



May 14, 2021

# Consolidated Financial Highlights for the Year ended March 31, 2021 [under Japanese GAAP]

Company name: SMC Corporation

Stock exchange listing: Tokyo Stock Exchange First section

Security code: 6273

URL: <a href="https://www.smcworld.com/ir/en/">https://www.smcworld.com/ir/en/</a>
Representative: Yoshiki Takada, President

Contact person: Masahiro Ota, Director and Executive Officer

Projected date of annual shareholders' meeting:
Projected date of filing Annual report:

June 29, 2021

June 29, 2021

June 30, 2021

### 1. Consolidated Financial Highlights for the Year ended March 31, 2021

(April 1, 2020 to March 31, 2021)

(Millions of yen, except per share figures)

(1) Consolidated Operating Results

Fiscal Year ended March 31	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
2021	552,178 5.0%	153,355 4.9%	171,827 8.4%	121,790 10.2%
2020	526,000 (8.8%)	146,254 (18.8%)	158,450 (20.1%)	110,500 (15.4%)

Fiscal Year ended March 31	Net income per share (Yen)	Net income per share (diluted basis) (Yen)	Return on equity	Return on assets	Operating income ratio
2021	1,831.98	_	9.3%	11.7%	27.8%
2020	1,656.44	_	8.9%	11.4%	27.8%

(Note) Comprehensive income Year ended March 31, 2021: ¥ 182,059 million 230.7%

Year ended March 31, 2020: ¥ 55,053 million (54.0%)

#### (2) Consolidated Financial Positions

As of March 31	Total assets	Net assets	Equity ratio	Net assets per share (Yen)
2021	1,539,871	1,379,987	89.4%	20,835.47
2020	1,390,539	1,253,266	89.9%	18,794.58

(Reference) Shareholders' equity As of March 31, 2021 : ¥ 1,376,704 million

As of March 31, 2020: ¥ 1,250,188 million

#### (3) Consolidated Cash Flows

Fiscal Year ended March 31	Net cash provided by operating activities	Net cash used in investing activities	Net cash used in financing activities	Cash and cash equivalents at the end of period
2021	120,473	73,440	(56,009)	561,540
2020	124,610	24,923	(49,925)	399,128

### 2. Dividends

For the year	Dividend per share (Yen)					Total dividends	Dividend	Dividend
ended March 31	1Q	2Q	3Q	4Q	Total	Total dividends	ratio	on equity
2020(Actual)		200.00	_	200.00	400.00	26,607	24.1%	2.1%
2021(Actual)	_	200.00	_	300.00	500.00	33,127	27.3%	2.5%
2022(Projected)	1	300.00	_	300.00	600.00		30.9%	

(Notes) Breakdown of the dividend per share 2020 2Q (Actual) Ordinary dividend: ¥100.00 Special dividend: ¥100.00

### 3. Forecasts of Consolidated Operating Results for the Year ending March 31, 2022

(Millions of yen, except per share figures)

Net s		ıles	Opera pro		Ordin prof	fi.t	Pro attributa owners of	able to	Net income per share (Yen)
Half year ending September 30,2021	310,000	23.0%	86,500	33.0%	90,500	32.6%	64,250	38.8%	972.37
Year ending March 31,2022	620,000	12.3%	173,000	12.8%	181,000	5.3%	128,500	5.5%	1,944.75

#### \* Notes

(1) Changes in significant subsidiaries during the fiscal year ended March 31, 2021: Yes

(Changes in specified subsidiaries resulting in the change in scope of consolidation)

Newly consolidated 1 company (company name: SMC Investment Management China Co., Ltd.)

- (2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
  - 1. Changes in accounting policies applied due to revisions of accounting standards: None
  - 2. Changes in accounting policies other than the above: None
  - 3. Changes in accounting estimates: None
  - 4. Retrospective restatement: None

#### (3) Number of shares issued

- 1. Number of common shares issued (including treasury shares)
- 2. Number of treasury shares
- 3. Average number of common shares for the year

As of March 31,2021	As of March 31,2020
67,369,359	67,369,359
1,294,348	850,846
66,480,200	66,709,601

(Note) The company's shares held by the Board Benefit Trust (BBT) for the Directors' Stock Compensation Plan (3,000 shares as of the fiscal year ending March, 2021) is included in the number of treasury shares, which is excluded in the calculation for the above: 2. Number of treasury shares and 3. Average number of common shares for the year.

#### < Reference >

Non-consolidated Financial Highlights for the Year ended March 31, 2021

(April 1, 2020 to March 31, 2021)

(Millions of yen, except per share figures)

### (1) Non-consolidated Operating Results

Fiscal Year ended March 31	Net s	sales	Operatin	g profit	Ordina	y profit	Pro	ofit	Net income per share (Yen)
2021	347,611	4.4%	87,542	(5.7%)	300,543	224.0%	262,885	298.0%	3,954.33
2020	333,045	(10.4%)	92,874	(16.6%)	92,755	(38.4%)	66,048	(41.5%)	990.08

#### (2) Non-consolidated Financial Positions

As of March	31 Total	assets Net a	assets Equity ra	Net assets per share (Yen)
2021	1,081	1,931 976	5,647 90.3%	14,780.89
2020	856	5,207 764	4,400 89.3%	11,491.54

(Reference) Shareholders' equity As of March 31, 2021 : ¥ 976,647 million
As of March 31, 2020 : ¥ 764,400 million

## These Consolidated Financial Highlights are not subject to audit procedures by the independent accounting auditor.

#### Explanation of appropriate use of financial forecasts; other special items

Forecasts are based on information and certain premises that we consider to be reasonable at the time we released these Consolidated Financial Highlights. Some factors could cause actual results to differ from expectations.

### 1. Overview of Operating Results

#### (1) Overview of the fiscal year 2021

The 2020 fiscal year that ended on March 31, 2021 saw an extremely difficult global economy shift. The global economy has suffered a deep impact with the Coronavirus disease (COVID-19) outbreak and the final mitigation of the protracted US-China trade friction has been nowhere to be seen.

However, automatic control equipment saw large demands across all industries in China. The demands for semi-conductor related industries were strong in Asia (excl. China), North America, Europe and Japan. Also, the demand within the North American automotive industry and European machine tool industries saw a recovery trend in the latter half of the fiscal year.

Within this business environment, the SMC Group has been continuously and aggressively addressing vital tasks such as maintaining its supply capabilities while continuing to develop products with huge energy saving features and driving forward with cross-border coordinated sales activities.

As a result, consolidated net sales for the fiscal year 2020 were 552,178 million yen (5.0% increase year on year) and operating profit was 153,355 million yen (4.9% increase) mainly due to the revenue growth and the fall in selling, general and administrative expenses. Ordinary profit was 171,827 million yen (8.4% increase) due to the foreign exchange gains, despite the decrease in interest income, and profit attributable to owners of parent ended up with 121,790 million yen (10.2% increase).

ROE became 9.3%, increased by 0.4 points from the previous period.

### (2) Overview of financial positions

Total assets as of the end of the fiscal year 2020 were 1,539,871 million yen, a 149,331 million yen (10.7%) yoy increase, mainly due to the increases in cash and deposits, notes and accounts receivable-trade, inventories and, in property, plant and equipment, in spite of the decrease in investment securities.

Total liabilities were 159,883 million yen, a 22,610 million yen (16.5%) yoy increase, mainly due to the increases in notes and accounts payable-trade and income taxes payable, in spite of the decreases in short-term borrowings, deferred tax liabilities and retirement benefit liability.

Net assets were 1,379,987 million yen, a 126,721 million yen (10.1%) yoy increase due to the increases in retained earnings and foreign currency translation adjustment, in spite of the decrease from acquisition of treasury shares.

#### (3) Overview of cash flow

The balance of cash and cash equivalents (hereinafter "cash") as of the end of the fiscal year 2020 was 561,540 million yen, an increase of 162,411 million yen yoy.

#### (Cash flow from operating activities)

Net cash provided by operating activities was 120,473 million yen (revenue decrease of 4,137 million yen yoy), resulted by a decrease in profit before income taxes, an increase in trade receivables, a decrease in interest and dividend income, an increase in foreign exchange gains, and a decrease in income taxes paid.

#### (Cash flow from investing activities)

Net cash provided by investing activities was 73,440 million yen (revenue increase of 48,516 million yen yoy), resulted by a decrease in payments into time deposits, a decrease in purchase of property, plant and equipment, a decrease in purchase of short-term and long-term investment securities, and an increase from proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation.

#### (Cash flow from financing activities)

Net cash used in financing activities was 56,009 million yen (increase of 6,084 million yen yoy), resulted by an increase in purchase of treasury shares.

#### (4) Outlook for the next fiscal year

At this time, the demands within the China and Asian region's semi-conductor related industries have been increasing. Also, food and medical equipment industries maintains strong showings, and automotive and machine tool related industries have been turning upwards in all regions except Japan.

However, the current situation is expected to remain uncertain with continued outbreaks of the Coronavirus disease (COVID-19) in certain regions of the world, in addition to the logistical disruptions and semi-conductor shortage factors

The SMC Group will continue to enhance its production capacity, product development, sales and supply channels, and strengthen its global network in order to correspond to increasing demands of the global market.

The consolidated financial results for the next fiscal year are forecasted to be as follows, assuming average exchange rates of the U.S. dollar, the euro and the Chinese yuan against Japanese yen are 109 yen, 130 yen and 17 yen respectively. Net sales 620,000 million yen, operating profit 173,000 million yen, ordinary profit 181,000 million yen and profit attributable to owners of parent 128,500 million yen.

### 2. Basic concept on selection of accounting standards

In order to maintain the adequacy in figure comparison at all times, the SMC Group will continue to disclose consolidated financial statements in accordance with the accounting principles (GAAP) generally adopted in Japan.

We will appropriately consider adopting IFRS through addressing internal and external factors which affect both within and outside of Japan when necessary.

### **3.** Consolidated Financial Statements

### (1) Consolidated Balance Sheet

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	As of March 31, 2020	As of March 31, 2021
[ASSETS]	As of Watch 31, 2020	As of March 51, 2021
Current assets		
Cash and deposits	548,311	629,291
Notes and accounts receivable-trade	143,136	174,934
Securities	12,454	11,256
Merchandise and finished goods	103,456	112,131
Work in process	18,913	21,314
Raw materials and supplies	110,190	115,306
Other	28,603	33,470
Allowance for doubtful accounts	(517)	(751)
Total current assets	964,549	1,096,953
Non-current assets		1,070,733
Property, plant and equipment		
Buildings and structures, net	82,169	81,450
Machinery, equipment and vehicles, net	34,857	38,515
Tools, furniture and fixtures, net	7,789	9,024
Land	38,611	38,812
Construction in progress	25,049	30,737
Total property, plant and equipment	188,477	198,540
Intangible assets		170,010
Leasehold interests in land	8,649	8,931
Other	2,122	2,457
Total intangible assets	10,771	11,389
Investments and other assets		11,007
Investment securities	74,791	72,383
Retirement benefit asset	35	4,828
Insurance funds	139,226	145,373
Deferred tax assets	5,859	5,108
Other	8,276	6,782
Allowance for doubtful accounts	(1,448)	(1,488)
Total investments and other assets	226,740	232,987
Total non-current assets	425,989	442,917
Total assets	1,390,539	1,539,871
2000 00000		1,00,371

	As of March 31, 2020	As of March 31, 2021
[LIABILITIES]		
Current liabilities		
Notes and accounts payable-trade	38,379	44,091
Short-term borrowings	3,726	1,465
Income taxes payable	14,669	30,029
Provision for bonuses	2,434	3,055
Other	35,155	39,402
Total current liabilities	94,364	118,043
Non-current liabilities		
Long-term borrowings	7,790	9,323
Deferred tax liabilities	18,682	17,385
Provision for retirement benefits for directors	964	286
Provision for share awards for directors	_	57
Retirement benefit liability	8,296	6,674
Other	7,175	8,112
Total non-current liabilities	42,908	41,839
<b>Total liabilities</b>	137,272	159,883
[NET ASSETS]		
Shareholders' equity		
Share capital	61,005	61,005
Capital surplus	73,335	73,335
Retained earnings	1,182,014	1,277,198
Treasury shares	(30,432)	(59,139)
Total shareholders' equity	1,285,922	1,352,399
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	6,344	11,404
Foreign currency translation adjustment	(40,084)	12,056
Remeasurements of defined benefit plans	(1,994)	842
Total accumulated other comprehensive income	(35,734)	24,304
Non-controlling interests	3,078	3,283
Total net assets	1,253,266	1,379,987
Total liabilities and net assets	1,390,539	1,539,871

### (2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income Consolidated Statement of Income

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		(Millions of yen)
	Year ended March 31, 2020	Year ended March 31, 2021
Net sales	526,000	552,178
Cost of sales	266,148	286,326
Gross profit	259,852	265,852
Selling, general and administrative expenses	113,597	112,496
Operating profit	146,254	153,355
Non-operating income		
Interest income	10,710	6,959
Foreign exchange gains	_	8,570
Gain on investments in insurance funds	2,385	569
Other	3,692	3,609
Total non-operating income	16,788	19,709
Non-operating expenses		,
Interest expenses	124	174
Sales discounts	390	358
Loss on sale of securities	474	180
Foreign exchange losses	3,335	_
Other	266	523
Total non-operating expenses	4,592	1,236
Ordinary profit	158,450	171,827
Extraordinary income		
Gain on sale of non-current assets	173	650
Gain on sale of investment securities	225	69
Gain on liquidation of subsidiaries	117	_
Gain on sale of shares of subsidiaries and associates	_	929
Other	22	17
Total extraordinary income	538	1,667
Extraordinary losses		7
Loss on retirement of non-current assets	225	685
Loss on sale of investment securities	311	5
Loss on valuation of shares of subsidiaries	199	_
Loss on valuation of shares of subsidiaries and associates	_	104
Other	118	217
Total extraordinary losses	855	1,012
Profit before income taxes	158,133	172,482
Income taxes-current	39,063	53,565
Income taxes-deferred	8,475	(2,909)
Total income taxes	47,539	50,655
Profit	110,594	121,826
Profit attributable to non-controlling interests	93	35
Profit attributable to owners of parent	110,500	121,790
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### **Consolidated Statement of Comprehensive Income**

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	Year ended March 31, 2020	Year ended March 31, 2021
Profit	110,594	121,826
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,349)	5,228
Foreign currency translation adjustment	(52,921)	52,167
Remeasurements of defined benefit plans, net of tax	(1,269)	2,837
Total other comprehensive income	(55,540)	60,232
Comprehensive income	55,053	182,059
Comprehensive income attributable to:		
Comprehensive income attributable to owners of parent	54,998	181,829
Comprehensive income attributable to non-controlling interests	55	229

### (3) Consolidated Statement of Changes in Equity

### Previous consolidated fiscal year (from April 1, 2019 to March 31, 2020)

		Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity			
Net assets at beginning of period	61,005	73,372	1,088,960	(3,086)	1,220,251			
Changes during period								
Dividends of surplus			(26,747)		(26,747)			
Profit attributable to owners of parent			110,500		110,500			
Purchase of treasury shares				(27,346)	(27,346)			
Disposal of treasury shares		0		0	0			
Change in scope of consolidation			9,301		9,301			
Change in ownership interest of parent due to transactions with non-controlling interests		(37)			(37)			
Net changes in items other than shareholders' equity								
Total changes during period	_	(37)	93,054	(27,346)	65,671			
Net assets at end of period	61,005	73,335	1,182,014	(30,432)	1,285,922			

	Accumulated other comprehensive income					
	Valuation difference on available-for- sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Net assets at beginning of period	7,667	12,824	(724)	19,767	3,232	1,243,252
Changes during period						
Dividends of surplus						(26,747)
Profit attributable to owners of parent						110,500
Purchase of treasury shares						(27,346)
Disposal of treasury shares						0
Change in scope of consolidation						9,301
Change in ownership interest of parent due to transactions with non-controlling interests						(37)
Net changes in items other than shareholders' equity	(1,323)	(52,909)	(1,269)	(55,502)	(154)	(55,656)
Total changes during period	(1,323)	(52,909)	(1,269)	(55,502)	(154)	10,014
Net assets at end of period	6,344	(40,084)	(1,994)	(35,734)	3,078	1,253,266

### Current consolidated fiscal year (from April 1, 2020 to March 31, 2021)

		Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity			
Net assets at beginning of period	61,005	73,335	1,182,014	(30,432)	1,285,922			
Changes during period								
Dividends of surplus			(26,607)		(26,607)			
Profit attributable to owners of parent			121,790		121,790			
Purchase of treasury shares				(28,706)	(28,706)			
Net changes in items other than shareholders' equity								
Total changes during period	_	_	95,183	(28,706)	66,477			
Net assets at end of period	61,005	73,335	1,277,198	(59,139)	1,352,399			

	Acc	cumulated other co				
	Valuation difference on available-for- sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Net assets at beginning of period	6,344	(40,084)	(1,994)	(35,734)	3,078	1,253,266
Changes during period						
Dividends of surplus						(26,607)
Profit attributable to owners of parent						121,790
Purchase of treasury shares						(28,706)
Net changes in items other than shareholders' equity	5,060	52,141	2,837	60,039	205	60,244
Total changes during period	5,060	52,141	2,837	60,039	205	126,721
Net assets at end of period	11,404	12,056	842	24,304	3,283	1,379,987

### (4) Consolidated Statement of Cash Flows

	Year ended March 31, 2020	Year ended March 31, 2021		
Cash flows from operating activities				
Profit before income taxes	158,133	172,482		
Depreciation	16,669	18,585		
Increase (decrease) in allowance for doubtful accounts	124	158		
Increase (decrease) in provision for retirement benefits for directors	7	(711)		
Increase (decrease) in retirement benefit liability	460	(1,652)		
Interest and dividend income	(12,230)	(7,371)		
Interest expenses	124	174		
Foreign exchange losses (gains)	(252)	(4,236)		
Loss (gain) on sale of investment securities	86	(63)		
Loss (gain) on sale of shares of subsidiaries and associates	_	(929)		
Loss (gain) on valuation of investment securities	205	109		
Decrease (increase) in trade receivables	7,859	(20,605)		
Decrease (increase) in inventories	(9,328)	(4,457)		
Increase (decrease) in trade payables	4,319	(891)		
Decrease (increase) in other current assets	(1,346)	(1,168)		
Increase (decrease) in other current liabilities	(1,356)	4,731		
Other, net	(3,409)	(478)		
Subtotal	160,067	153,675		
Interest and dividends received	12,024	4,786		
Interest paid	(110)	(197)		
Income taxes refund (paid)	(47,370)	(37,790)		
Net cash provided by (used in) operating activities	124,610	120,473		
Cash flows from investing activities		, , , , , , , , , , , , , , , , , , , ,		
Payments into time deposits	(216,171)	(172,628)		
Proceeds from withdrawal of time deposits	280,556	261,998		
Purchase of property, plant and equipment	(38,498)	(28,281)		
Purchase of intangible assets	(481)	(1,016)		
Purchase of short-term and long-term investment securities	(12,018)	(2,483)		
Proceeds from sale and redemption of short-term and long-term investment securities	14,369	13,583		
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	_	6,280		
Loan advances	(0)	(0)		
Proceeds from collection of loans receivable	168	72		
Purchase of insurance funds	(8,675)	(9,848)		
Proceeds from maturity of insurance funds	4,106	4,693		
Other, net	1,568	1,069		
Net cash provided by (used in) investing activities	24,923	73,440		

	Year ended March 31, 2020	Year ended March 31, 2021
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	2,100	(2,286)
Proceeds from long-term borrowings	6,500	3,200
Repayments of long-term borrowings	(4,413)	(1,645)
Purchase of treasury shares	(27,346)	(28,706)
Dividends paid	(26,745)	(26,607)
Other, net	(19)	35
Net cash provided by (used in) financing activities	(49,925)	(56,009)
Effect of exchange rate change on cash and cash equivalents	(17,054)	24,507
Net increase (decrease) in cash and cash equivalents	82,555	162,411
Cash and cash equivalents at beginning of period	312,366	399,128
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	4,206	_
Cash and cash equivalents at the end of period	399,128	561,540

### (5) Notes to consolidated financial statements

### (Notes on going-concern assumption)

N/A

### (Notes to change in scope of consolidation or change in scope of equity method)

Since this fourth quarter of the fiscal year, SMC has included the following newly established companies within the scope of the consolidation: SMC Investment Management China Co., Ltd. (specified subsidiary) and SMC Automation China Co., Ltd. Also, SMC has excluded the 2 companies from the scope of consolidation: Toyo Warehouse and Transportation Co., Ltd. (all shares transferred) and SMC Manufacturing (Australia) Pty. Ltd. (liquidated)

### (Segment information, etc.)

[Segment information]

Reportable segment information on net sales and profit/loss

Previous consolidated fiscal year (from April 1, 2019 to March 31, 2020)

(Millions of yen)

	Reportable segment				Amount included in	
	Automatic control equipment business	Others	Total	Adjustment amount	consolidated financial statements	
Net sales						
Sales to external customers	523,754	2,246	526,000	_	526,000	
Inter-segment sales or transfers	_	189	189	(189)	_	
Total	523,754	2,436	526,190	(189)	526,000	
Segment profit	150,693	220	150,914	(4,659)	146,254	

### Current consolidated fiscal year (from April 1, 2020 to March 31, 2021)

	Reportable segment  Automatic control equipment business	Others	Total	Adjustment amount	Amount included in consolidated financial statements
Net sales					
Sales to external customers	550,398	1,779	552,178	_	552,178
Inter-segment sales or transfers	_	168	168	(168)	_
Total	550,398	1,948	552,346	(168)	552,178
Segment profit	159,201	152	159,353	(5,997)	153,355

### [Related information]

### (1) Geographical Net sales

(Millions of yen)

Fiscal Year ended March 31	Japan	United States	China	Asia (excl. China)	Europe	Other	Total
2020	158,832	60,442	96,423	92,895	92,878	24,528	526,000
2021	147,137	59,144	134,377	96,000	93,545	21,974	552,178

(2) Geographical Property, plant and equipment

(Millions of yen)

Fiscal Year ended March 31	Japan	China	Asia (excl. China)	Other	Total
2020	73,718	36,272	36,351	42,136	188,477
2021	67,295	43,157	40,035	48,052	198,540

(Per share information)

	Previous consolidated FY (April 1, 2019 – March 31, 2020)	Current consolidated FY (April 1, 2020 – March 31, 2021)		
Net assets per share	18,794.58 yen	20,835.47 yen		
Net income per share	1,656.44 yen	1,831.98 yen		

### (Significant subsequent events)

N/A

### 4. Supplementary Information

### (1) Geographic Segment information

(Millions of yen)

	Year ended March 31, 2021							
	Japan	North America	Europe	Asia	Other	Total	Intersegment Eliminations	Consolidated
Net sales								
(1) Sales to external customers	151,680	74,826	90,984	224,711	9,975	552,178	_	552,178
(2) Intersegment sales	216,548	4,347	1,615	50,727	19	273,257	(273,257)	-
Total	368,228	79,173	92,600	275,438	9,994	825,436	(273,257)	552,178
Operating profit	93,030	11,578	10,574	41,078	966	157,228	(3,872)	153,355

### (2) Consolidated Capital expenditures, Depreciation and R&D expenses

(Millions of yen)

	Year ended March	1 31, 2021 (Actual)	Year ending March 31, 2022 (Forecast)		
Capital expenditures	27,439	(28.5%)	50,000	82.2%	
Depreciation	18,585	11.5%	21,500	15.7%	
R&D expenses	20,874	(2.8%)	22,500	7.8%	

### (3) Foreign currency exchange rates

	Year ended March	Year ending March 31, 2022 (Forecast)	
	(average)	(at end)	(average)
U S \$	¥ 106.12	¥ 110.72	¥ 109
E U R	¥ 123.72	¥ 129.76	¥ 130
C N Y	¥ 15.67	¥ 16.86	¥ 17

### (4) Consolidated Full-time employees and Temporary employees

(Number of personnel)

	Year ended March 31, 2021	Difference from last year end
Full-time employees (at end)	20,619	(234)
Temporary employees (average)	5,061	(65)