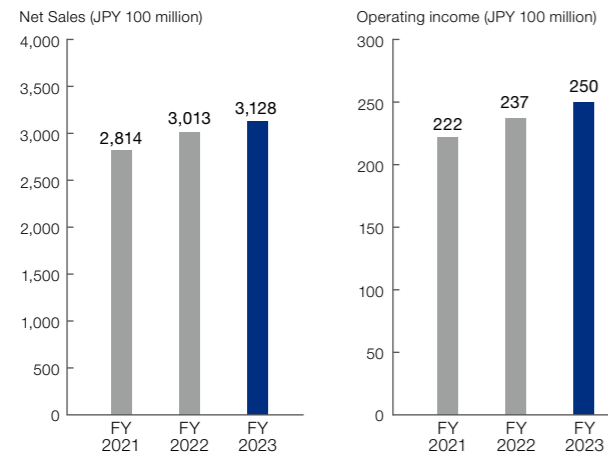## Financial Performance of CITIZEN Group

In FY2023, domestic economic activity saw a gradual recovery, with personal consumption maintaining an upward trend in line with the normalization of economic activities. In North America and Europe, despite growing concerns about an economic downturn due to inflation and rising interest rates, personal consumption remained robust, supported by wage increases and employment growth. In Asia, economic recovery was sluggish following
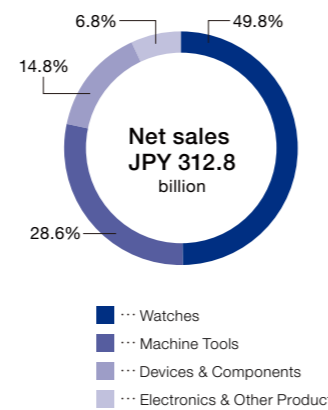
the resumption of economic activities in China, and in other parts of Asia, the recovery remained modest due to a lack of momentum in export and capital investment demand.

As a result, net sales totaled JPY 312.8 billion and operating income was JPY25 billion, achieving an increase in both sales and income. Ordinary income was JPY 30.8 billion and net income attributable to owners of the parent was JPY 22.9 billion.
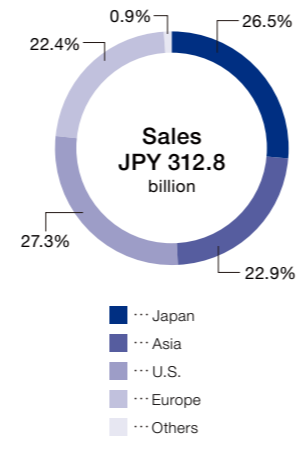
Profitability

Net Sales (JPY 100 million)

- FY 2021: 2,814
- FY 2022: 3,013
- FY 2023: 3,128

Operating income (JPY 100 million)

- FY 2021: 222
- FY 2022: 237
- FY 2023: 250

Net sales ratio by business segment

Net sales JPY 312.8 billion

- 49.8%
- 6.8%
- 14.8%
- 28.6%

··· Watches
··· Machine Tools
··· Devices & Components
··· Electronics & Other Products

Sales ratio by region

Sales JPY 312.8 billion

- 26.5%
- 0.9%
- 22.4%
- 27.3%
- 22.9%

··· Japan
··· Asia
··· U.S.
··· Europe
··· Others

As of end of March 2024

CITIZEN Group's Nonfinancial Performance

💬	The CITIZEN Group Code of Conduct translated into	**10** languages
🏅	CDP supplier engagement evaluation	Leader board **Selection**
📊	Percentage of Group employees in Japan completing e-learning on human rights:	**99.6** %
🌱	Number of cases of monitoring under international environmental laws and regulations:	**1,629**
📋	Number of "sustainable procurement" supplier surveys	About **25** companies

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

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.

FY2023 Sales Composition Ratio by Business

- Watches **53**%
- Devices & Components **14**%
- Machine Tools **26**%
- 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 BIJUTSU 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 60 overseas subsidiaries and overseas sales ratio of 73.5%, 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)

Region	FY2022	FY2023
Europe	622	699
Asia	788	715
Japan	765	827
America	804	854

FY2023 Overseas Sales Ratio 73.5%

- Others 0.9%
- Japan 26.5%
- Europe 22.4%
- America 27.3%
- Asia 22.9%