



CITIZEN

**Earning Presentation**  
for the Year ended March 31, 2021

**CITIZEN WATCH CO., LTD.**

May 12, 2022

My name is Toshiyuki Furukawa, in charge of the Public & Investor Relations Department.

I will provide an explanation on the financial results for fiscal 2021.

Financial Results for FY 2021



## Full-year financial results for FY2021

- Net sales increased 36% year on year, to 281.4 billion yen, thanks to the recovery of the Watches segment and Machine Tools segment.  
Watches 131.0 billion yen (increased 37% year on year)  
Machine Tools 81.0 billion yen (increased 73% year on year) record high
- Operating profit rose 31.8 billion yen year on year, to 2.22 billion yen
- Net income reached a record high of 22.1 billion yen  
(increased 47.3 billion yen year on year)

## Financial Results for 4Q(Jan.-Mar.) of FY 2021

- Operating profit grew 6.1 billion yen, to 2.6 billion yen, as result of sales growth in the Watches segment and Machine Tools segment.

Let me begin the presentation by explaining the key points of our financial results for the fiscal year ended March 31, 2022.

Regarding the financial results for FY2021, net sales increased 36% year on year to JPY 281.4 billion, due to the significant recovery of the mainstay businesses, the Watches segment and the Machine Tools segment.

In the Watches segment, net sales increased 37% year on year to JPY 131.0 billion and in the Machine Tools segment, net sales increased 73% year on year to JPY 81.0 billion, a record high.

Operating profit increased JPY 31.8 billion year on year to JPY 22.2 billion due to the increase in net sales.

In addition, ordinary profit also increased significantly due to foreign exchange gains and other factors, and tax expenses decreased chiefly due to a decrease in the valuation allowance for deferred tax assets. As a result, net income increased JPY 47.3 billion year on year, to JPY 22.1 billion, a new record high.

As for the fourth quarter, net sales in the Watches segment and the Machine Tools segment were higher than expected. As a result, both net sales and profit increased.

## Financial Results for FY 2021

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(Unit : billion yen)	FY2020 Result	FY2021 Result	YoY Change	
			Amount	%
Net sales	206.6	281.4	+74.7	+36.2%
Operating profit	▲ 9.5	22.2	+31.8	-
Operating margin	▲4.6%	7.9%	-	-
Ordinary Profit	▲ 4.1	27.3	+31.4	-
Profit attributable to owners of parent	▲ 25.1	22.1	+47.3	-
Exchange rate	¥106/USD ¥123/EUR	¥112/USD ¥130/EUR	-	-

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In terms of consolidated financial results for FY2021, net sales were JPY 281.4 billion, an increase of JPY 74.7 billion.

Operating profit was JPY 22.2 billion with an operating margin of 7.9%. Ordinary profit came to JPY 27.3 billion due to the posting of a foreign exchange gain of JPY 2.1 billion. Profit attributable to owners of parent was JPY 22.1 billion.

## Financial results by Business Segments

CITIZEN

	Net sales (Unit: billion yen)	FY2020 Result	FY2021 Result	YoY change	
				Amount	%
■ Watches		95.6	131.0	+35.4	+37.1%
■ Machine Tools		46.7	81.0	+34.3	+73.4%
■ Devices and Components		45.9	50.0	+4.1	+9.0%
■ Electronic and Other Products		18.3	19.2	+0.8	+4.9%
Consolidated Total		206.6	281.4	+74.7	+36.2%
Operating Profit (Unit: billion yen, %:operating margin)					
■ Watches		▲ 8.1 (▲8.6%)	10.3 (7.9%)	+18.4	-
■ Machine Tools		2.9 (6.3%)	12.5 (15.5%)	+9.6	+328.9%
■ Devices and Components		▲ 0.4 (▲1.1%)	2.8 (5.7%)	+3.3	-
■ Electronic and Other Products		0.3 (2.1%)	1.1 (6.1%)	+0.7	+197.5%
Eliminations or general corporate		▲ 4.1	▲ 4.6	▲ 0.4	-
Consolidated Total		▲ 9.5 (▲4.6%)	22.2 (7.9%)	+31.8	-

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Financial results by business segment are shown here.  
Both net sales and profit increased in all segments.

Regarding operating profit, the Watches segment increased by JPY 18.4 billion, the Machine Tools segment by JPY 9.6 billion, and the Devices and Components segment by JPY 3.3 billion year on year.

## Financial Results for 4Q(Jan.-Mar.) of FY 2021

CITIZEN

(Unit : billion yen)	FY2020 4Q Result	FY2021 4Q Result	YoY Change	
			Amount	%
Net sales	55.5	65.8	+10.2	+18.5%
Operating profit	▲ 3.4	2.6	+6.1	-
Operating margin	▲6.3%	4.0%	-	-
Ordinary Profit	▲ 1.4	5.0	+6.5	-
Profit attributable to owners of parent	▲ 3.2	4.9	+8.2	-
Exchange rate	¥104/USD ¥127/EUR	¥115/USD ¥129/EUR	-	-

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I will now explain the financial results and provide a business review for the fourth quarter.

Net sales increased JPY 10.2 billion year on year to JPY 65.8 billion. Operating profit rose JPY 6.1 billion year on year to JPY 2.6 billion with an operating margin of 4%.

Ordinary profit increased JPY 6.5 billion year on year, to JPY 5.0 billion and profit attributable to owners of parent rose JPY 8.2 billion year on year, to JPY 4.9 billion.

## 4Q(Jan.-Mar.) 2021 Result by Business Segments

CITIZEN

Net sales (Unit: billion yen)	FY2020 4Q Result	FY2021 4Q Result	YoY change	
			Amount	%
■ Watches	23.8	28.2	+4.3	+18.2%
■ Machine Tools	14.1	20.9	+6.7	+47.4%
■ Devices and Components	12.6	12.1	▲ 0.4	▲3.9%
■ Electronic and Other Products	4.7	4.5	▲ 0.2	▲5.8%
Consolidated Total	55.5	65.8	+10.2	+18.5%
Operating Profit (Unit: billion yen, %:operating margin)				
■ Watches	▲ 4.3 (▲18.3%)	▲ 0.0 (▲0.3%)	+4.2	-
■ Machine Tools	1.4 (10.2%)	3.1 (15.2%)	+1.7	+119.4%
■ Devices and Components	0.2 (2.1%)	0.7 (6.2%)	+0.4	+184.7%
■ Electronic and Other Products	0.2 (5.1%)	0.1 (2.5%)	▲ 0.1	▲53.3%
Eliminations or general corporate	▲ 1.0	▲ 1.3	▲ 0.2	-
Consolidated Total	▲ 3.4 (▲6.3%)	2.6 (4.0%)	+6.1	-

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Results by business segment for the fourth quarter are shown here.  
After this, I will explain the results by segment.

4Q

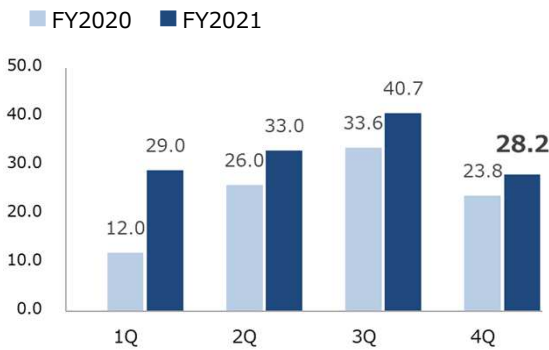
Watch sales

- Overseas market : Strong sales in North America continued to contribute to results, while the business remained steady in Europe and China.
- Domestic market : Slow progress in the recovery of consumption resulted in a limited increase.

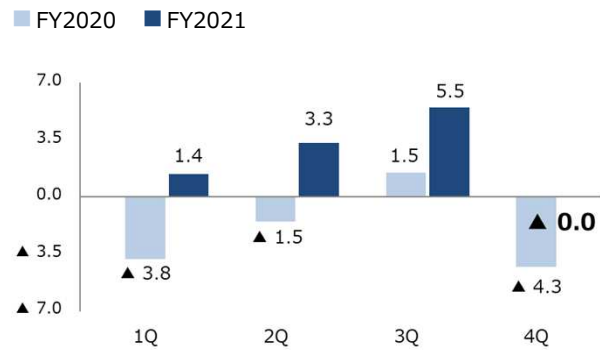
Movement sales

- Sales of mechanical movements remained strong. Sales of multi-hand watches among analog quartz watches remained strong.

Net sales (billion yen)



Operating profit (billion yen)



I will now give an overview of business by segment.

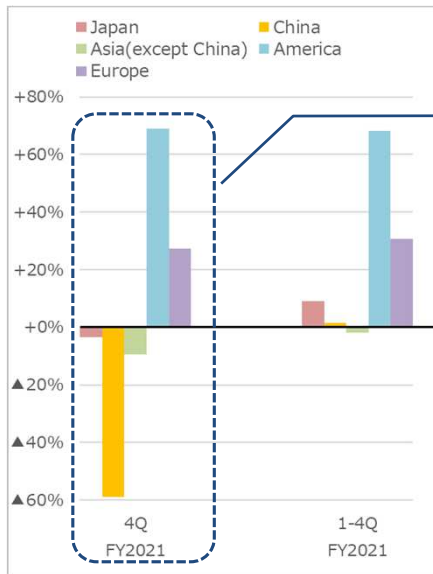
First, in the Watches segment, the North American market, which has been strong since the beginning of the period, saw a significant increase in sales in the fourth quarter, and sales in Europe also increased more than expected, resulting in sales of JPY28.2 billion, up 18% year on year, exceeding the forecast.

Regarding sales of movements, sales of mechanical movements and high value-added quartz movements including multi-hand watches continued to be strong. Operating profit increased by JPY 4.2 billion year on year, mainly due to the impact of increased net sales and foreign exchange rates.



Watches Net sales growth rate by region

■ Rate of change year on year



Rate of change year on year (4Q of FY2020)

Strong performance in North America and Europe led overall  
China saw a sharp decline

- Japan : Sluggish growth due to stagnant consumption activity
- China : Significant decrease due to worsening business sentiment, etc.
- Asia(except China) : Decrease in sales due to decline in consumer confidence, etc.
- America : Sales continued to be strong thanks to a recovery in sales on the internet and at physical stores.
- Europe : Sales recovered in major regions, reflecting the resumption of economic activities.

\* The rate of change in total sales of CITIZEN brand watches and BULOVA brand watches only for North America. For other regions, the rate of change only in sales of CITIZEN brand watches.  
 \* Other Asian regions are the Asian regions excluding China.  
 \* Rate of change based on local currency

This slide shows changes in sales by region. The bar chart on the left is a comparison with the fourth quarter in the previous year, and the bar chart on the right is a full-year comparison with the previous year.

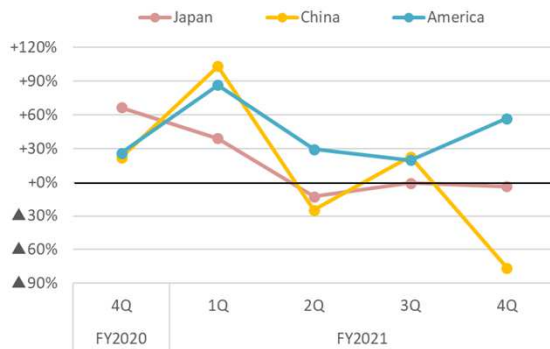
Domestic sales are indicated by the red bar. Although sales in Japan declined slightly in the fourth quarter due to a decrease in sales of non-Citizen brand products, sales increased for the full year.

Sales in China, indicated in yellow, declined significantly due to logistics disruptions and sluggish consumption caused by lockdowns, but we secured an increase in sales for the full year.

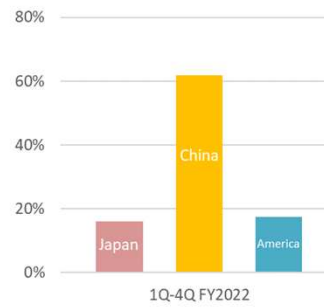
Sales in North America, shown in light blue, continued to increase by at least 60% year over year.

Sales in Europe, shown in light purple, increased nearly 30%.

■ Online sales Rate of change year on year



■ Percentage of sales from online sales



■ 4Q Online sales Rate of change year on year

- Japan      ▲4%      The recovery in consumer confidence was limited after the resumption of economic activities, although sales of limited edition products remained firm.
- China      ▲76%      Sales decreased due to disruptions in distribution and stagnant consumption caused by city lockdowns, despite strong sales of collaborative models.
- America      +57%      Enhanced online sales activities contributed to continuous strong sales at direct sales outlets, particularly of limited edition products. Existing online sales channels also grew.

\* Change is of the CITIZEN brand only in Japan and China Regarding North America, the change is of the CITIZEN brand and the BULOVA brand combined

\* Both change and percentage of sales from online sales are on a local-currency basis.

This slide shows year-on-year change in online sales in three major regions.

In the fourth quarter, e-commerce sales in Japan were almost the same as the previous year, while sales in China declined significantly due to the impact of the Olympics and the increase of COVID-19 infections, and sales in North America increased.

**PROMASTER**



A limited edition model using a motif of a whale shark

- Citizen Promaster offering the value of imagination in addition to the high performance of a professional-use sports watch
- A limited edition Eco-Drive Diver 200m using a motif of the endangered whale shark will be released in fall/winter 2022.(5,000 units worldwide)
- Part of the sales from this model will be donated to Conservation International, an international organization dedicated to preserving nature, for its marine life protection activities.



Design of Challenge Diver updated to a modern design

- The Challenge Diver diving watch, with a unique story in Citizen's archives
- In 1983, a Challenge Diver covered with barnacles was discovered in the waters of Long Reef Beach, Australia. It was still working, without being waterlogged.
- This model maintains the design of Challenge Diver with an updated exterior and movement to modern design, which will be released in August 2022.



The self-winding diving watch, Challenge Timer, released in 1977, which was discovered in Long Reef Beach, Australia, in 1983.

Next, I would like to introduce our new global brand products.

In addition to its high performance as a professional sports watch, PROMASTER is a brand that proposes the value of imagination in unknown areas, which we are strengthening during the new Medium-term Management Plan.

We will introduce limited-edition models and new products with unique stories to firmly convey the story of the brand, its design concept, and the background behind it, and to present ourselves with the goal of becoming a brand that our customers feel connected to and that they will buy.

CITIZEN *L*

#### New series featuring biomimicry

- Ambiluna, the signature line of the sustainable watch brand, CITIZEN L, designed to be friendly to the environment and people
- Four limited editions, including the 10th anniversary model with designs on the theme of earth, water, fire, and wind featuring biomimicry\* adopted from biological systems and natural beauty, will be released in July 2022.

\* Biomimicry: a term combining "bio-" meaning living creatures, and "mimicry," meaning emulation, which refers to the application of findings from the structures and functions of living things to technical development

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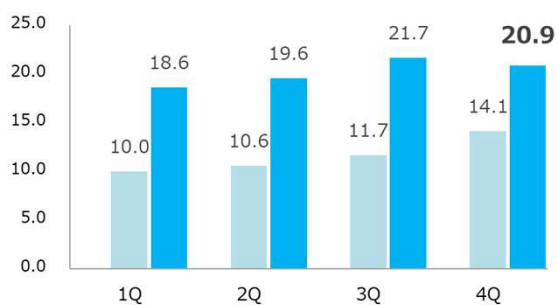
Regarding CITIZEN L, which proposes products inspired by the beauty of nature, we aim to establish a global image by incorporating our unique worldview into its products. As environmental consciousness increases, the creation of eco-friendly products will lead to new value.

## 4Q

- Domestic market : Sales increased thanks to strong results in a wide range of industries such as semiconductors, construction equipment, and housing facilities.
- Overseas market : Sales increased in response to strong demand for capital expenditures. Sales continued to be strong in China as well.

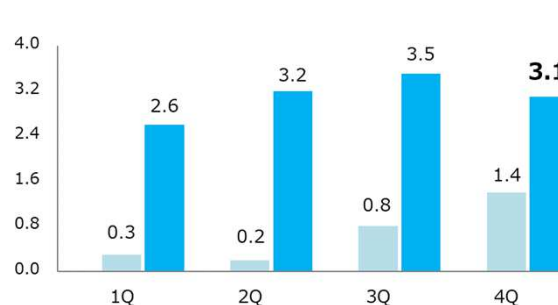
Net sales (billion yen)

■ FY2020年度 ■ FY2021



Operating profit (billion yen)

■ FY2020 ■ FY2021



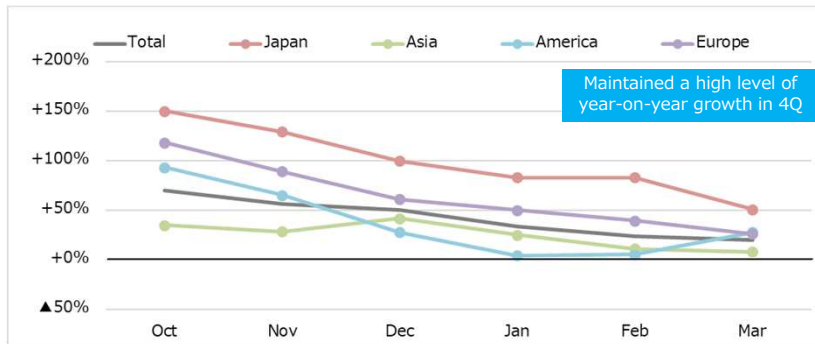
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Now, I will provide an overview of the business results in the Machine Tools business.

Net sales in the fourth quarter increased 47% year on year, to JPY 20.9 billion. Operating profit rose 119% year on year, to JPY 3.1 billion.

Despite continuing delays in procured parts and materials, we managed to advance production and shipments beyond schedule, and sales to Europe and China in particular increased, resulting in better-than-expected business performance.

■ Rate of change year on year (three-month moving average of the numbers of units in orders received)



■ Rate of change year on year for 4Q (Quarterly number of units in orders)

● Total	+20%	A robust level was maintained thanks to orders received from a wide range of industries, despite the increasingly long time for delivery due to shortages of components.
● Japan	+51%	Orders received remained strong overall, including those associated with semiconductors and construction equipment while those related to automobiles were declining due to the impact of reductions in production.
● Asia	+8%	Orders received remained strong overall, including those related to medical products, automobiles and smartphones.
● America	+28%	Active capital investment particularly in medical-service related industries continued.
● Europe	+26%	Strong demand in automobile and various other industries such as medical and hydraulic products continued.

This slide shows the status of orders received by region.

The line graph above shows the three-month moving average of orders received and the percentage change year on year.

Bullet points below the graph show the growth rates of orders by region in the fourth quarter compared to the same period of the previous year.

In units, overall orders increased 20% year on year, remaining at a high level.

Although the recovery of orders in Japan had been slow compared to overseas, they increased 51% year on year overall including orders associated with semiconductors and construction machinery.

Asia, including China, recorded a year-on-year rise of 8%, reflecting strong demand related to medical equipment, automobiles, smartphones and other products.

The Americas saw a year-on-year increase of 28%, reflecting consistently active capital investments mainly in medical-service related industries. Europe registered a 26% year-on-increase, enjoying robust demand from a wide range of industries including the automotive, medical and hydraulic industries.

4 Q

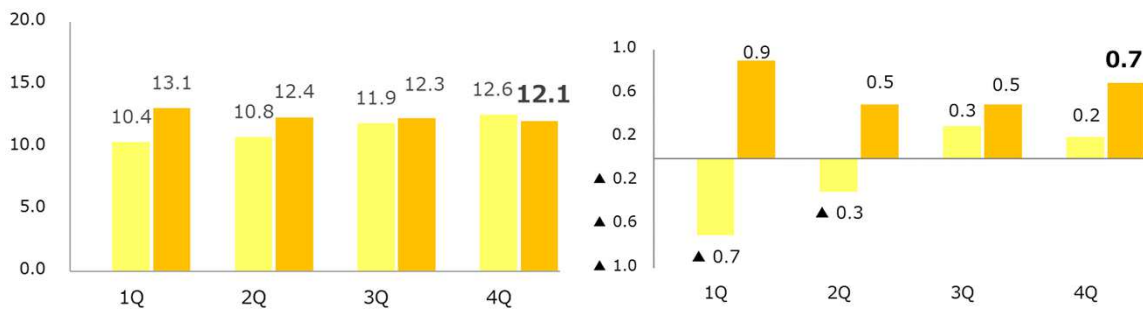
- Precision machining components:  
Automotive parts business was below forecast due to production cutbacks by automakers, etc., but secured profit.
- Opto-devices : Automotive LEDs recovered, but sales declined due to a drop in LEDs for lighting
- Other products : Sales of quartz devices increased thanks to growing demand in wide-ranging industries such as IoT.  
Sales of small motors used for medical and semiconductor-related products remained steady.

Net sales (billion yen)

Operating profit (billion yen)

■ FY2020 ■ FY2021

■ FY2020 ■ FY2021



Now, I will move on to the Devices and Components segment.

Net sales for the fourth quarter of the year were JPY 12.1 billion, a year-on-year decrease of 4%. Operating profit rose to JPY 0.7 billion, up JPY 0.4 billion year on year, mainly due to the effects of fixed cost reductions.

Although automotive parts missed their targets due to the impact of automakers' production cutbacks, sales of quartz devices increased chiefly due to higher IoT-related demand, and sales of other parts such as small motors and ceramics also increased.

FY 2022 Forecasts





## FY 2022 Forecasts

- Watches business : expected to increase due to continued recovery in consumption
- Machine Tools : expected to increase slightly due to difficulties in procuring parts and materials, despite a high level of backlog of orders
- Operating income is expected to increase, but ordinary income and net income are expected to decrease due to the absence of expected foreign exchange gains

## Dividends Forecasts

- Dividends per share 30yen (Full year)  
(Second quarter 15yen / Year-end 15yen)
- Reference: Planned annual dividend for FY2021: 18 yen  
(Second quarter 9 yen / Year-end 9 yen)

Next, I will explain the full-year consolidated earnings forecasts for FY2022. Sales in the Watches segment are expected to increase due to the continuing consumption recovery.

Although the Machine Tools business has a high order backlog, we expect sales to increase only slightly due to difficulties in procuring parts and materials, and we forecast a 4% increase in consolidated net sales.

Although operating profit is expected to increase, ordinary profit and net income are expected to decrease because the posting of foreign exchange gains and other factors is not expected.

The annual dividend forecast is planned to be 30 yen per share, an increase of 12 yen from the previous fiscal year.

## FY 2022 Forecasts

CITIZEN

(Unit: billion yen)	FY2021 Result		FY2022 Forecast		Change	
	1H	Full Year	1H	Full Year	1H	Full Year
Net sales	135.7	281.4	142.5	293.5	+6.7	+12.0
Operating profit	10.6	22.2	10.5	22.5	▲ 0.1	+0.2
Operating margin	7.9%	7.9%	7.4%	7.7%	–	–
Ordinary Profit	12.0	27.3	11.0	24.0	▲ 1.0	▲ 3.3
Profit attributable to owners of parent	9.8	22.1	8.0	18.0	▲ 1.8	▲ 4.1
Exchange rate	¥110/USD ¥131/EUR	¥112/USD ¥130/EUR	¥120/USD ¥130/EUR	¥120/USD ¥130/EUR	–	–

■ Exchange rate impact (1 weaker yen, Annual)

Net sales	USD	EUR	Operating profit	USD	EUR
	+0.9	+0.4		+0.25	+0.2

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For FY2022, we forecast net sales of JPY 293.5 billion, up JPY 12.0 billion year on year, operating profit of JPY 22.5 billion, ordinary profit of JPY 24.0 billion and net income of JPY 18.0 billion.

In FY2021, expenses were tightly controlled during the COVID-19 pandemic, but in the new fiscal year, operating profit is expected to increase only slightly due to increased expenses as business activities normalize, as well as more aggressive investment in growth and rising parts, logistics and energy costs.

Exchange rates assumptions for the business forecast are JPY 120 to the U.S. dollar and JPY 130 to the euro.

Sensitivity to exchange rate fluctuations was reviewed based on the changes in the sales mix and other factors. For the current fiscal year, we estimated that a JPY 1 depreciation of the yen would result in an increase of JPY 900 million in net sales for USD and JPY 400 million for EUR, and an increase of JPY 250 million for USD and JPY 200 million for EUR in operating profit.

## FY2022 Forecast by Business Segment

CITIZEN

Net sales (Unit: billion yen)	FY2021 Result		FY2022 Forecast		Change	
	1H	Full Year	1H	Full Year	1H	Full Year
■ Watches	62.0	131.0	68.0	142.0	+5.9	+10.9
■ Machine Tools	38.3	81.0	41.0	82.0	+2.6	+0.9
■ Devices and Components	25.5	50.0	25.0	51.0	▲ 0.5	+0.9
■ Electronic Products and Others	9.8	19.2	8.5	18.5	▲ 1.3	▲ 0.7
Consolidated Total	135.7	281.4	142.5	293.5	+6.7	+12.0
■ Watches	4.8 (7.8%)	10.3 (7.9%)	5.4 (7.9%)	11.5 (8.1%)	+0.5	+1.1
■ Machine Tools	5.8 (15.4%)	12.5 (15.5%)	6.4 (15.6%)	12.8 (15.6%)	+0.5	+0.2
■ Devices and Components	1.5 (6.0%)	2.8 (5.7%)	1.2 (4.8%)	2.9 (5.7%)	▲ 0.3	+0.0
■ Electronic Products and Others	0.7 (7.6%)	1.1 (6.1%)	0.3 (3.5%)	0.8 (4.3%)	▲ 0.4	▲ 0.3
Eliminations or general corporate	▲ 2.3	▲ 4.6	▲ 2.8	▲ 5.5	▲ 0.4	▲ 0.8
Consolidated Total	10.6 (7.9%)	22.2 (7.9%)	10.5 (7.4%)	22.5 (7.7%)	▲ 0.1	+0.2

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Business forecast by segment for FY2022 is shown here.

In the Watches segment, we expect North America to remain strong. While Japan and Asia are also expected to trend toward recovery, China is forecast to remain flat year-on-year in JPY terms and below the level of the previous year in local currency terms. Net sales are projected to be JPY 142.0 billion, up JPY 10.9 billion from the previous year.

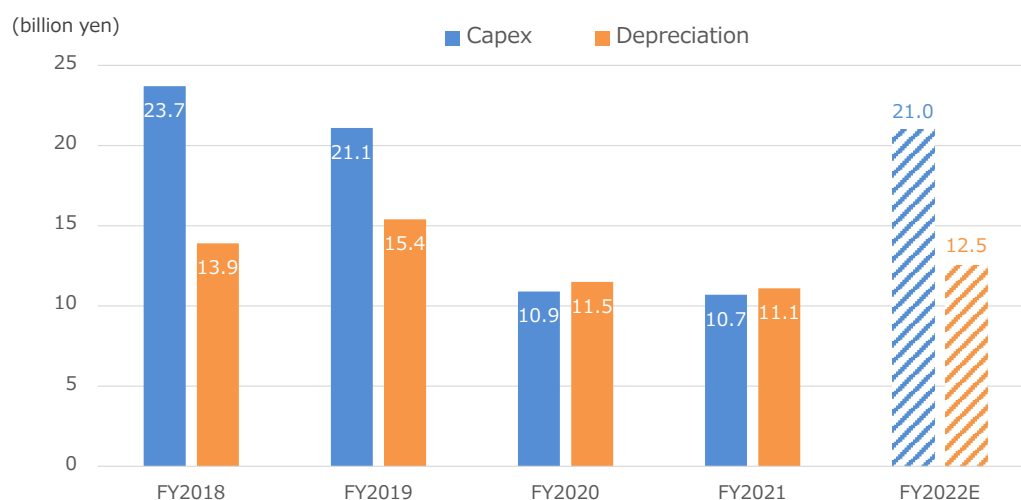
In the Machine Tools business, net sales are projected to increase JPY 0.9 billion year-on-year to JPY 82.0 billion by steadily responding to the high level of orders.

In the Devices and Components segment, net sales are expected to increase by JPY 0.9 billion year-on-year, to JPY 51.0 billion for the full year, after factoring in the impact of automobile production cutbacks in the first half of the year.

In the Electronic and Other Products segment, net sales are forecast to be JPY 18.5 billion, down JPY 0.7 billion year on year, due to the expected impact of semiconductor procurement difficulties on printer production.

While profits will decrease slightly in the Devices and Components segment and the Electronic and Other Products segment, higher profits will be secured in the Watches segment and the Machine Tools segment.

## Capital expenditures/ Depreciation



- Accelerate investment in rationalization of Watches business and growth of Machine Tools business based on "Medium-term Management Plan 2024"
- Image of investment distribution: Watches segment + Machine Tools segment over 70%

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As stated in the Medium-term Management Plan 2024, the capital investment plan for FY2022 will accelerate investments to increase production capacity for the growth of the Machine Tools segment, and in the Watches segment, investments will focus on the rationalization of mechanical movements and marketing investments to reinforce e-commerce sales and enhance CX.

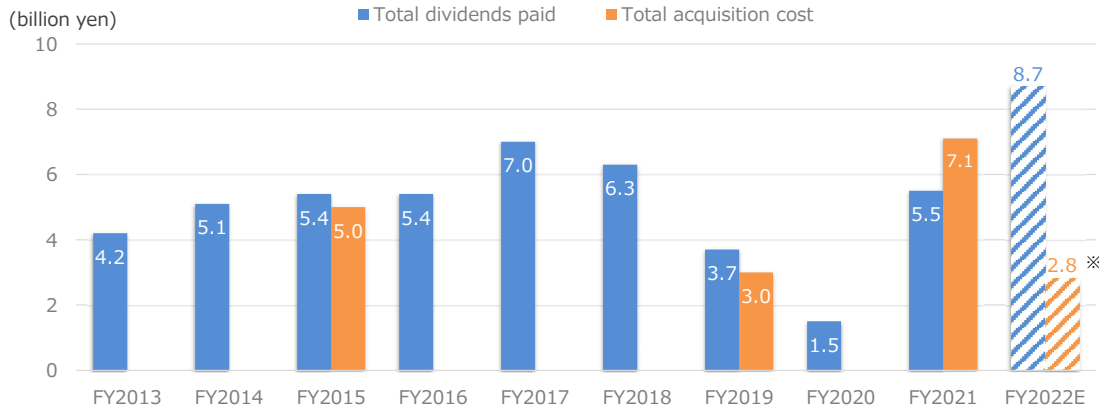
Capital investments are expected to be JPY 21.0 billion, and depreciation is expected to be JPY 12.5 billion.

Medium-term Management Plan 2024  
Dividend policy for FY2022 to FY2024

- Emphasis on continued payment of stable Dividends
- A dividend payout ratio of around 50%
- Acquisition of treasury stock: to be judged flexibly depending on the situation

Dividends forecasts  
for FY2022

- Dividends per share 30 yen (Full year)  
(Second quarter 15yen /Year-end 15yen)
- Pay-out ratio 49.7%
- Total dividends paid 8.7 billion yen



※ Board of Directors meeting held on November 25, 2021 resolved to repurchase treasury stock totaling 10 billion yen (maximum). 7.1 billion yen of treasury stock was repurchased in FY2021, and 2.8 billion yen is expected to be repurchased in FY2022.

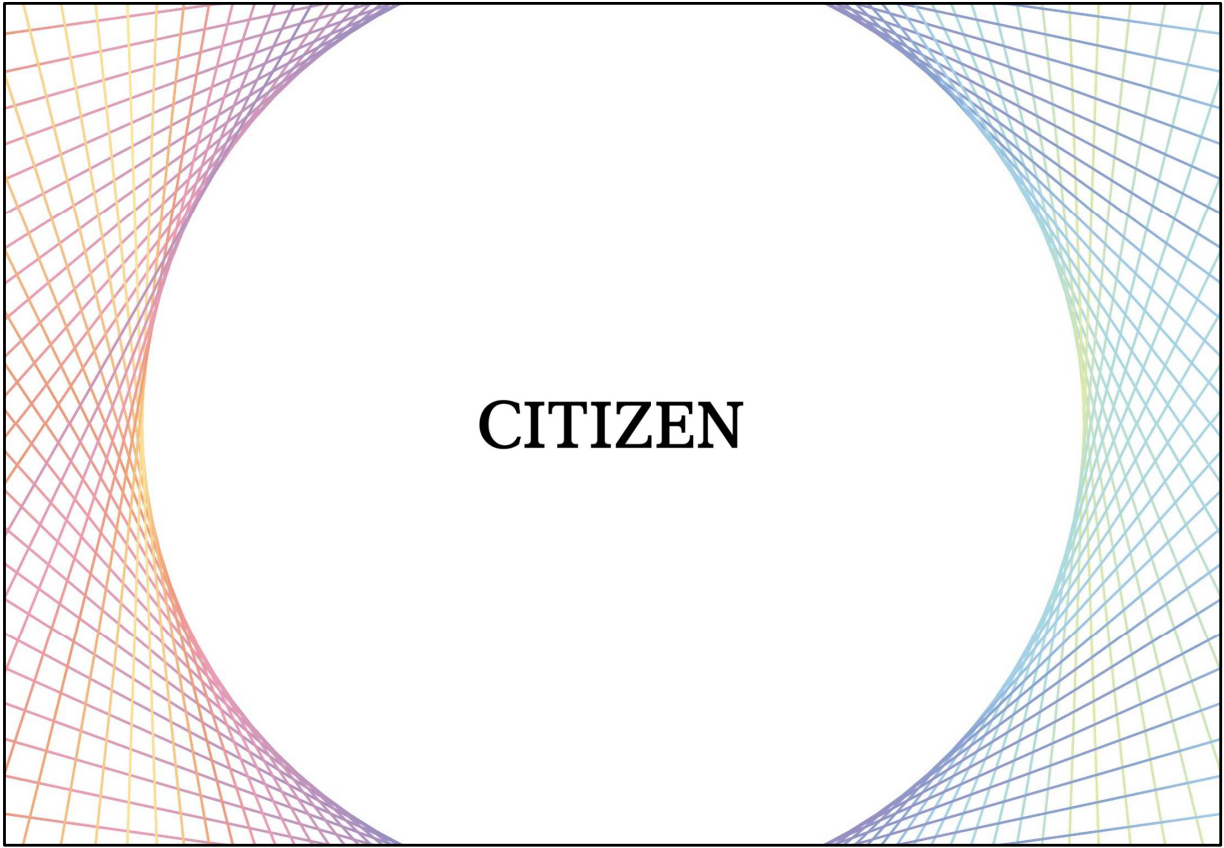
Finally, I will touch upon our shareholder return policy.

As part of our shareholder return policy in the Medium-term Management Plan 2024, we emphasize the stable and continuous payment of dividends and aim for a dividend payout ratio of 50%.

We will make flexible decisions on the acquisition of treasury stock to reflect circumstances.

The annual dividend forecast for FY2022 will be 30 yen per share, an increase of 12 yen from the previous year. The dividend payout ratio will be 49.7%. In addition, regarding the JPY 10 billion share buyback that was resolved by the company in November 2021, JPY 7.1 billion had been repurchased by the end of the fiscal year, and the remaining amount is still being repurchased.

That concludes my presentation.



## Operating performance by segment of FY2021(Compared to FY2019)

	Net sales (Unit: billion yen)	FY2019 Result	FY2021 Result	YoY change	
				Amount	%
■ Watches		141.6	131.0	▲ 10.5	▲ 7.4%
■ Machine Tools		58.5	81.0	+22.4	+38.4%
■ Devices and Components		55.9	50.0	▲ 5.9	▲ 10.5%
■ Electronic and Other Products		22.4	19.2	▲ 3.1	▲ 14.0%
Consolidated Total		278.5	281.4	+2.8	1.0%
Operating Profit (Unit: billion yen, %:operating margin)					
■ Watches		3.9 (2.8%)	10.3 (7.9%)	+6.3	+161.7%
■ Machine Tools		7.2 (12.4%)	12.5 (15.5%)	+5.3	+73.4%
■ Devices and Components		0.9 (1.7%)	2.8 (5.7%)	+1.9	+209.1%
■ Electronic and Other Products		▲ 0.2 (▲ 1.0%)	1.1 (6.1%)	+1.3	-
Eliminations or general corporate		▲ 5.7	▲ 4.6	+1.1	-
Consolidated Total		6.1 (2.2%)	22.2 (7.9%)	+16.1	+263.0%

## Balance Sheet

	March 31, 2021	March 31, 2022	Change from end of previous fiscal year		March 31, 2021	March 31, 2022	Change from end of previous fiscal year
(Unit: billion yen)				(Unit: billion yen)			
<b>Current assets</b>	244.4	270.1	+25.6	<b>Liabilities</b>	152.9	156.2	+3.3
Cash and deposits	101.8	110.9	+9.0	Interest-bearing debt	74.8	66.1	▲ 8.7
inventories	90.2	97.0	+6.7				
<b>Non-current assets</b>	121.3	124.8	+3.4	<b>Net assets</b>	212.8	238.6	+25.8
Property, plant and equipment	75.9	74.8	▲ 1.0	Shareholders' equity	193.7	204.0	+10.3
Investment securities	33.3	37.2	+3.9	Foreign currency translation adjustment	4.8	16.6	+11.7
<b>Total assets</b>	365.8	394.9	+29.1	<b>Total liabilities and net assets</b>	365.8	394.9	+29.1



## Statement of Cash Flow

	1H20	2H21	YoY Change
(Unit: billion yen)			
<b>Cash flow from operating activities</b>	15.1	19.5	+4.4
<b>Cash flow from investing activities</b>	▲ 3.9	▲ 5.5	▲ 1.6
<b>Free cash flow</b>	11.1	13.9	+2.8
<b>Cash flow from financial activities</b>	▲ 1.5	▲ 18.3	▲ 16.8
<b>Balance of cash and cash equivalents</b>	110.3	111.2	+0.9

