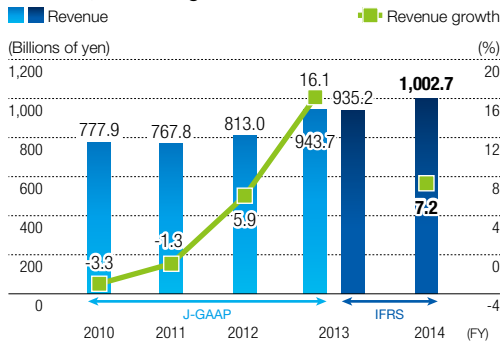


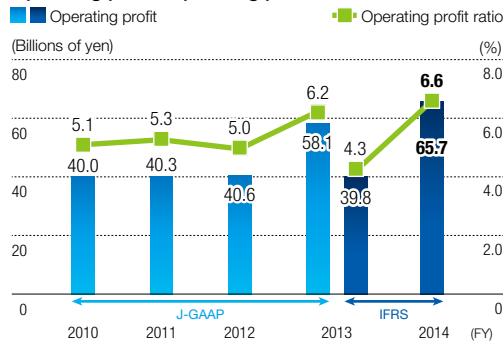
## Financial and Non-Financial Highlights

### Profitability

#### Revenue, Revenue growth

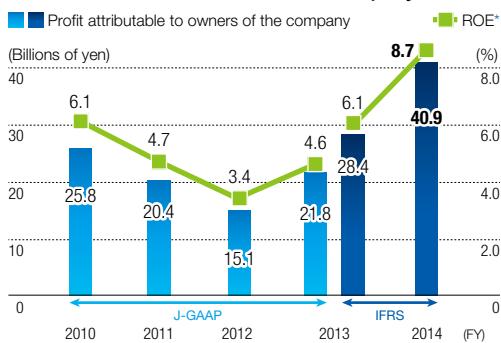


#### Operating profit, Operating profit ratio

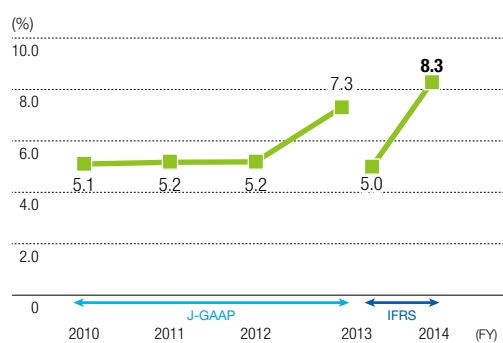


Sales increased to ¥1 trillion on gains in our mainstay Business Technologies Business, marking a return to a level last seen seven fiscal periods ago. Additionally, factors such as improved profitability in the commercial and industrial printing field and structural reform of our Industrial Business brought significant gains.

#### Profit attributable to owners of the company, ROE\*



#### ROIC\*

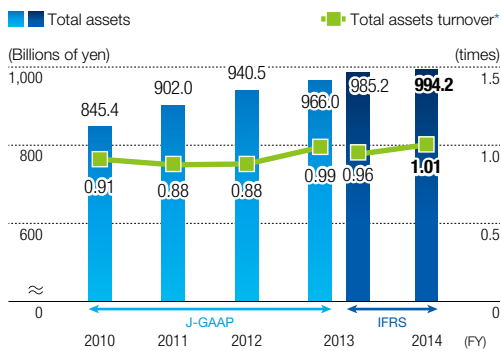


\*ROE (J-GAAP) = Net income / Average shareholders' equity  
 ROE (IFRS) = Profit attributable to owners of the company / (Share capital + Share premium + Retained earnings + Treasury shares (average at start of fiscal year and end of fiscal year))

\*ROIC = Operating profit after tax / (Share capital + Share premium + Retained earnings + Treasury shares + Interest-bearing debt - Cash and cash equivalents (yearly average))

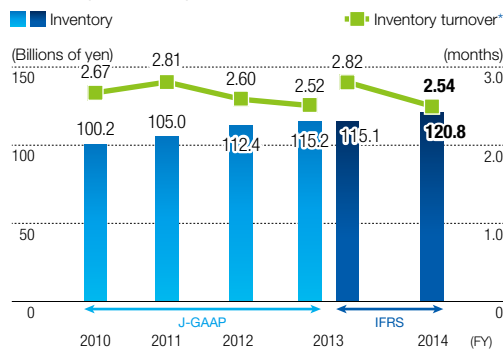
### Efficiency

#### Total assets, Total assets turnover\*



\*Total assets turnover = Revenue / Average total assets

#### Inventory, Inventory turnover\*

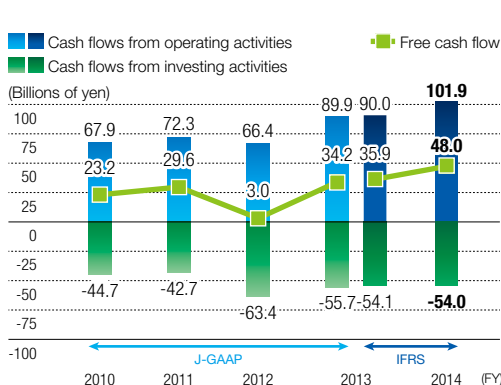


\*Inventory turnover = Inventory balance at fiscal year end / Average cost of sales for most recent three months

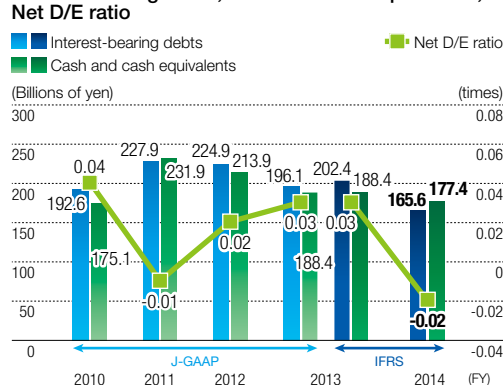
In the interest of balance sheet management, we sold off idle assets, reduced inventory, and otherwise improved asset efficiency, selling off ¥8.6 billion in fixed assets and ¥3.2 billion in securities held in fiscal 2014. We strived to optimize inventory, achieving along the way an inventory turnover of 2.54 months.

### Soundness

#### Cash Flows



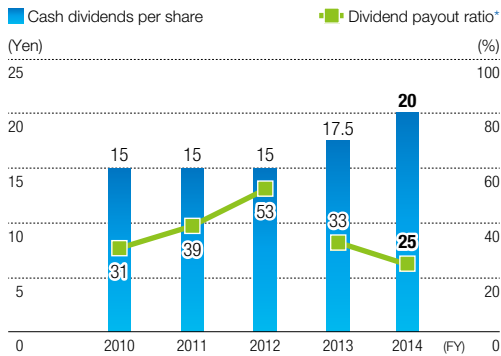
#### Interest-bearing debts, Cash and cash equivalents, Net D/E ratio



Towards our goal of achieving an equity ratio attributable to owners of the company of at least 50% and net D/E ratio close to zero, two targets for achieving an A credit rating, in fiscal 2014 we achieved an equity ratio attributable to owners of the company of 53.1% and net D/E ratio of -0.02, maintaining a debt rating of A by R&I and A+ by JCR.

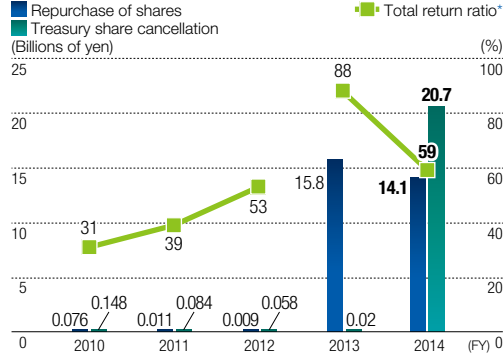
### Shareholder Return

#### Cash dividends, Dividend payout ratio (%)\*



\*FY2010-2012 data conforms to J-GAAP; FY2013-2014 data conforms to IFRS

#### Repurchase of shares and Treasury share cancellation, Total return ratio (%)\*

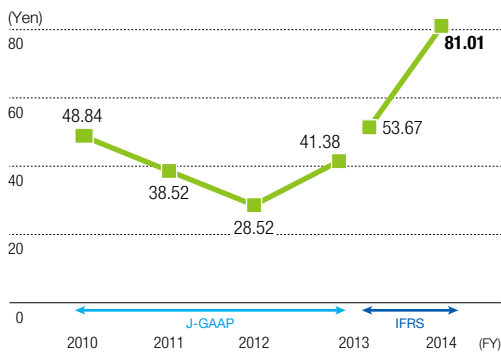


\*FY2010-2012 data conforms to J-GAAP; FY2013-2014 data conforms to IFRS

While comprehensively considering factors that include consolidated business results and strategic investment into growth segments, we maintained a focus on shareholder return in fiscal 2014, paying annual dividends of ¥20 per share and repurchasing shares worth ¥14.1 billion.

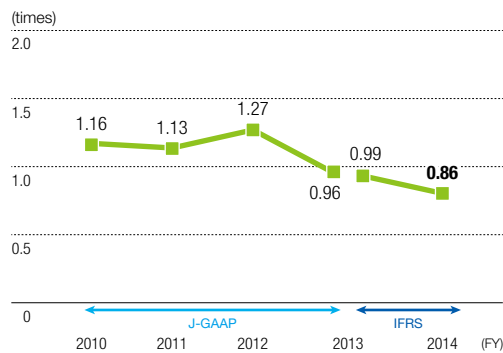
### Investment Indicators

#### EPS\*



\*EPS = Profit attributable to owners of the company / Average number of outstanding shares during the period

#### PBR\*

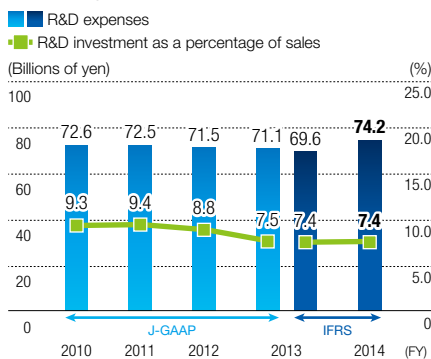


\*PBR (J-GAAP) = Year-end stock price / Net assets per share  
PBR (IFRS) = Year-end stock price / Equity per share attributable to owners of the company

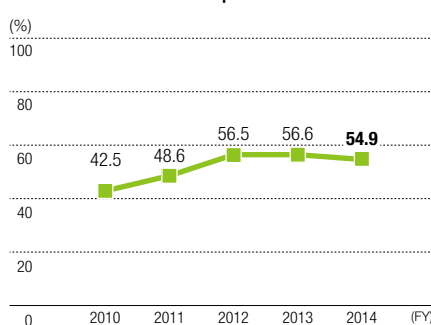
Due in part to a significant gain in extraordinary income as a result of the sale of assets and other factors, fiscal 2014 earnings per share (EPS) were ¥81.01 and the price-book value ratio (PBR) was 0.86.

### Non-Financial Data

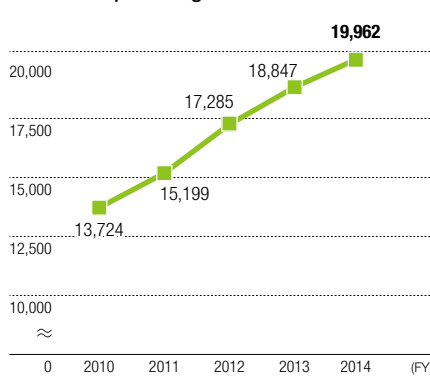
#### R&D expenses, R&D investment as a percentage of sales



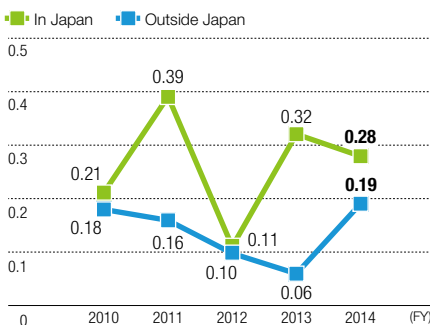
#### Percentages of locally hired presidents of subsidiaries outside Japan



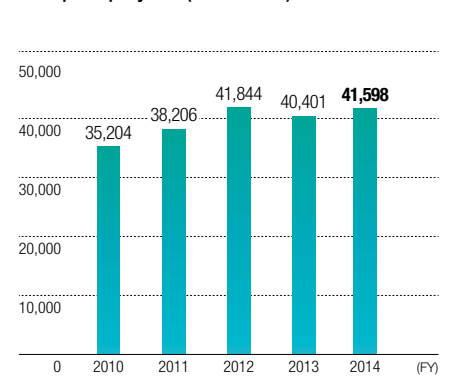
#### Number of patent rights held



#### Frequency rate of accidents causing absence from work



#### Group employees (worldwide)



#### CO2 emissions throughout product life cycle (kt-CO2)

