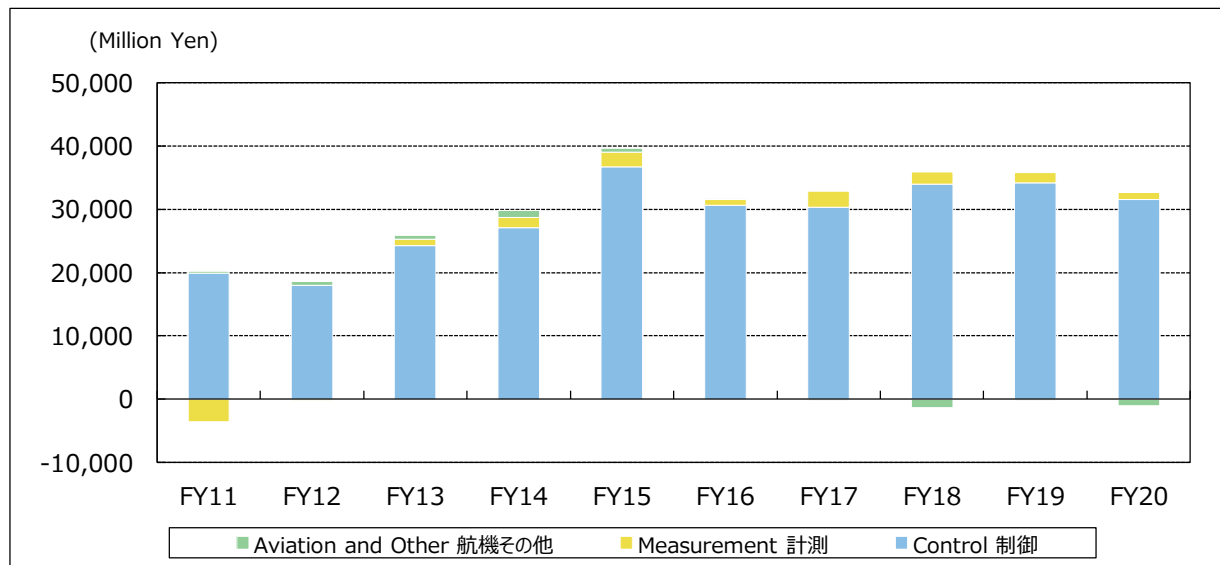
部門別売上 FY11-20



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Control	(Billion Yen)	277.2	295.7	336.3	358.0	366.7	348.1	363.3	364.8	370.6	342.1
制御	(Annual Change)	6.3%	6.7%	13.7%	6.5%	2.4%	-5.1%	4.4%	0.4%	1.6%	-7.7%
Measurement	(Billion Yen)	34.6	29.0	27.8	23.8	23.4	22.2	22.3	22.9	24.8	25.7
計測	(Annual Change)	-6.6%	-16.3%	-4.1%	-14.4%	-1.7%	-5.1%	0.3%	2.7%	8.3%	3.8%
Aviation and Other	(Billion Yen)	22.9	23.2	24.3	24.0	23.6	21.1	21.0	16.1	9.1	6.3
航機その他	(Annual Change)	-17.9%	1.4%	4.6%	-1.2%	-1.7%	-10.6%	-0.3%	-23.6%	-43.3%	-30.3%
Total	(Billion Yen)	334.7	347.9	388.4	405.8	413.7	391.4	406.6	403.7	404.4	374.2

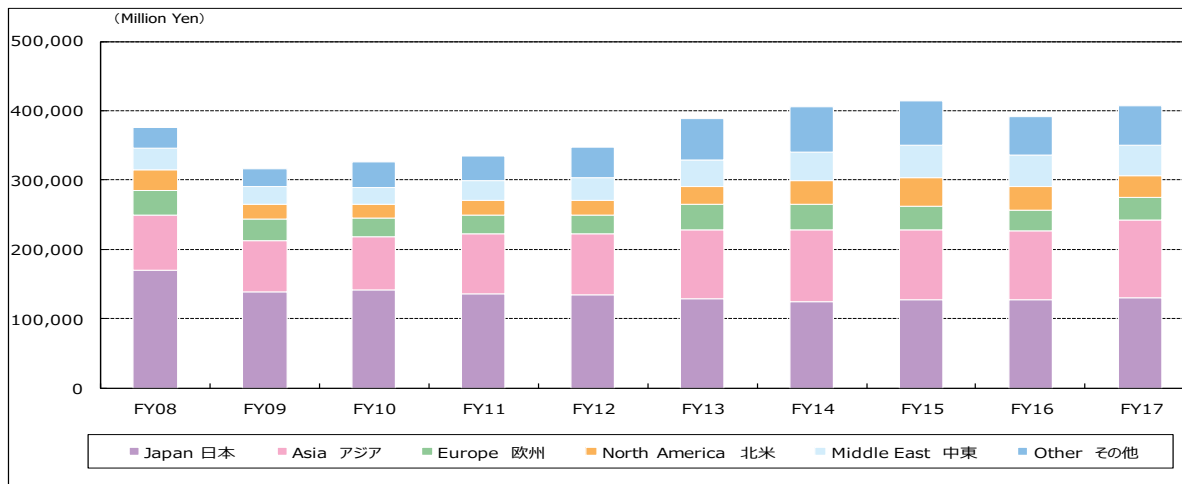
3. Operating Income According to FY11-20 Business Segmentation

部門別営業利益 FY11-20



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Control	(Million Yen)	19,896	18,011	24,224	27,089	36,689	30,636	30,389	33,970	34,159	31,520
制御	(Annual Change)	20.8%	-9.5%	34.5%	11.8%	35.4%	-16.5%	-0.8%	11.8%	0.6%	-7.7%
Measurement	(Million Yen)	-3,572	-225	1,018	1,625	2,389	898	2,533	1,939	1,638	1,149
計測	(Annual Change)	-	-	-	59.6%	47.0%	-62.4%	182.1%	-23.4%	-15.5%	-29.9%
Aviation and Other	(Million Yen)	277	624	650	1,104	564	73	-225	-1,315	-209	-1,069
航機その他	(Annual Change)	-72.5%	125.3%	4.2%	69.8%	-48.9%	-87.1%	-	-	-	-
Total	(Million Yen)	16,601	18,409	25,893	29,818	39,642	31,608	32,696	34,594	35,588	31,599

4. Sales by Geographical Location 地域別売上高 (旧区分) FY08-17

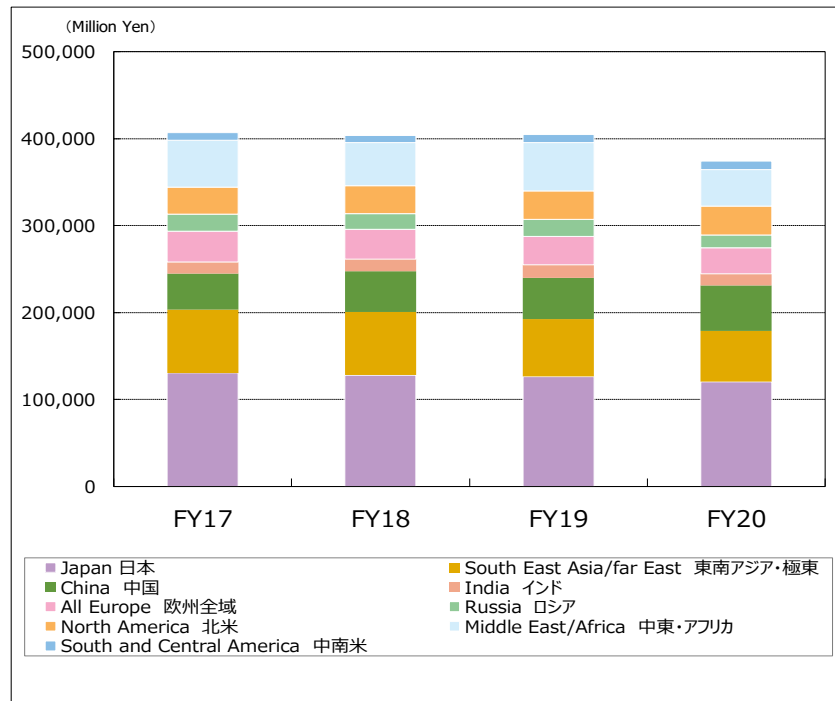


	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Japan (Million Yen)	170,155	139,308	140,920	135,785	133,997	129,079	124,733	127,111	127,943	130,466
日本 (%)	45.2	44.0	43.2	40.6	38.5	33.2	30.7	30.7	32.7	32.1
Asia (Million Yen)	79,372	72,872	77,037	87,287	87,991	98,612	103,756	100,477	98,120	111,990
アジア (%)	21.1	23.0	23.7	26.1	25.3	25.4	25.6	24.3	25.1	27.6
Europe (Million Yen)	36,004	32,007	26,843	26,366	27,521	37,743	36,704	34,821	31,184	32,677
欧州 (%)	9.6	10.1	8.2	7.9	7.9	9.7	9.0	8.4	8.0	8.0
North America (Million Yen)	29,087	20,931	20,997	21,276	21,500	25,856	34,540	40,435	32,906	30,935
北米 (%)	7.7	6.6	6.5	6.3	6.2	6.7	8.5	9.8	8.4	7.6
Middle East (Million Yen)	32,096	25,199	22,952	27,815	32,141	37,315	41,142	46,761	45,555	43,926
中東 (%)	8.5	8.0	7.0	8.3	9.2	9.6	10.2	11.3	11.6	10.8
Other (Million Yen)	29,820	26,289	36,868	36,137	44,747	59,856	64,915	64,124	55,722	56,593
その他 (%)	7.9	8.3	11.3	10.8	12.9	15.4	16.0	15.5	14.2	13.9
Total (Million Yen)	376,534	316,606	325,620	334,668	347,899	388,463	405,792	413,732	391,433	406,590
合計 (%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Notes: We have had a separate category for the Middle East figures since FY08, as this region has accounted for a significant portion of consolidated sales. Until the end of FY07, these figures were included in the "Other" category.

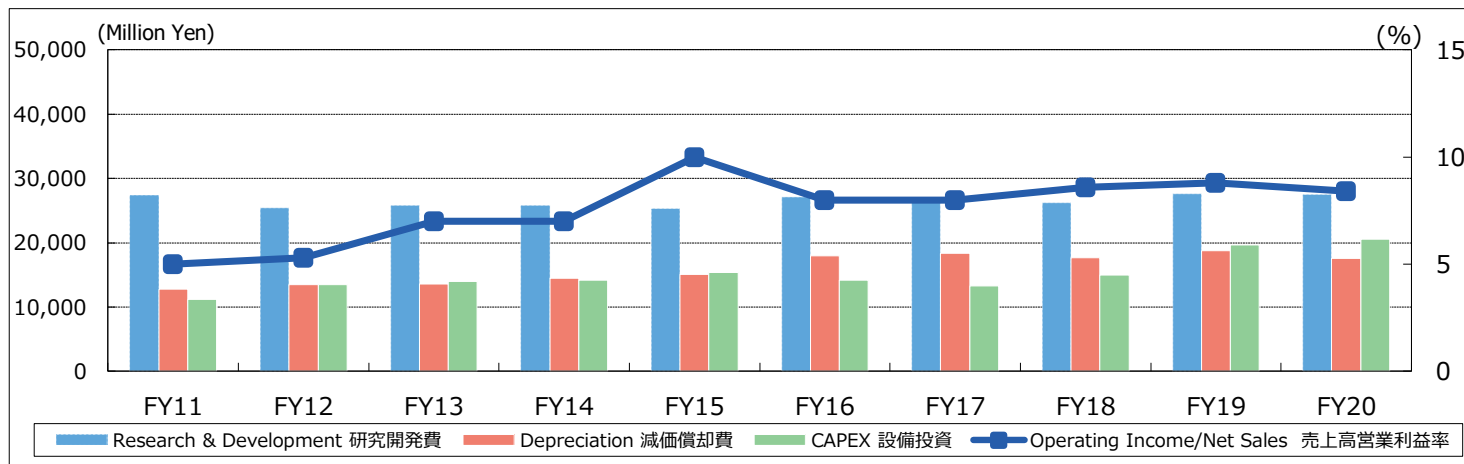
4. Sales by Geographical Location 地域別売上高（新区分）FY17-20

		FY17	FY18	FY19	FY20
Japan 日本	(Million Yen) (%)	130,466 32.1	128,080 31.7	126,467 31.3	120,338 32.2
Southeast Asia/ Far East 東南アジア・極東	(Million Yen) (%)	73,034 18.0	72,558 18.0	66,000 16.3	58,641 15.7
China 中国	(Million Yen) (%)	41,267 10.2	47,049 11.6	47,310 11.7	52,217 14.0
India インド	(Million Yen) (%)	13,116 3.2	13,839 3.4	15,339 3.8	13,415 3.6
All Europe 欧州全域	(Million Yen) (%)	35,568 8.7	34,223 8.5	32,599 8.1	30,073 8.0
Russia ロシア	(Million Yen) (%)	19,843 4.9	18,086 4.5	19,511 4.8	14,293 3.8
North America 北米	(Million Yen) (%)	30,935 7.6	31,759 7.9	32,705 8.1	33,430 8.9
Middle East/ Africa 中東・アフリカ	(Million Yen) (%)	53,760 13.2	49,776 12.3	55,461 13.7	42,013 11.2
South and Central America 中南米	(Million Yen) (%)	8,596 2.1	8,338 2.1	9,039 2.2	9,782 2.6
Total 合計	(Million Yen) (%)	406,590 100.0	403,711 100.0	404,432 100.0	374,206 100.0



Notes: For net sales for "Southeast Asia/Far East," "China," and "India," which had been included in "Asia" in the previous fiscal year, as well as net sales for "Russia," "All Europe," "Middle East/Africa," "South and Central America," and "Southeast Asia/Far East," which had been included in "Other" in the previous fiscal year, given the increasing importance of each region, we organized a system to collect precise information, and have thus changed the method of display starting in the fiscal year under review.

5. Cost Composition and Operating Income/Sales 費用構成、売上高営業利益率

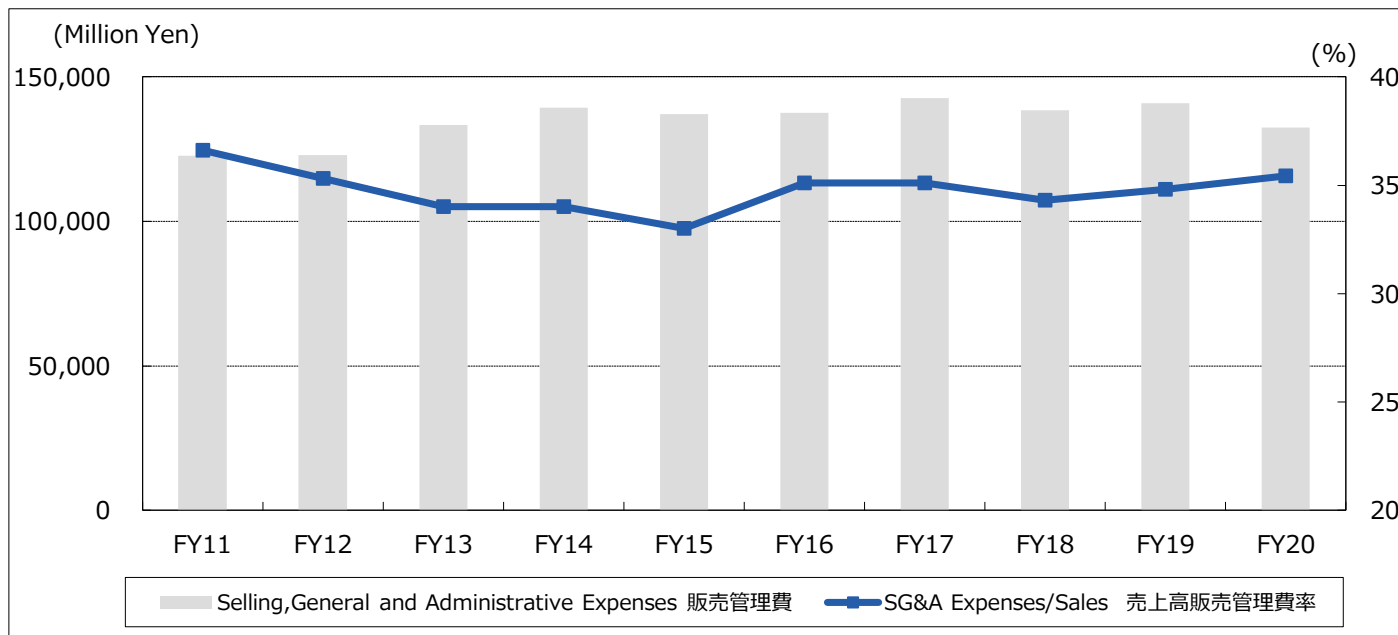


	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Research and Development 研究開発費 (Million Yen)	27,472	25,477	25,824	25,787	25,286	27,126	26,575	26,249	27,604	27,477
R&D/Sales 売上高比(%)	8.2	7.3	6.6	6.4	6.3	6.9	6.5	6.5	6.8	7.3
Depreciation 減価償却費 (Million Yen)	12,756	13,496	13,551	14,485	15,121	18,009	18,319	17,651	18,791	17,563
Depreciation/Sales 売上高比(%)	3.8	3.9	3.5	3.6	3.7	4.6	4.5	4.4	4.6	4.7
CAPEX 設備投資 (Million Yen)	11,143	13,468	14,006	14,129	15,377	14,168	13,230	14,959	19,626	20,567
CAPEX/Sales 売上高比(%)	3.3	3.9	3.6	3.5	3.7	3.6	3.3	3.7	4.9	5.5
Operating Income/Sales 売上高営業利益率(%)	5.0	5.3	6.7	7.3	9.6	8.1	8.0	8.6	8.8	8.4

*Notes : The Group's consolidated subsidiaries outside Japan have adopted IFRS 16 (Leases) from FY19.

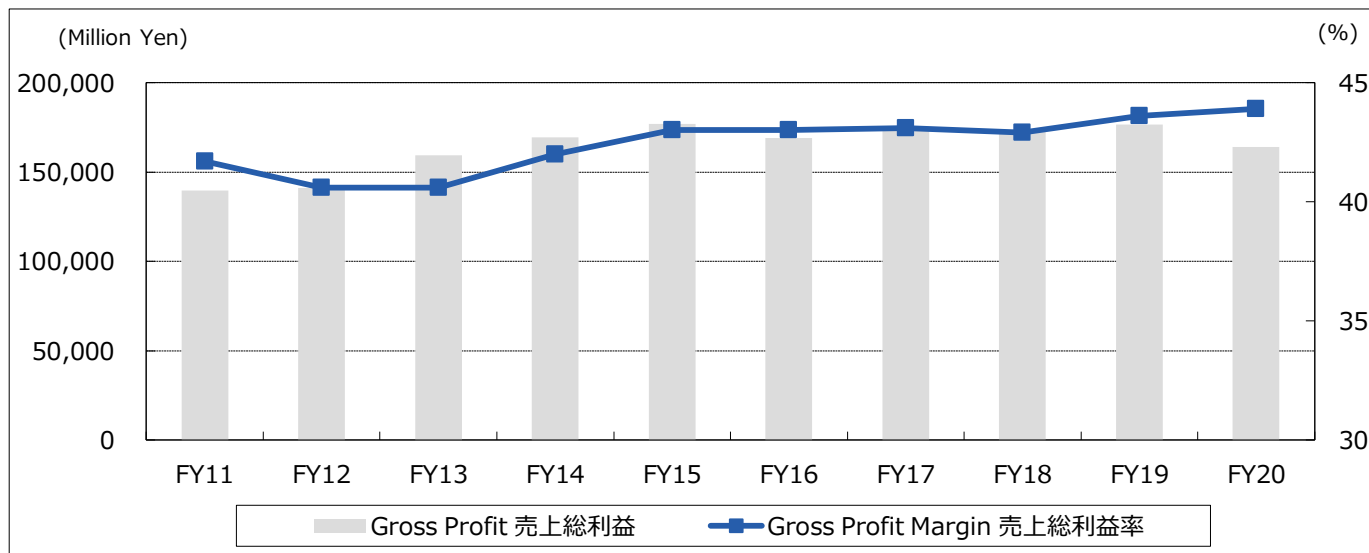
6. Selling, General and Administrative Expenses

販売費及び一般管理費



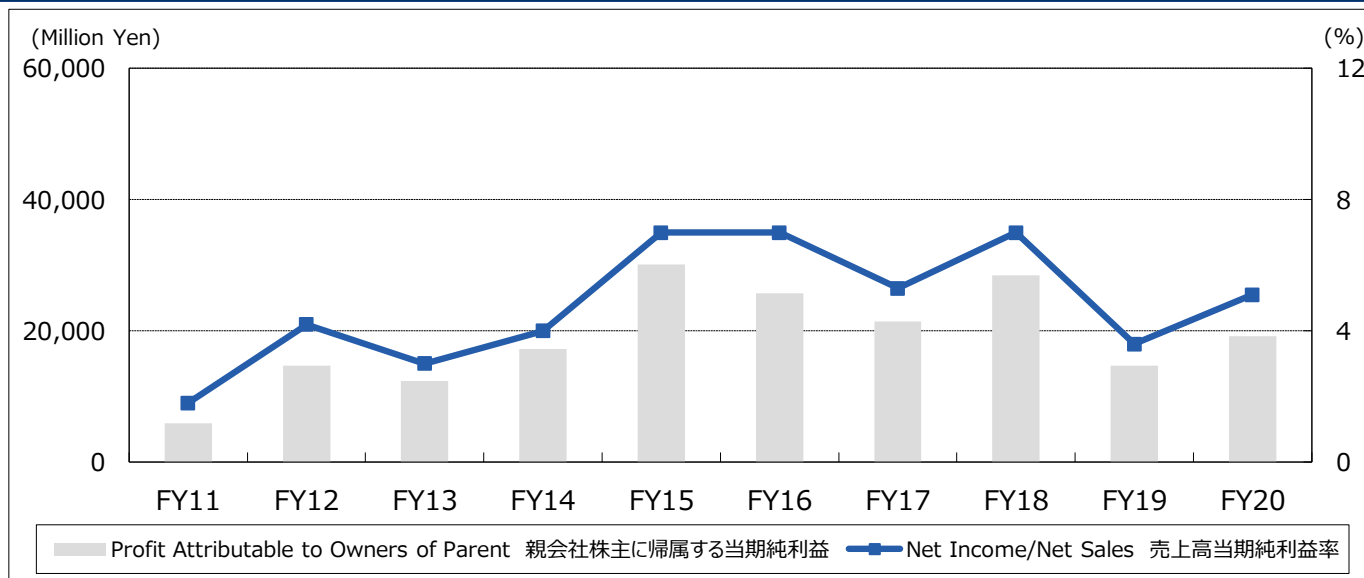
	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Selling, General and Administrative Expenses 販売管理費 (Million Yen)	122,636	122,845	133,313	139,395	137,146	137,502	142,631	138,475	140,921	132,569
SG&A Expenses/Sales 売上高販売管理費率 (%)	36.6	35.3	34.3	34.4	33.1	35.1	35.1	34.3	34.8	35.4

7. Gross Profit Margin 売上総利益率



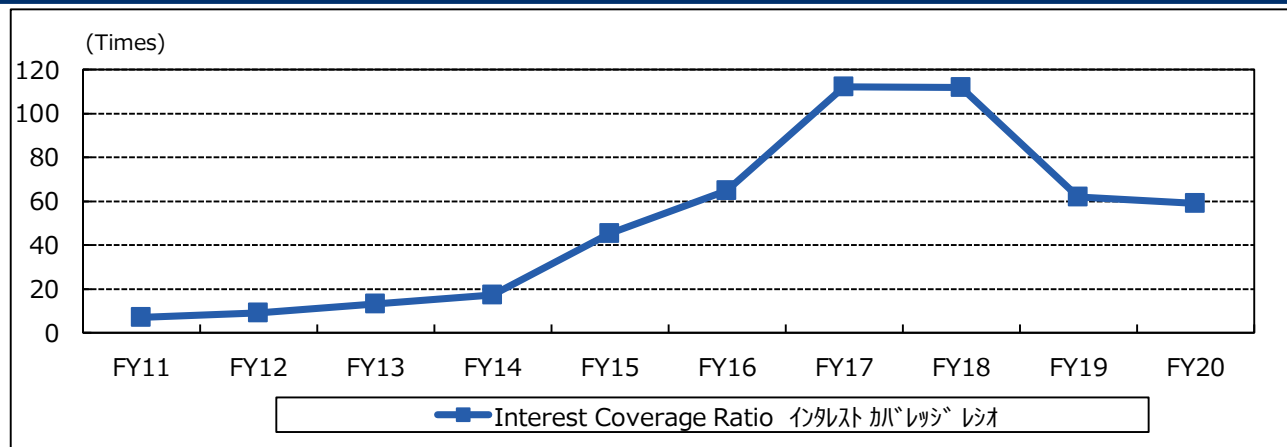
		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Sales 売上高	(Million Yen)	334,668	347,899	388,463	405,792	413,732	391,433	406,590	403,711	404,432	374,206
Cost of Sales 売上原価	(Million Yen)	195,430	206,644	229,256	236,578	236,943	222,322	231,262	230,641	227,922	210,036
Gross Profit 売上総利益	(Million Yen)	139,238	141,255	159,206	169,214	176,789	169,111	175,328	173,070	176,510	164,169
Gross Profit Margin 売上総利益率	(%)	41.6	40.6	41.0	41.7	42.7	43.2	43.1	42.9	43.6	43.9

8. Profit Attributable to Owners of Parent / Sales 売上高当期純利益率



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Sales 売上高	(Million Yen)	334,671	347,899	388,463	405,792	413,732	391,433	406,590	403,711	404,432	374,206
Income before Tax 税引前当期利益	(Million Yen)	11,672	20,496	21,750	27,426	41,936	35,523	29,381	38,428	25,759	31,524
Profit Attributable to Owners of Parent 親会社株主に帰属する当期純利益	(Million Yen)	5,952	14,688	12,341	17,223	30,161	25,759	21,449	28,446	14,686	19,219
Profit Attributable to Owners of Parent/Sales 売上高親会社株主に帰属する当期純利益率	(%)	1.8	4.2	3.2	4.2	7.3	6.6	5.3	7.0	3.6	5.1

9. Interest Coverage Ratio インタレストカバレッジレシオ



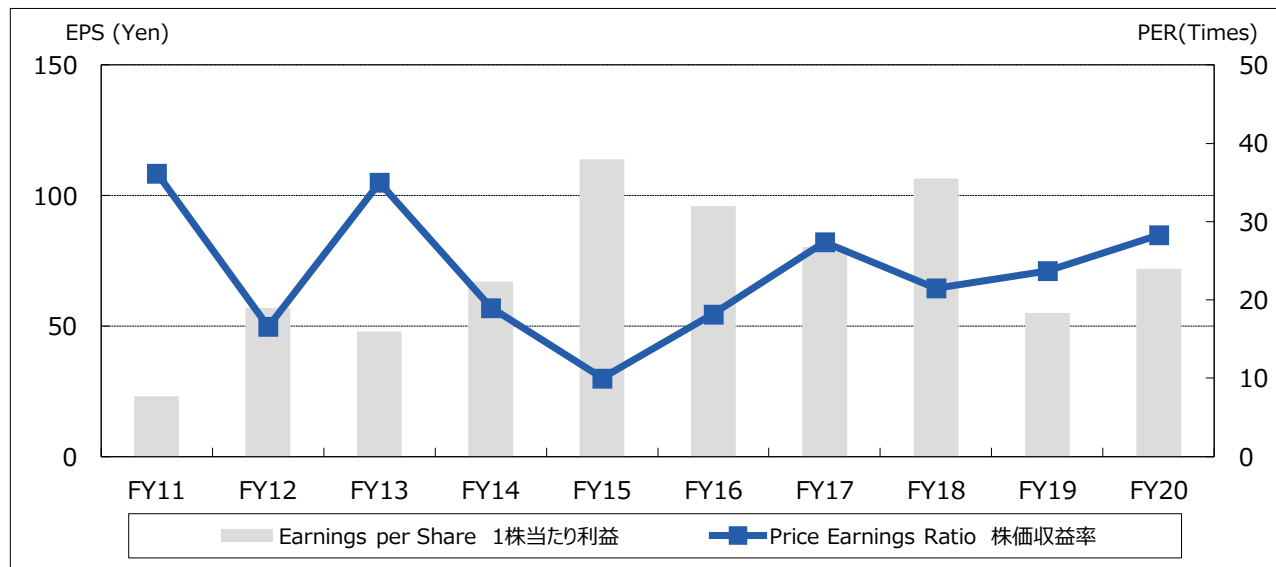
		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Operating Income 営業利益	(Million Yen)	16,601	18,409	25,893	29,818	39,642	31,608	32,696	34,594	35,588	31,599
Interest Income 受取利息	(Million Yen)	392	466	443	534	616	557	575	672	523	393
Interest Expense 支払利息	(Million Yen)	2,652	2,209	2,101	1,833	927	522	312	330	610	566
Dividends Received 受取配当金	(Million Yen)	1,561	1,524	1,631	1,685	1,729	1,693	1,757	1,650	1,743	1,499
Interest Coverage Ratio インタレストカバレッジレシオ	(Times)	7.0	9.2	13.3	17.5	45.3	64.9	112.3	111.9	62.1	59.2

Notes: Interest Coverage Ratio = (Operating Income + Interest Income and Dividends Received) / (Interest Expense)

注: インタレストカバレッジレシオ = (営業利益 + 受取利息及び受取配当金) / (支払利息)

10. Earnings per Share and Price Earnings Ratio

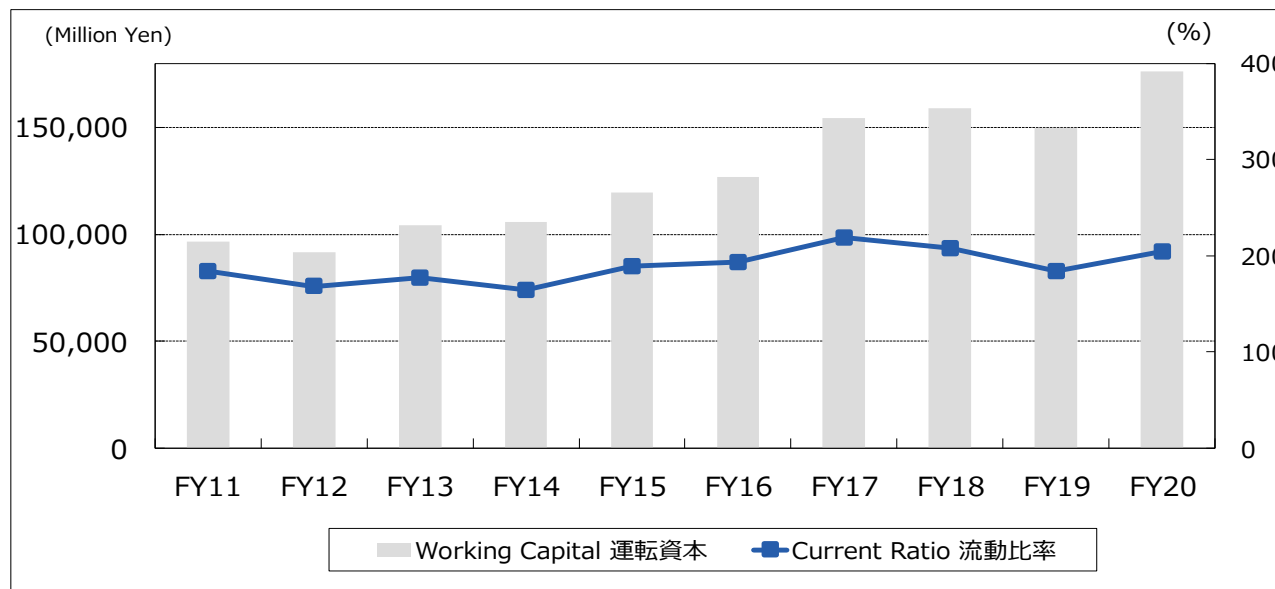
1 株当たり利益、株価収益率



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Earnings per Share 1株当たり利益	(Yen)	23.1	57.0	47.9	66.9	114.0	96.4	80.3	106.5	55.0	72.0
Price Earnings Ratio 株価収益率	(Times)	36.2	16.6	34.8	19.4	10.2	18.2	27.4	21.5	23.7	28.3
Stock Price at the End of the Term 期末株価	(Yen)	837	946	1,667	1,295	1,163	1,752	2,198	2,291	1,303	2,038

11. Working Capital and Current Ratio

運転資本、流動比率

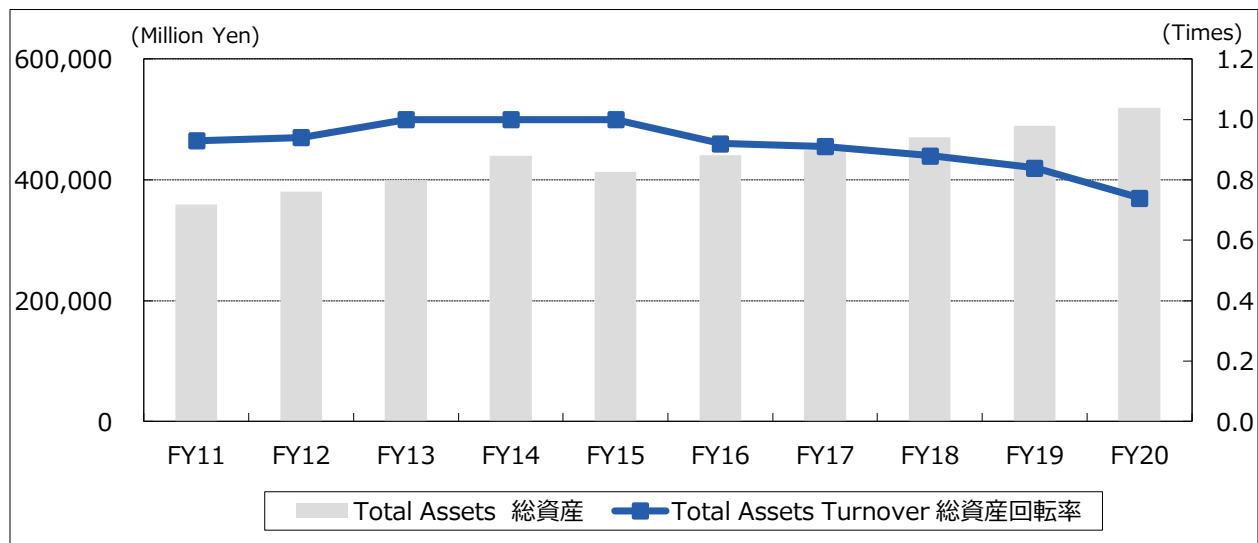


	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Current Assets 流動資産 (Million Yen)	211,302	226,689	239,983	270,495	253,014	263,807	283,917	306,560	328,882	345,311
Current Liabilities 流動負債 (Million Yen)	114,616	134,970	135,833	164,573	133,599	136,909	129,411	147,669	178,900	168,993
Current Ratio 流動比率 (%)	184	168	177	164	189	193	219	208	184	204
Working Capital 運転資本 (Million Yen)	96,686	91,719	104,150	105,922	119,415	126,898	154,506	158,891	149,982	176,318

Notes: Current Ratio=Current Assets/Current Liabilities Working Capital=Current Assets–Current Liabilities

(注) 流動比率=流動資産/流動負債 運転資本=流動資産–流動負債

12. Total Assets Turnover 総資産回転率

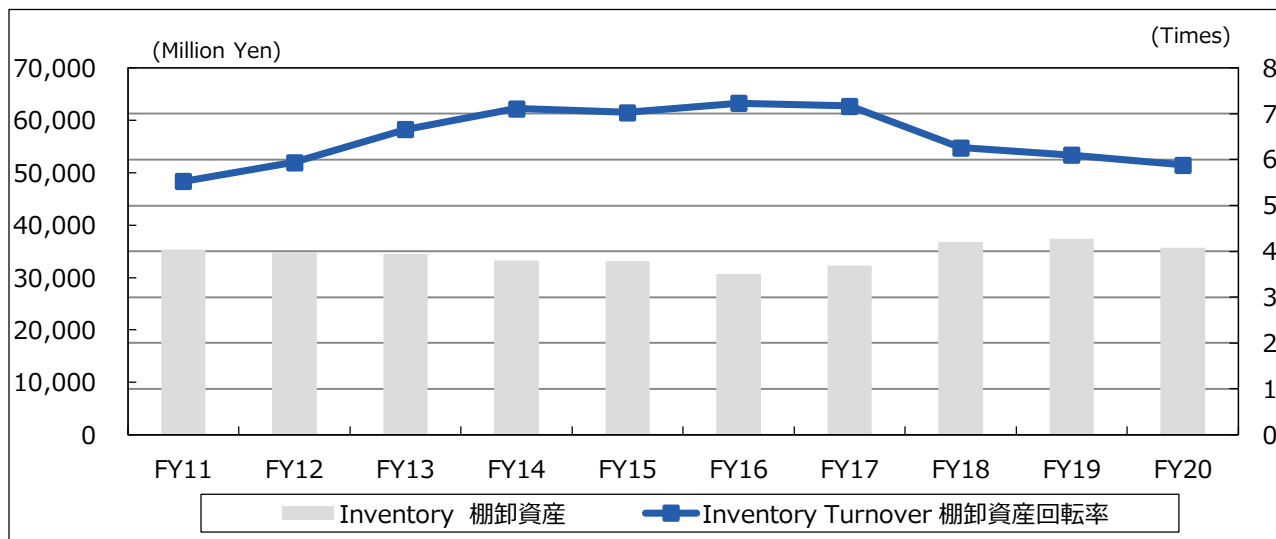


		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Sales 売上高	Million Yen)	334,668	347,899	388,463	405,792	413,732	391,433	406,590	403,711	404,432	374,206
Total Assets 総資産	Million Yen)	359,500	379,931	398,920	439,957	412,772	440,498	448,809	470,114	489,678	519,081
Total Assets Turnover 総資産回転率	(Times)	0.93	0.94	1.00	0.97	0.97	0.92	0.91	0.88	0.84	0.74

Note: Total Assets Turnover = Sales / Total Assets

注) 総資産回転率 = 売上高 / 総資産 (平均法)

13. Inventory Turnover 棚卸資産回転率

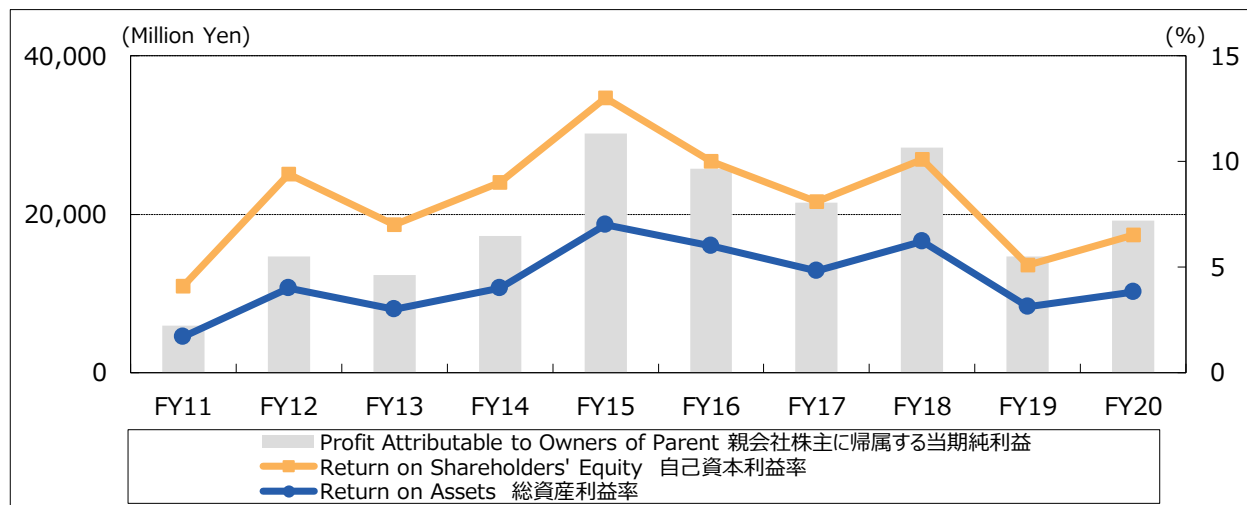


		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Cost of Sales 売上原価	(Million Yen)	195,430	206,644	229,256	236,578	236,943	222,322	231,262	230,641	227,922	210,036
Inventory 棚卸資産	(Million Yen)	35,357	34,796	34,443	33,258	33,718	30,729	32,254	36,840	37,340	35,730
Inventory Turnover 棚卸資産回転率	(Times)	5.53	5.94	6.66	7.11	7.03	7.23	7.17	6.26	6.10	5.88

Note: Inventory Turnover = Cost of Sales / Inventory 注: 棚卸資産回転率 = 売上原価 / 棚卸資産

14. Return on Equity and Return on Assets

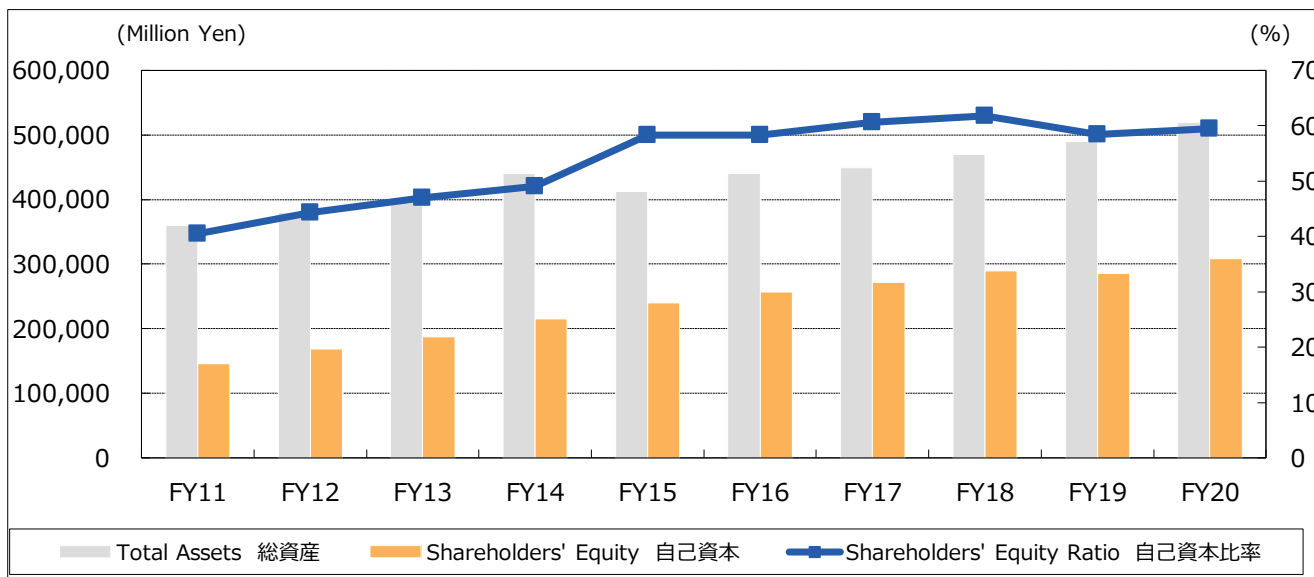
自己資本利益率、総資産利益率



	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Profit Attributable to Owners of Parent 親会社株主に帰属する当期純利益 (Million Yen)	5,952	14,688	12,341	17,223	30,161	25,759	21,449	28,446	14,686	19,219
Shareholders' Equity 自己資本 (Million Yen)	145,691	168,389	187,255	215,543	240,444	256,407	271,876	289,859	285,904	308,323
Return on Equity 自己資本利益率 (%)	4.1	9.4	6.9	8.6	13.2	10.4	8.1	10.1	5.1	6.5
Total Assets 総資産 (Million Yen)	359,500	379,931	398,920	439,957	412,772	440,498	448,809	470,114	489,678	519,081
Return on Assets 総資産利益率 (%)	1.7	4.0	3.1	4.1	7.1	6.0	4.8	6.2	3.1	3.8

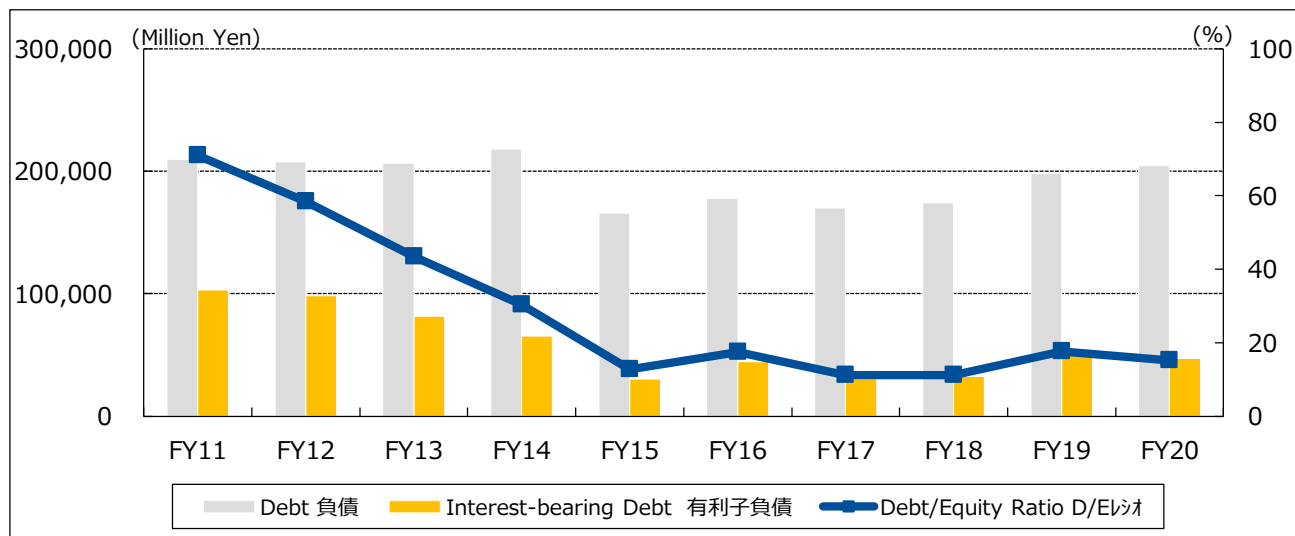
15. Shareholders' Equity / Total Assets

自己資本比率



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Total Assets 総資産	(Million Yen)	359,500	379,931	398,920	439,957	412,772	440,498	448,809	470,114	489,678	519,081
Shareholders' Equity 自己資本	(Million Yen)	145,691	168,389	187,255	215,543	240,444	256,407	271,876	289,859	285,904	308,323
Shareholders' Equity Ratio 自己資本比率	(%)	40.5	44.3	46.9	49.0	58.3	58.2	60.6	61.7	58.4	59.4

16. Debt Equity Ratio デット エクイティ レシオ

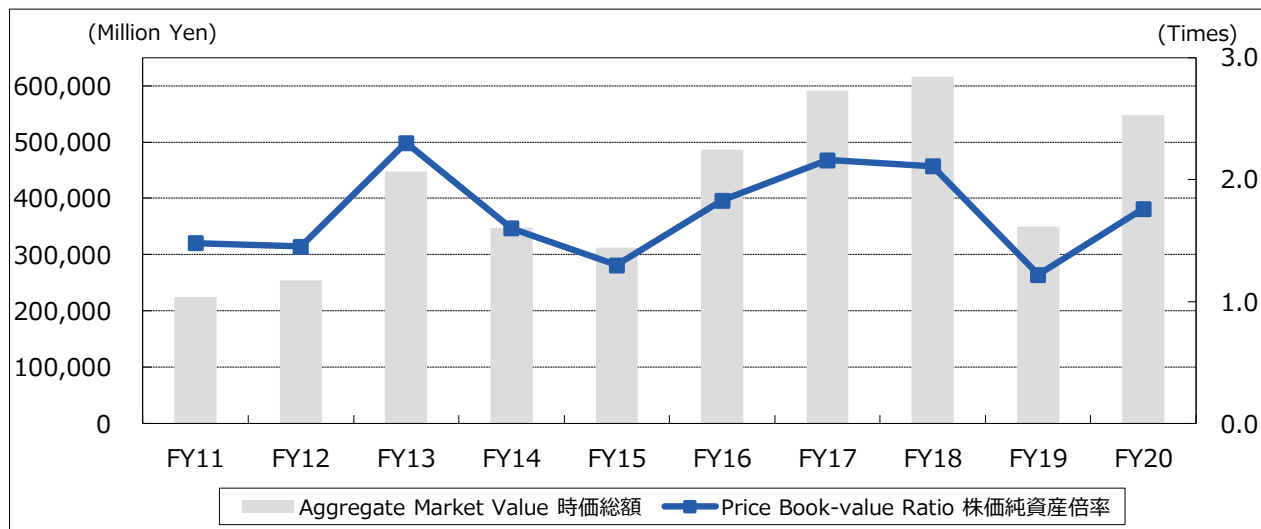


	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Debt 負債 (Million Yen)	209,926	207,535	206,814	217,981	165,879	177,983	170,136	173,963	198,206	204,310
Interest-bearing Debt 有利子負債 (Million Yen)	103,260	98,597	81,406	65,271	30,528	44,560	30,475	32,502	50,480	46,921
Shareholders' Equity 自己資本 (Million Yen)	145,691	168,839	187,255	215,543	240,444	256,407	271,876	289,859	285,904	308,323
Debt/Equity Ratio D/Eレシオ (%)	70.9	58.4	43.5	30.3	12.7	17.4	11.2	11.2	17.7	15.2

Note: Debt Equity Ratio = Interest-bearing Debt / Shareholders' Equity
注) デットエクイティレシオ = 有利子負債 / 自己資本

17. Aggregate Market Value and Price Book-value Ratio

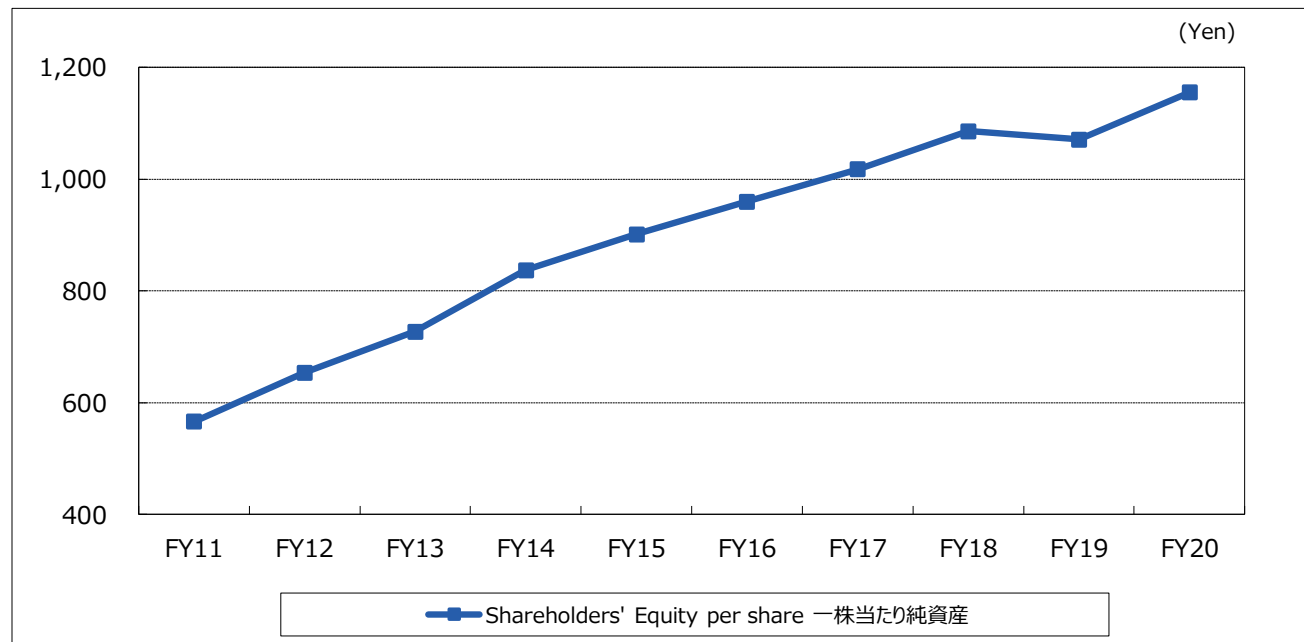
時価総額、株価純資産倍率



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Aggregate Market Value 時価総額	(Million Yen)	224,839	254,119	447,797	347,869	312,410	470,630	590,437	615,419	350,018	547,457
Numbers of Shares 発行済み株数	(Shares)	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510
Stock Price at the End of the Term 期末株価	(Yen)	837	946	1,667	1,295	1,163	1,752	2,198	2,291	1,303	2,038
Shareholders' Equity 自己資本	(Million Yen)	145,691	168,389	187,255	215,543	240,444	256,407	271,876	289,859	285,904	308,323
Shareholders' Equity per Share 1株当たり純資産	(Yen)	566	654	727	837	901	960	1,017	1,086	1,071	1,155
Price Book-value Ratio 株価純資産倍率	(Times)	1.48	1.45	2.29	1.55	1.29	1.83	2.16	2.11	1.22	1.76

18. Shareholders' Equity per Share

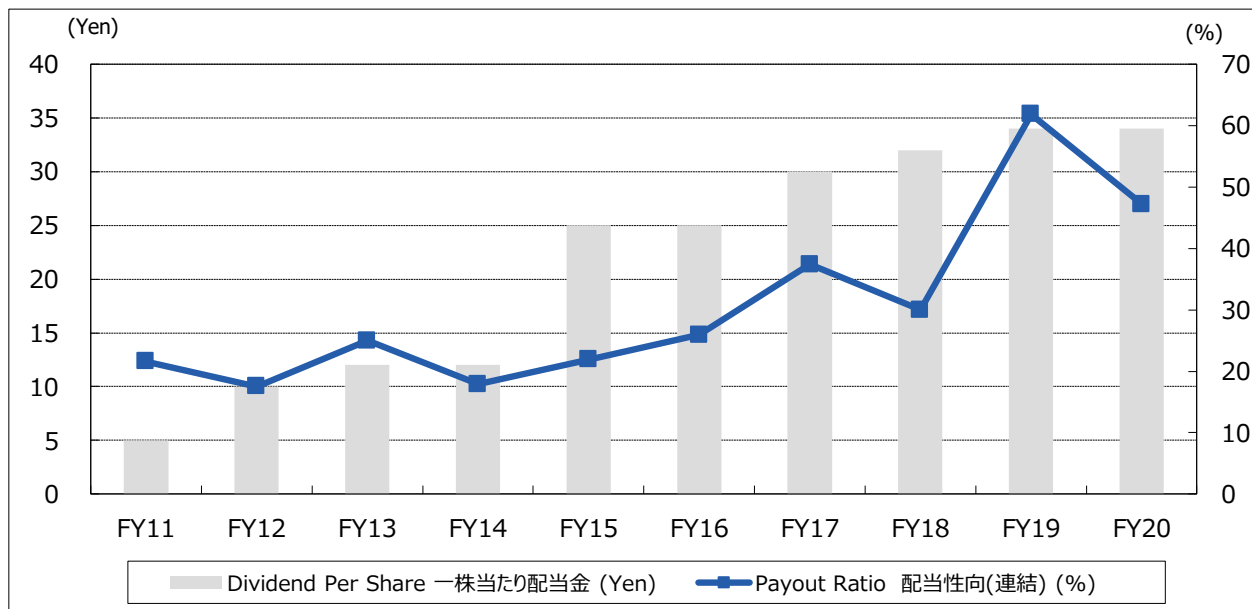
1株あたり純資産



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Shareholders' Equity per Share 1株あたり純資産	(Yen)	566	654	727	837	901	960	1,017	1,086	1,071	1,155
Annual Change 前年比	(%)	2.8%	15.6%	11.2%	15.1%	7.6%	6.5%	5.9%	6.8%	-1.4%	7.8%

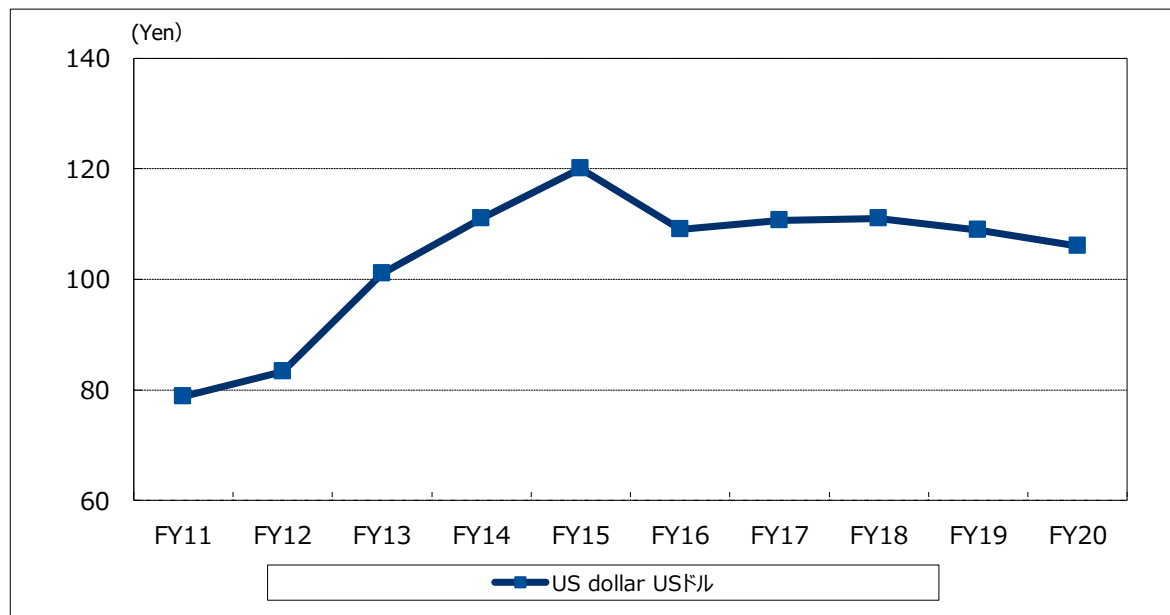
19. Dividend Per Share/Payout Ratio

1株当たり配当金、配当性向



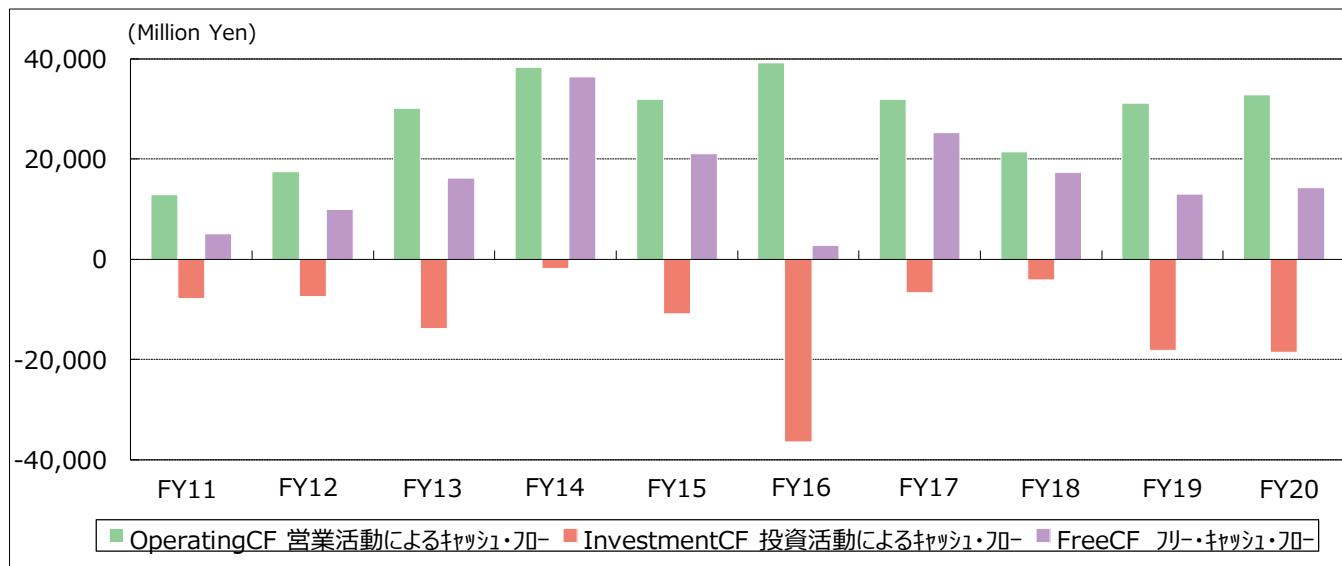
		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Dividend Per Share 一株当たり配当金	(Yen)	5.0	10.0	12.0	12.0	25.0	25.0	30.0	32.0	34.0	34.0
Payout Ratio 配当性向(連結)	(%)	21.6	17.5	25.0	17.9	21.9	25.9	37.4	30.0	61.8	47.2

20. Average Exchange Rate During the Period 期中平均為替レート



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
US dollar USドル	(Yen)	78.82	83.33	100.67	110.58	119.99	108.95	110.70	111.07	108.96	106.01
Annual Change 前年比	(%)	-7.4%	5.7%	20.8%	9.8%	8.5%	-9.2%	1.6%	0.3%	-1.9%	-2.7%

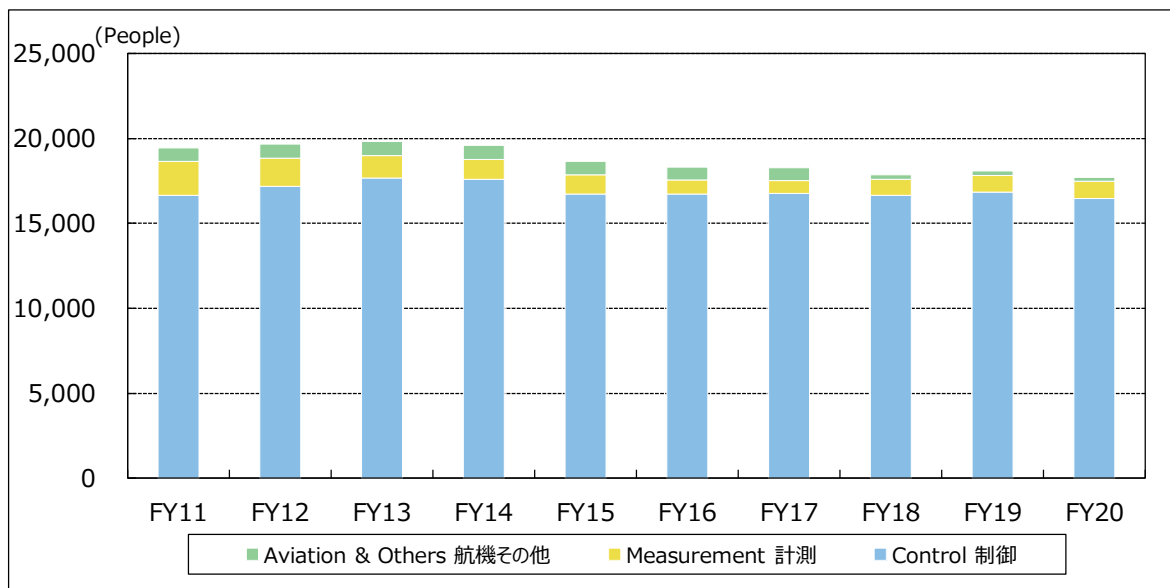
21. Cash flow キャッシュ・フロー



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Operating CF 営業活動によるキャッシュ・フロー	(Million Yen)	12,897	17,433	30,107	38,293	31,931	39,245	31,980	21,410	31,132	32,842
Investment CF 投資活動によるキャッシュ・フロー	(Million Yen)	-7,841	-7,502	-13,884	-1,844	-10,894	-36,498	-6,648	-4,088	-18,182	-18,617
Free CF フリー・キャッシュ・フロー	(Million Yen)	5,056	9,931	16,223	36,449	21,037	2,747	25,332	17,322	12,950	14,225

22. People According Business Segmentation

部門別人員



		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Annual Change (FY20-FY19)
Control	(people)	16,672	17,188	17,669	17,593	16,724	16,751	16,771	16,633	16,865	16,483	-382
制御	(%)	85.8%	87.3%	89.1%	89.8%	89.7%	91.4%	91.7%	93.2%	93.1%	93.0%	-
Measurement	(people)	1,968	1,667	1,328	1,171	1,122	802	770	945	980	990	10
計測	(%)	10.1%	8.5%	6.7%	6.0%	6.0%	4.4%	4.2%	5.3%	5.4%	5.6%	-
Aviation & Others	(people)	797	830	840	837	800	776	749	270	262	242	-20
航機その他	(%)	4.1%	4.2%	4.2%	4.3%	4.3%	4.2%	4.1%	1.5%	1.4%	1.4%	-
Total	(people)	19,437	19,685	19,837	19,601	18,646	18,329	18,290	17,848	18,107	17,715	-392

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The information has not been restated to reflect the revision of the initially allocated acquired costs that was decided upon finalization of the tentative accounting treatment and application of the "Partial Amendments to Accounting Standard for Tax Effect Accounting."

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