

# Performance Highlight

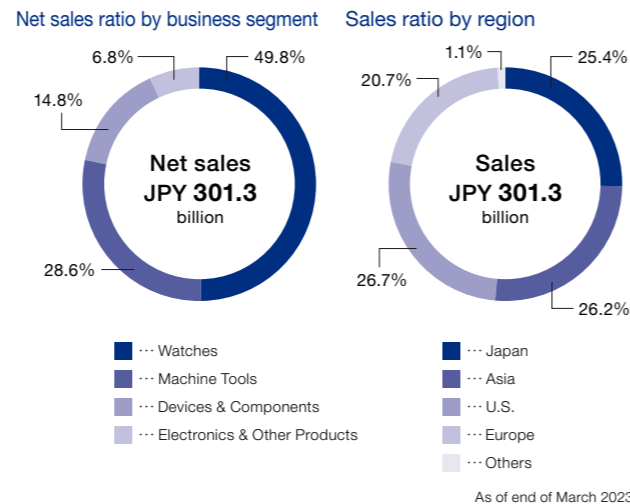
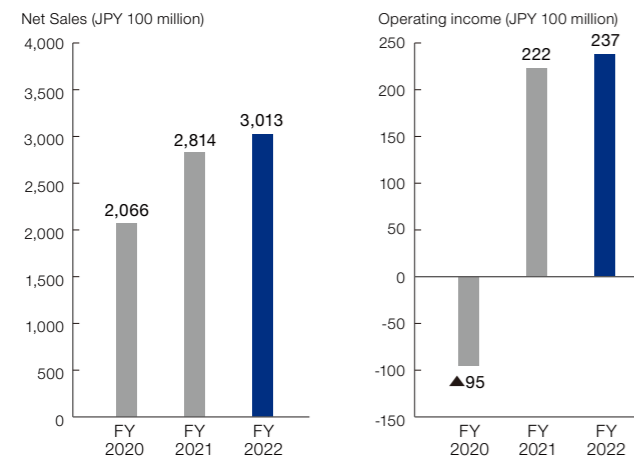
## Financial Performance of CITIZEN Group

In FY2022, the domestic economy continued to see a gradual pickup in personal consumption as economic activities normalized, despite the impact of rising prices and other factors. In the North American and European markets, consumer spending remained strong, despite growing concerns about economic recession amid uncertainties such as instability caused by geopolitical factors and inflation caused by soaring resource prices. Of the Asian markets, China showed a strong sense of stagnation

despite a shift from its zero-corona policy. Other Asian regions were also affected by sharp price hikes, and their economic recoveries remained weak.

As a result, net sales totaled JPY301.3 billion and operating income was JPY23.7 billion, achieving an increase in both sales and income. Ordinary income was JPY29.0 billion and net income attributable to owners of the parent was JPY21.8 billion.

### Profitability



## CITIZEN Group's Nonfinancial Performance

	The CITIZEN Group Code of Conduct translated into	<b>10</b> languages
	CDP supplier engagement evaluation	Leader board <b>Selection</b>
	Percentage of Group employees in Japan completing e-learning on human rights:	<b>99.6%</b>
	Number of cases of monitoring under international environmental laws and regulations:	<b>1,697</b>
	Number of "sustainable procurement" supplier surveys	About <b>14</b> companies

For further information about CSR data, visit this website  
<https://www.citizen.co.jp/global/csr/data/index.html>

# Current Position of CITIZEN Group

CITIZEN Group has developed a wide range of businesses for over 100 years since its foundation in 1918, with the desire to create domestically produced watches. The

following is an overview of our four businesses that contribute broadly to the lives of people around the world.

### Watches

**Top class middle-range market share in the U.S.**  
**World's top class in movement sales**

"Better Starts Now" -- as long as we consider 'now' as the time to start and take action at any time, we can constantly make something better. Based on this belief, we have pioneered the development of the world's first photovoltaic technology "Eco-Drive" and the most advanced GPS satellite radio wave watches, opening the way to the future of watchmaking. We are one of the few watch manufacturers in the world that can carry out in-house integrated production from parts to finished watches.

**Main operating companies**  
 CITIZEN WATCH CO., LTD., CITIZEN WATCH MANUFACTURING CO., LTD., CITIZEN RETAIL PLANNING CO., LTD., CITIZEN T.I.C. CO., LTD.

### Machine Tools

**Medium and small CNC automatic lathes**  
**Top-class global market share**

Utilizing our technology and know-how cultivated in the manufacture of small watch parts which requires high precision, we began the production of machine tools in 1936. Machine tools are used for producing necessary parts in a wide range of fields, including automotive, medical, and IT-related industries, and contribute to the development of manufacturing industries around the world.

**Main operating companies**  
 CITIZEN MACHINERY CO., LTD.

**FY2022 Sales Composition Ratio by Business**

- Watches: 50%
- Machine Tools: 28%
- Devices & Components: 15%
- Electronics & Other Products: 7%

### Devices & Components

**Applying proprietary core technologies to high value-added products**

Applying the core technologies of "miniaturization," "precision processing," and "low power consumption" cultivated in our watch manufacturing, we provide products for various electronic devices that support society. By enabling lower power consumption and longer service life of such devices, we not only make people's lives more convenient and comfortable but also contribute to reduction of the burden on the global environment.

**Main operating companies**  
 CITIZEN FINEDEVICE CO., LTD., CITIZEN ELECTRONICS CO., LTD., CITIZEN MICRO CO., LTD., CITIZEN CHIBA PRECISION CO., LTD., FUJIMI CO., LTD., CITIZEN ELECTRONICS TIMEL CO., LTD.

### Electronics & Other Products

**Application and development of the technology of small precision instruments**

Our POS systems, barcode printers, and high-resolution digital photo printers are produced by applying the technologies of "miniaturization," "precision processing" and "low power consumption" which have been cultivated in our watch manufacturing, and utilized in various situations in society. Furthermore, our electronic blood pressure monitors, electronic thermometers, and pedometers, which are based on further development of our core technologies, help people maintain healthy lifestyles.

**Main operating companies**  
 CITIZEN SYSTEMS CO., LTD., TOKYO BJUTSU CO., LTD.

## Overseas Operations of CITIZEN Group

CITIZEN WATCH Co., Ltd., which started with the founder's desire to create domestically produced watches, has been enthusiastically expanding overseas operations, taking advantage of its technological strengths in miniaturization, automation technology, precision processing, and

low power consumption. Today, with 64 overseas subsidiaries and overseas sales ratio of 74%, CITIZEN Group contributes to the lives of people around the world through providing products and services that meet their needs with reliable technologies.

### Sales by Region (JPY100 million)

