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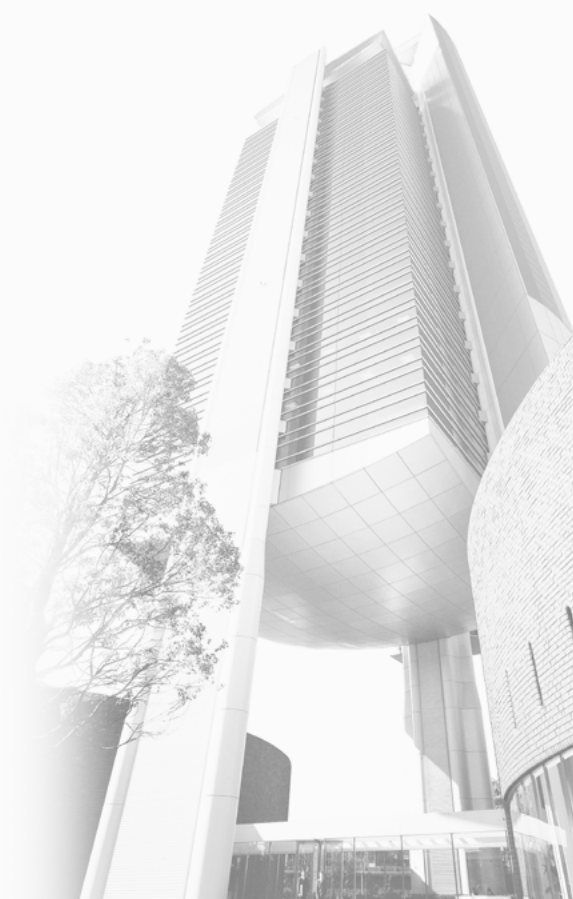
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C O R P O R A T E   P R O F I L E

KEYENCE CORPORATION has steadily grown since 1974 to become a leading company in factory automation. It accomplished this by delivering the quality sensors that automation needs. Today, KEYENCE serves 300,000 customers in some 110 countries around the world, where its name stands for innovation and excellence.

Sensors, found in millions of applications, provide the positioning information essential for factory automation. There could be no automation of assembly lines without sensors. KEYENCE has consistently aided the automation revolution by developing superior sensor solutions.

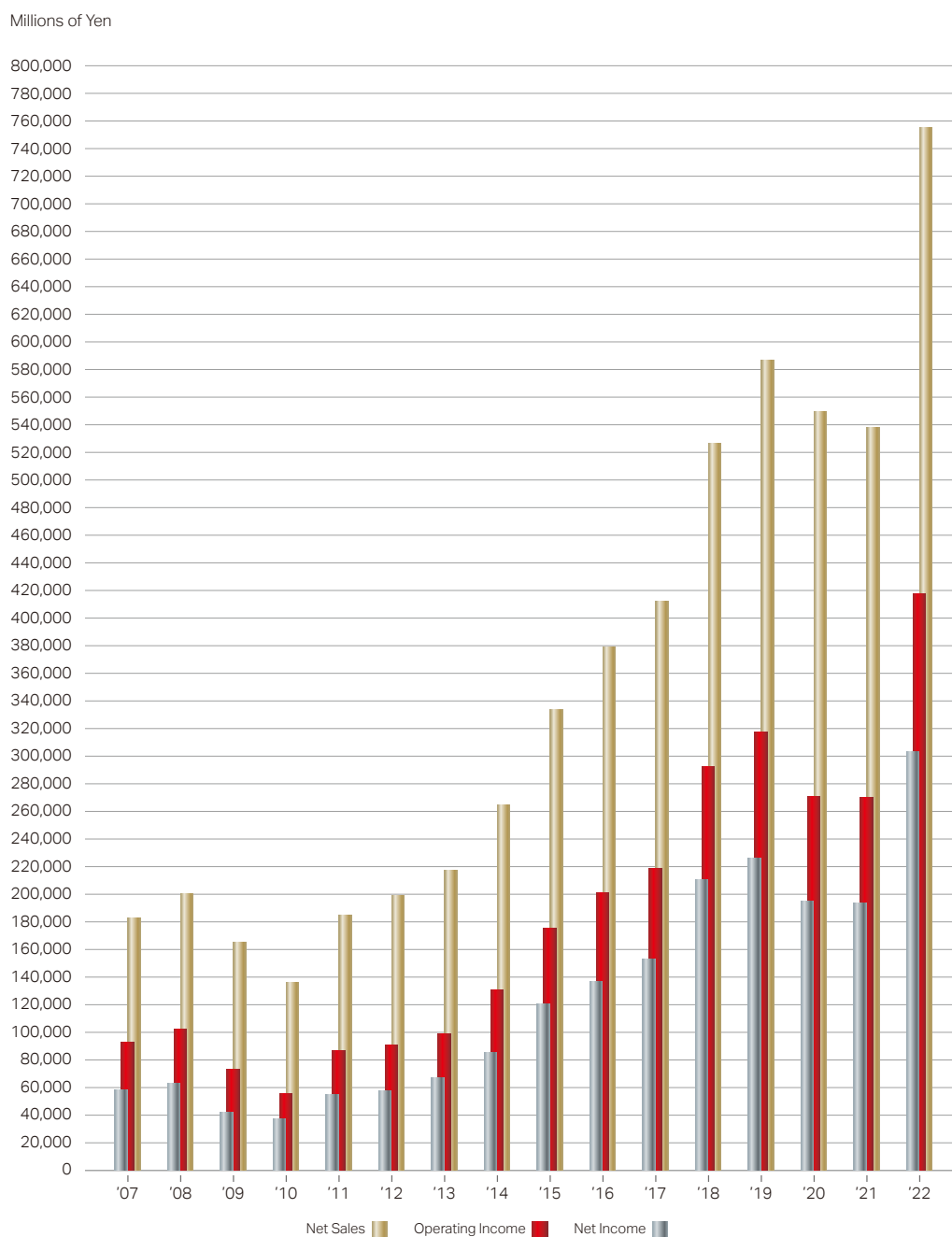


KEYENCE CORPORATION AND SUBSIDIARIES  
**FINANCIAL HIGHLIGHTS**

YEAR ENDED MARCH 20, 2022

	<b>2022</b>	Millions of Yen <b>2021</b>	Thousands of U.S. Dollars*1 <b>2022</b>
Net Sales	<b>¥755,174</b>	¥538,134	<b>\$6,346,007</b>
Operating Income	<b>418,045</b>	276,758	<b>3,512,984</b>
Net Income	<b>303,360</b>	197,289	<b>2,549,244</b>
Amounts Per Common Share (in Yen and U.S. Dollars)			
Net Income	<b>1,250.83</b>	813.47	<b>10.51</b>
Cash Dividends Applicable to the Year	<b>200.00</b>	200.00	<b>1.68</b>
Total Assets	<b>2,324,037</b>	2,009,874	<b>19,529,723</b>

\*1. All dollar figures herein refer to U.S. dollars. Dollar amounts are translated from Japanese yen, for convenience only, at ¥119= US\$1, the approximate exchange rate on March 20, 2022.



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## TO OUR SHAREHOLDERS

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### **Business results**

Following the transition from responding to the novel coronavirus pandemic to resuming a sense of normalcy, the world economy as a whole continued to grow during this consolidated fiscal year.

Consumption and employment in the United States recovered, and capital investment in Asia continued to increase.

Moderate recovery continued in Europe, and in Japan, production and capital investment showed signs of recovery.

Under these economic conditions, the KEYENCE Group worked to enhance planning and development and strengthen sales capabilities to sustain mid-to-long term growth. We have also developed new products including a Handheld Computer and a 3D Optical Profilometer. In sales, we have made efforts to expand our overseas sales offices.

As a result of these activities, in this consolidated fiscal year we recorded sales of JPY 755,174 million, operating income of JPY 418,045 million, income before taxes of JPY 431,240 million, and net income of JPY 303,360 million.

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## TO OUR SHAREHOLDERS

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### Performance by region

#### 1) Japan

Capital investment and production showed signs of improvement in Japan. Under these conditions, we worked to release new products and enhance our sales capabilities, resulting in sales of JPY 310,180 million.

#### 2) Overseas

Overseas economies showed signs of recovery as the impact of the novel coronavirus began to ease.

Under these economic conditions, we worked to enhance our sales capabilities, with a focus on recruitment and personnel training, resulting in sales of JPY 444,994 million.

Looking to the future of the global economy, growth is expected to continue to increase due in part to the various policies and improvements being implemented in overseas markets.

Under such conditions, the market environment surrounding the KEYENCE Group is expected to see not only a growing demand for automation, quality improvement, R&D, and energy-saving initiatives, but also various technological innovations. We recognize the need to strengthen the Group's planning and development capabilities while also expanding overseas business operations. In addition, furthering human resource development to take advantage of these changes and demands for continued sustainable growth is critical. We view these global trends as having great potential for expanding our business, and to realize this potential, we will focus on applying the powers that we have cultivated over the years to achieve sustained growth.



Yu Nakata  
President  
June 2022

## NEW PRODUCT HIGHLIGHTS



### 3D Optical Profilometer

This 3D profiling system makes it easy to measure targets that cannot be measured with conventional non-contact systems and requires no special skills to use. High-accuracy measurement of the entire surface of a target is possible at submicron resolutions even for shapes that cannot be captured through conventional methods simply by placing the target on the stage and pressing the measurement button. KEYENCE has improved the measurement algorithms and hardware to achieve a maximum measurement speed of just one second. This significantly improves measurement quality and efficiency.



### Handheld Computer

This single device offers all the functions necessary for enterprise work. KEYENCE's proprietary algorithms ensure instantaneous, high-speed reading for any code, even those obscured by dirt or plastic wrapping. The product also adopts a rugged design with a drop resistance of 2.7 m for reliable use in harsh environments. Flexible support for soft and hard keypad, as well as RFID units with a single device helps to improve operating efficiency in various applications.

## NEW PRODUCT HIGHLIGHTS



### Laser-based Elemental Analyzer

This system offers pinpoint elemental analysis during magnified microscope observation simply by clicking on the target area. Unlike conventional analyzers, KEYENCE's laser-based elemental analysis system eliminates the need to damage targets as well as the need for conductivity treatment and a vacuum environment. Elemental analysis is also possible in as little as 10 seconds. The integrated AI function instantly recommends the most likely detected material from a built-in database to enable simple, reliable analysis for any user.



### Multi-input Data Logger

With the ability to configure the operation software in 2 simple steps, setting up KEYENCE's multi-input data logger can be completed in just 10 seconds. Using remote units significantly simplifies wiring by reducing the amount of setup time required by up to 70%. Using environment-resistant units also ensures measurement can be performed even in situations with exposure to heat, water, physical impact, and dust. Boasting the smallest, lightest design in its class, this multi-input data logger also helps to conserve space.

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## INDEPENDENT AUDITOR'S REPORT

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**Deloitte.**

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**To the Board of Directors of Keyence Corporation:**

**Opinion**

We have audited the consolidated financial statements of Keyence Corporation and its consolidated subsidiaries (the "Group"), which comprise the consolidated balance sheet as of March 20, 2022, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, all expressed in Japanese yen.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of March 20, 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

**Convenience Translation**

Our audit also comprehended the translation of Japanese yen amounts into U.S. dollar amounts and, in our opinion, such translation has been made in accordance with the basis stated in Note 1 to the consolidated financial statements. Such U.S. dollar amounts are presented solely for the convenience of readers outside Japan.

**Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Key Audit Matter**

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. The matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

## INDEPENDENT AUDITOR'S REPORT

Revenue recognition for product sales transactions	
Key Audit Matter Description	How the Key Audit Matter Was Addressed in the Audit
<p>The Group is engaged in a single segment business of the manufacture and sale of electronic application equipment, with sales of JPY 755,174 million recorded in the consolidated statements of income for the current fiscal year. Revenue primarily consisted of sales transactions of products at KEYENCE CO., LTD., and significant subsidiaries, which are KEYENCE CORPORATION OF AMERICA and KEYENCE (CHINA) CO., LTD.</p> <p>Although the Group runs a single segment business, range of electronic equipment includes sensors, measuring instruments, imaging systems equipment and laser markers for factory automation, as well as microscopes for research and development, code readers for logistics and retail. The Group's sales consist of sales transactions involving a wide variety of products with relatively low sales prices.</p> <p>The Group recognizes sales primarily when products are shipped to customers from domestic or overseas warehouses. As an internal control over product sales transactions, the Group ensures the accuracy of sales by matching shipping instruction information registered in the system with actual shipment information.</p> <p>In the consolidated financial statements, sales of JPY 755,174 million are quantitatively significant, and because net sales represent the scale of the Group's business activities and are considered to be a key performance indicator for management and investors, we have determined revenue as a key audit matter.</p>	<p>For revenue recognition of product sales transactions, we performed the following audit procedures, among others:</p> <ul style="list-style-type: none"> <li>• We understood the revenue recognition process for the Group's product sales transactions and evaluated the effectiveness of the design and operation of internal controls. In particular, the design and operation of internal controls below were evaluated with the assistance of IT specialists. <ul style="list-style-type: none"> <li>· IT application controls to match shipping instructions information registered in the system with actual shipment information</li> <li>· General IT controls to support the reliability of processing of the aforementioned systems</li> </ul> </li> <li>• We performed risk assessment procedures, including analyses of monthly sales by business office and transaction type.</li> <li>• We examined the validity of the occurrence, accuracy and cut-off of product sales transactions selected based on sampling method by matching the purchase order from the customers with shipping records with receipt stamp of transport companies.</li> <li>• In addition, for transactions exceeding a certain amount, we matched the vouchers for cash receipt if cash had already been collected. In case where cash had not been collected by the end of the fiscal year, confirmation procedures were carried out with the counterparties.</li> <li>• With respect to the sales of KEYENCE CORPORATION OF AMERICA and KEYENCE (CHINA) CO., LTD. which are significant components, we instructed the component auditors to perform the same procedures as us, and evaluated the results of the audits performed by the component auditors.</li> </ul>

### Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

## INDEPENDENT AUDITOR'S REPORT

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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## INDEPENDENT AUDITOR'S REPORT

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with Audit & Supervisory Board members and the Audit & Supervisory Board, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

*Deloitte Touche Tohmatsu LLC*

June 10, 2022

Member of  
Deloitte Touche Tohmatsu Limited

KEYENCE CORPORATION AND SUBSIDIARIES  
**CONSOLIDATED BALANCE SHEET**

YEAR ENDED MARCH 20, 2022

		Millions of Yen	Thousands of U.S. Dollars (Note 1)
<b>ASSETS:</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents (Note 9)	¥396,165	¥189,875	\$3,329,123
Time deposits (Note 9)	68,130	211,326	572,527
Marketable securities (Notes 4 and 9)	540,276	528,797	4,540,139
Notes and accounts receivable (Note 9)	247,901	186,943	2,083,203
Allowance for doubtful receivables	(538)	(466)	(4,525)
Inventories (Note 5)	62,072	34,940	521,616
Other	8,561	6,807	71,944
<b>Total current assets</b>	<b>1,322,569</b>	<b>1,158,223</b>	<b>11,114,028</b>
<b>PROPERTY, PLANT AND EQUIPMENT:</b>			
Land	7,060	6,990	59,333
Buildings and structures	23,983	23,265	201,546
Furniture and fixtures	46,640	42,789	391,940
Other	11,228	4,892	94,354
<b>Total property, plant and equipment</b>	<b>88,913</b>	<b>77,937</b>	<b>747,174</b>
<b>Accumulated depreciation</b>	<b>(62,531)</b>	<b>(54,130)</b>	<b>(525,473)</b>
<b>Net property, plant and equipment</b>	<b>26,382</b>	<b>23,806</b>	<b>221,701</b>
<b>INVESTMENTS AND OTHER ASSETS:</b>			
Investments in associated companies (Note 9)	29,470	24,954	247,649
Investment securities (Notes 4 and 9)	910,278	788,123	7,649,395
Long-term time deposits (Note 9)	14,227		119,557
Deferred tax assets (Note 8)	12,005	6,571	100,882
Other	9,104	8,195	76,507
<b>Total investments and other assets</b>	<b>975,085</b>	<b>827,844</b>	<b>8,193,992</b>
<b>TOTAL</b>	<b>¥2,324,037</b>	<b>¥2,009,874</b>	<b>\$19,529,723</b>
<b>LIABILITIES AND EQUITY:</b>			
<b>CURRENT LIABILITIES:</b>			
Notes and accounts payable (Note 9)	¥15,911	¥10,540	\$133,708
Income taxes payable (Note 9)	89,667	51,344	753,507
Accrued bonuses	14,360	11,297	120,678
Other	26,613	21,339	223,642
<b>Total current liabilities</b>	<b>146,552</b>	<b>94,521</b>	<b>1,231,536</b>
<b>LONG-TERM LIABILITIES:</b>			
Other	3,901	2,507	32,782
<b>Total long-term liabilities</b>	<b>3,901</b>	<b>2,507</b>	<b>32,782</b>
<b>EQUITY (Note 7):</b>			
Common stock, authorized, 600,000,000 shares; issued, 243,207,684 shares in 2022 and 243,207,684 shares in 2021	30,637	30,637	257,458
Capital surplus	30,541	30,541	256,647
Retained earnings	2,101,779	1,846,924	17,662,008
Treasury stock at cost, 681,511 shares in 2022 and 681,147 shares in 2021	(3,785)	(3,763)	(31,813)
Accumulated other comprehensive income			
Unrealized gain (loss) on available-for-sale securities	3,428	5,418	28,810
Foreign currency translation adjustments	10,986	3,085	92,321
Defined retirement benefit plan	(3)	2	(27)
<b>Total equity</b>	<b>2,173,583</b>	<b>1,912,844</b>	<b>18,265,404</b>
<b>TOTAL</b>	<b>¥2,324,037</b>	<b>¥2,009,874</b>	<b>\$19,529,723</b>

See notes to consolidated financial statements.

## KEYENCE CORPORATION AND SUBSIDIARIES

## CONSOLIDATED STATEMENT OF INCOME

YEAR ENDED MARCH 20, 2022

	2022	Millions of Yen 2021	Thousands of U.S. Dollars (Note 1) 2022
<b>NET SALES</b>	<b>¥755,174</b>	<b>¥538,134</b>	<b>\$6,346,007</b>
<b>COSTS AND EXPENSES:</b>			
Cost of Sales	133,984	97,250	1,125,921
Selling, general and administrative	185,273	148,041	1,556,916
Research and development	17,872	16,084	150,185
<b>Total costs and expenses</b>	<b>337,129</b>	<b>261,375</b>	<b>2,833,022</b>
<b>OPERATING INCOME</b>	<b>418,045</b>	<b>276,758</b>	<b>3,512,984</b>
<b>OTHER INCOME (EXPENSES):</b>			
Interest and dividend income	646	838	5,435
Foreign exchange gain (loss)	6,695	3,375	56,261
Equity in earnings of associated companies	4,983	4,528	41,876
Other - net	869	1,093	7,309
<b>Other income (expenses) - net</b>	<b>13,195</b>	<b>9,836</b>	<b>110,883</b>
<b>INCOME BEFORE INCOME TAXES</b>	<b>431,240</b>	<b>286,594</b>	<b>3,623,868</b>
<b>INCOME TAXES (Note 8):</b>			
Current	132,405	91,952	1,112,648
Deferred	(4,524)	(2,647)	(38,024)
<b>Total income tax</b>	<b>127,880</b>	<b>89,305</b>	<b>1,074,624</b>
<b>NET INCOME</b>	<b>303,360</b>	<b>197,289</b>	<b>2,549,244</b>
<b>NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>¥303,360</b>	<b>¥197,289</b>	<b>\$2,549,244</b>

## PER SHARE OF COMMON STOCK (Notes 12 and 14)

	2022	Yen 2021	U.S. Dollars (Note 1) 2022
Basic net income	¥1,250.83	¥813.47	\$10.51
Cash dividends applicable to the year	200.00	200.00	1.68

See notes to consolidated financial statements.

KEYENCE CORPORATION AND SUBSIDIARIES

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**

YEAR ENDED MARCH 20, 2022

	<b>2022</b>	Millions of Yen 2021	Thousands of U.S. Dollars (Note 1) <b>2022</b>
<b>NET INCOME</b>	<b>¥303,360</b>	¥197,289	<b>\$2,549,244</b>
<b>OTHER COMPREHENSIVE INCOME (LOSS) (Note 11):</b>			
Unrealized gain (loss) on available-for-sale securities	<b>(1,989)</b>	3,403	<b>(16,722)</b>
Foreign currency translation adjustments	<b>7,911</b>	2,598	<b>66,480</b>
Share of other comprehensive income (loss) in associates	<b>(15)</b>	1	<b>(130)</b>
<b>Total other comprehensive income (loss)</b>	<b>5,905</b>	6,004	<b>49,628</b>
<b>COMPREHENSIVE INCOME</b>	<b>¥309,265</b>	¥203,293	<b>\$2,598,872</b>
<b>TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:</b>			
Owners of the parent	<b>¥309,265</b>	¥203,293	<b>\$2,598,872</b>

See notes to consolidated financial statements.

## KEYENCE CORPORATION AND SUBSIDIARIES

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED MARCH 20, 2022

	Millions of Yen								
	Outstanding number of shares of common stock	Common stock	Capital surplus	Retained earnings	Treasury stock	Accumulated other comprehensive income			Total Equity
						Unrealized gain (loss) on available- for-sale securities	Foreign currency translation adjustment	Defined retirement benefit plan	
<b>BALANCE, MARCH 20, 2020</b>	<b>242,527,053</b>	<b>¥30,637</b>	<b>¥30,538</b>	<b>¥1,698,140</b>	<b>(¥3,734)</b>	<b>¥2,015</b>	<b>¥480</b>	<b>¥6</b>	<b>¥1,758,083</b>
Net income attributable to owners of the parent				197,289					197,289
Cash dividends, ¥200 per share (Note 12)				(48,505)					(48,505)
Purchase of treasury stock	(564)				(29)				(29)
Disposal of treasury stock	48		2		0				2
Net change in the year						3,403	2,605	(3)	6,004
<b>BALANCE, MARCH 20, 2021</b>	<b>242,526,537</b>	<b>¥30,637</b>	<b>¥30,541</b>	<b>¥1,846,924</b>	<b>(¥3,763)</b>	<b>¥5,418</b>	<b>¥3,085</b>	<b>¥2</b>	<b>¥1,912,844</b>
Net income attributable to owners of the parent				303,360					303,360
Cash dividends, ¥200 per share (Note 12)				(48,505)					(48,505)
Purchase of treasury stock	(364)				(22)				(22)
Net change in the year						(1,989)	7,900	(5)	5,905
<b>BALANCE, MARCH 20, 2022</b>	<b>242,526,173</b>	<b>¥30,637</b>	<b>¥30,541</b>	<b>¥2,101,779</b>	<b>(¥3,785)</b>	<b>¥3,428</b>	<b>¥10,986</b>	<b>(¥3)</b>	<b>¥2,173,583</b>

	Thousands of U.S. Dollars (Note 1)								
	Outstanding number of shares of common stock	Common stock	Capital surplus	Retained earnings	Treasury stock	Accumulated other comprehensive income			Total Equity
						Unrealized gain (loss) on available- for-sale securities	Foreign currency translation adjustment	Defined retirement benefit plan	
<b>BALANCE, MARCH 20, 2021</b>	<b>242,526,537</b>	<b>\$257,458</b>	<b>\$256,647</b>	<b>\$15,520,372</b>	<b>(\$31,627)</b>	<b>\$45,530</b>	<b>\$25,927</b>	<b>\$18</b>	<b>\$16,074,326</b>
Net income attributable to owners of the parent				2,549,244					2,549,244
Cash dividends, \$1.68 per share (Note 12)				(407,607)					(407,607)
Purchase of treasury stock	(364)				(186)				(186)
Net change in the year						(16,719)	66,394	(45)	49,628
<b>BALANCE, MARCH 20, 2022</b>	<b>242,526,173</b>	<b>\$257,458</b>	<b>\$256,647</b>	<b>\$17,662,008</b>	<b>(\$31,813)</b>	<b>\$28,810</b>	<b>\$92,321</b>	<b>(\$27)</b>	<b>\$18,265,404</b>

See notes to consolidated financial statements.

KEYENCE CORPORATION AND SUBSIDIARIES

**CONSOLIDATED STATEMENT OF CASH FLOWS**

YEAR ENDED MARCH 20, 2022

	2022	2021	2022
		Millions of Yen	Thousands of U.S. Dollars (Note 1)
<b>OPERATING ACTIVITIES:</b>			
Income before income taxes	¥431,240	¥286,594	\$3,623,868
Adjustments for:			
Income taxes paid	(97,210)	(75,640)	(816,891)
Depreciation and amortization	8,621	7,555	72,447
Equity in earnings of associated companies	(4,983)	(4,528)	(41,876)
Changes in assets and liabilities:			
Decrease (Increase) in notes and accounts receivable	(53,099)	(21,969)	(446,212)
Decrease (Increase) in inventories	(26,257)	(943)	(220,654)
Decrease (Increase) in interest and dividend receivable	1,158	319	9,732
Increase (Decrease) in notes and accounts payable	5,334	920	44,831
Increase (Decrease) in accrued bonuses	2,773	1,184	23,306
Other - net	3,898	(840)	32,761
Total adjustments	(159,764)	(93,942)	(1,342,555)
<b>Net cash provided by operating activities</b>	<b>271,476</b>	<b>192,652</b>	<b>2,281,312</b>
<b>INVESTING ACTIVITIES:</b>			
Net decrease (increase) in time deposits	132,567	45,365	1,114,011
Capital expenditures	(6,162)	(4,358)	(51,784)
Net decrease (increase) in marketable and investment securities and other	(136,490)	(217,793)	(1,146,977)
Other - net	(1,049)	(700)	(8,819)
<b>Net cash used in investing activities</b>	<b>(11,134)</b>	<b>(177,487)</b>	<b>(93,570)</b>
<b>FINANCING ACTIVITIES:</b>			
Cash dividends paid	(48,505)	(48,505)	(407,607)
Net decrease (increase) in treasury stock	(22)	(26)	(186)
Other - net	(1,290)		(10,841)
<b>Net cash used in financing activities</b>	<b>(49,817)</b>	<b>(48,532)</b>	<b>(418,635)</b>
<b>EFFECT OF FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS</b>	<b>(4,233)</b>	<b>338</b>	<b>(35,572)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>206,290</b>	<b>(33,028)</b>	<b>1,733,534</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>189,875</b>	<b>222,903</b>	<b>1,595,589</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>¥396,165</b>	<b>¥189,875</b>	<b>\$3,329,123</b>

See notes to consolidated financial statements.

KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

**1. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS**

The accompanying consolidated financial statements have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations and in accordance with accounting principles generally accepted in Japan ("Japanese GAAP"), which are different in certain respects as to the application and disclosure requirements of International Financial Reporting Standards.

In preparing these consolidated financial statements, certain reclassifications and rearrangements have been made to the consolidated financial statements issued domestically in order to present them in a form which is more familiar to readers outside of Japan. In addition, certain reclassifications have been made in the 2021 consolidated financial statements to conform to the classifications used in 2022. Amounts less than one million yen and one thousand U.S. dollars are rounded down, except for per share data. Therefore, total or subtotal amounts may not correspond with the aggregation of such account balances.

The consolidated financial statements are stated in Japanese yen, the currency of the country in which KEYENCE CORPORATION (the "Company") is incorporated and operates. The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside of Japan and have been made at the rate of ¥119 to \$1, the approximate rate of exchange at March 20, 2022. Such translations should not be construed as representations that the Japanese yen amounts could be converted into U.S. dollars at that or any other rate.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

- a. Consolidation** — The consolidated financial statements include the accounts of the Company and its 28 significant subsidiaries (together, the "Group"). Under the control and influence concepts, those companies in which the Company, directly or indirectly, is able to exercise control over operations are fully consolidated, and those companies over which the Group has the ability to exercise significant influence are accounted for by the equity method. All significant intercompany balances and transactions have been eliminated in consolidation. All material unrealized profit included in assets resulting from transactions within the Group is also eliminated.
- b. Cash Equivalents** — Cash equivalents are short-term investments that are readily convertible into cash and that are exposed to insignificant risk of changes in value. Cash equivalents include time deposits, all of which mature or become due within three months of the date of acquisition.
- c. Inventories** — Inventories of the Company and its domestic subsidiaries are principally stated at the lower of cost, determined by the average cost method or net selling value. Inventories of foreign subsidiaries are principally stated at the lower of cost, determined by the average cost method or market value.
- d. Marketable and Investment Securities** — All of the Group's securities are classified as available-for-sale securities and are reported at fair value, with unrealized gains and losses, net of applicable taxes, reported in a separate component of equity. Nonmarketable available-for-sale securities are stated at cost determined by the moving-average method. For other-than-temporary declines in fair value, investment securities are reduced to net realizable value by a charge to income.
- e. Allowance for Doubtful Receivables** — The Company and its domestic subsidiaries have provided an allowance for doubtful receivables stated in an amount considered to be appropriate based on the Group's past credit loss experience and an evaluation of potential losses in the receivables outstanding. Foreign subsidiaries have provided an allowance for doubtful receivables at the estimated amount of probable bad debts.
- f. Property, Plant and Equipment** — Property, plant and equipment are stated at cost. Depreciation of property, plant and equipment of the Company and its domestic subsidiaries is principally computed by the declining-balance method based on the estimated useful lives of the assets. Depreciation of property, plant and equipment of foreign subsidiaries is principally computed by the straight-line method based on the estimated useful lives of the assets.
- g. Long-Lived Assets** — The Group reviews its long-lived assets for impairment whenever events or changes in circumstance indicate the carrying amount of an asset or asset group may not be recoverable. An impairment loss is recognized if the carrying amount of an asset or asset group exceeds the sum of the undiscounted future cash flows expected to result from the continued use and eventual disposition of the asset or asset group. The impairment loss would be measured as the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of the discounted cash flows from the continued use and eventual disposition of the asset or the net selling price at disposition.
- h. Foreign Currency Transactions** — All short-term and long-term monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the exchange rates at the balance sheet date. The foreign exchange gains and losses from translation are recognized in the consolidated statement of income to the extent that they are not hedged by foreign exchange forward contracts.
- i. Foreign Currency Financial Statements** — The balance sheet accounts of the consolidated foreign subsidiaries and associated companies are translated into Japanese yen at the current exchange rates as of the balance sheet date, except for equity, which is translated at the historical rates. Differences arising from such translation are shown as "Foreign currency translation adjustments" under accumulated other comprehensive income in a separate component of equity. Revenue and expense accounts of consolidated foreign subsidiaries are translated into Japanese yen at the average exchange rate.
- j. Income Taxes** — The provision for income taxes is computed based on the pretax income included in the consolidated statement of income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Deferred taxes are measured by applying currently enacted income tax rates to the temporary differences.
- k. Derivatives and Hedging Activities** — The Group utilizes derivative financial instruments in order to manage foreign currency risk and reduce exposure to fluctuations in foreign exchange rates. The Group does not enter into derivatives for trading or speculative purposes. Derivative financial instruments are classified and accounted for as derivatives used for hedging purposes if such derivatives qualify for hedge accounting because of high correlation and effectiveness between the hedging instruments and the hedged items. Gains or losses on derivatives are deferred until maturity of the hedged transactions. Foreign currency time deposits for which foreign exchange forward contracts are used to hedge foreign currency fluctuations are translated at the contracted rate if the forward contracts qualify for hedge accounting.

## KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

**i. Research and Development Costs** — Research and development costs are charged to income as incurred.

**m. Per Share Information** — Basic net income per share is computed by dividing net income attributable to common shareholders by the weighted-average number of common shares outstanding for the period, retroactively adjusted for stock splits. The Company did not have securities or contingent stock agreements that could potentially dilute net income per common share in the year ended March 20, 2022 and 2021. Cash dividends per share presented in the accompanying consolidated statement of income are dividends applicable to the respective fiscal years, including dividends to be paid after the end of the year.

**n. Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements** — Under Accounting Standards Board of Japan ("ASBJ") Practical Issues Task Force ("PITF") No. 18, "Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements," the accounting policies and procedures applied to a parent company and its subsidiaries for similar transactions and events under similar circumstances should in principle be unified for the preparation of the consolidated financial statements. However, financial statements prepared by foreign subsidiaries in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America (Financial Accounting Standards Board Accounting Standards Codification) tentatively may be used for the consolidation process, except for the following items that should be adjusted in the consolidation process so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of an investment in an equity instrument, where a foreign subsidiary elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument. ASBJ Statement No. 16, "Accounting Standard for Equity Method of Accounting for Investments," requires adjustments to be made to conform the associate's accounting policies for similar transactions and events under similar circumstances to those of the parent company when the associate's financial statements are used in applying the equity method, unless it is impracticable to determine such adjustments. In addition, financial statements prepared by foreign associated companies in accordance with either International Financial Reporting Standards or generally accepted accounting principles in the United States of America tentatively may be used in applying the equity method if the following items are adjusted so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting; and (e) recording a gain or loss through profit or loss on the sale of an investment in an equity instrument for the difference between the acquisition cost and selling price, and recording impairment loss through profit or loss for other-than-temporary declines in the fair value of an investment in an equity instrument, where a foreign associate elects to present in other comprehensive income subsequent changes in the fair value of an investment in an equity instrument.

**o. Accounting Changes and Error Corrections** — In December 2009, the ASBJ issued ASBJ Statement No. 24, "Accounting Standard for Accounting Changes and Error Corrections" and ASBJ Guidance No. 24, "Guidance on Accounting Standard for Accounting Changes and Error Corrections." Accounting treatments under this standard and guidance are as follows:

1) Changes in Accounting Policies

When a new accounting policy is applied following revision of an accounting standard, the new policy is applied retrospectively, unless the revised accounting standard includes specific transitional provisions, in which case the entity shall comply with the specific transitional provisions.

2) Changes in Presentation

When the presentation of financial statements is changed, prior-period financial statements are reclassified in accordance with the new presentation.

3) Changes in Accounting Estimates

A change in an accounting estimate is accounted for in the period of the change if the change affects that period only, and is accounted for prospectively if the change affects both the period of the change and future periods.

4) Corrections of Prior-Period Errors

When an error in prior-period financial statements is discovered, those statements are restated.

**p. New Accounting Pronouncements**

**i. Accounting Standard for Revenue Recognition**

On March 30, 2018, the ASBJ issued ASBJ Statement No. 29, "Accounting Standard for Revenue Recognition," and ASBJ Guidance No. 30, "Implementation Guidance on Accounting Standard for Revenue Recognition." The core principle of the standard and guidance is that an entity should recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. An entity should recognize revenue in accordance with that core principle by applying the following steps:

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Company expects to apply the accounting standard and guidance for annual periods beginning on or after March 21, 2022, and is in the process of measuring the effects of applying the accounting standard and guidance in future applicable periods.

## KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

II. Accounting Standard for Fair Value Measurement, etc.

The ASBJ issued following statements:

ASBJ Statement No. 30, "Accounting Standard for Fair Value Measurement," July 4, 2019

ASBJ Guidance No. 31, "Implementation Guidance on Accounting Standard for Fair Value Measurement," June 17, 2021

ASBJ Statement No. 9, "Revised Accounting Standard for Measurement of Inventories," July 4, 2019

ASBJ Statement No. 10, "Revised Accounting Standard for Financial Instruments," July 4, 2019

ASBJ Guidance No. 19, "Revised Implementation Guidance on Disclosures about Fair Value of Financial Instruments," March 31, 2020

The standards and guidance above were developed to improve the comparability of financial statements in Japan and abroad, and are applied to fair value of following items:

Financial Instruments in "Accounting Standard for Financial Instruments"

Inventories for trading purposes in "Accounting Standard for Measurement of Inventories"

The Company and its domestic subsidiaries will apply the accounting standards and guidance for financial years beginning on or after March 21, 2022. The application of the accounting standards and guidance is expected to have an immaterial impact on the consolidated financial statements.

### 3. Significant Accounting Estimates

Accounting estimates in the consolidated financial statements for the year ended March 20, 2022 are not identified as having a significant impact on the consolidated financial statements for annual periods beginning on March 21, 2022.

### 4. MARKETABLE AND INVESTMENT SECURITIES

Marketable and investment securities as of March 20, 2022 and 2021 consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars		Millions of Yen		Thousands of U.S. Dollars
	2022	2021	2022		2022	2021	2022
<b>Current:</b>				<b>Non-current:</b>			
Government and corporate bonds	¥69,976	¥23,497	\$588,038	Equity securities	¥7,159	¥9,111	\$60,160
Negotiable certificate of deposits	470,300	505,300	3,952,100	Government and corporate bonds	475,619	336,511	3,996,798
<b>Total</b>	<b>¥540,276</b>	<b>¥528,797</b>	<b>\$4,540,139</b>	Negotiable certificate of deposits	427,500	442,500	3,592,436
				<b>Total</b>	<b>¥910,278</b>	<b>¥788,123</b>	<b>\$7,649,395</b>

The carrying amounts and aggregate fair values of marketable and investment securities at March 20, 2022 and 2021 were as follows:

	Millions of Yen					Thousands of U.S. Dollars			
	2022	2022	2021	2021		2022	2022	2021	2021
<b>Securities classified as:</b>	Cost	Unrealized Gains	Unrealized Losses	Fair value	<b>Securities classified as:</b>	Cost	Unrealized gains	Unrealized losses	Fair value
<b>Available-for-sale:</b>					<b>Available-for-sale:</b>				
Equity securities	¥1,334	¥5,827	¥2	¥7,159	Equity securities	\$11,215	\$48,968	\$23	\$60,160
Government and corporate bonds	546,487	45	938	545,595	Government and corporate bonds	4,592,335	384	7,882	4,584,837
Negotiable certificate of deposits	897,800			897,800	Negotiable certificate of deposits	7,544,537			7,544,537
<b>Securities classified as:</b>	Millions of Yen				<b>Securities classified as:</b>	Thousands of U.S. Dollars			
	2021	2021	2021	2021		2021	2021	2021	2021
<b>Available-for-sale:</b>	Cost	Unrealized gains	Unrealized losses	Fair value	<b>Available-for-sale:</b>	Cost	Unrealized gains	Unrealized losses	Fair value
Equity securities	¥1,332	¥7,799	¥20	¥9,111	Equity securities	\$11,215	\$48,968	\$23	\$60,160
Government and corporate bonds	359,991	91	74	360,008	Government and corporate bonds	4,592,335	384	7,882	4,584,837
Negotiable certificate of deposits	947,800			947,800	Negotiable certificate of deposits	7,544,537			7,544,537

There were no proceeds, realized gains and realized losses of the available-for-sale securities which were sold during the years ended March 20, 2022 and 2021.

### 5. INVENTORIES

Inventories at March 20, 2022 and 2021, consisted of following:

	Millions of Yen		Thousands of U.S. Dollars
	2022	2021	2022
Finished products	¥27,223	¥18,564	\$228,765
Work in process	9,168	5,764	77,048
Raw materials	25,680	10,612	215,802
<b>Total</b>	<b>¥62,072</b>	<b>¥34,940</b>	<b>\$521,616</b>

## KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

**6. EMPLOYEES' RETIREMENT BENEFITS**

The Company and certain subsidiaries have prepayment retirement benefits and defined contribution pension plans. The net periodic benefit costs for the years ended March 20, 2022 and 2021, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2022	2021	2022
Contribution to defined contribution pension plans and prepayment retirement benefits	¥1,949	¥1,895	\$16,385

**7. EQUITY**

Japanese companies are subject to the Companies Act of Japan (the "Companies Act"). The significant provisions in the Companies Act that affect financial and accounting matters are summarized below:

**a. Dividends**—Under the Companies Act, companies can pay dividends at any time during the fiscal year in addition to the year-end dividend upon resolution at the shareholders' meeting. Additionally, for companies that meet certain criteria including (1) having a Board of Directors, (2) having independent auditors, (3) having an Audit & Supervisory Board, and (4) having a term of service for the directors prescribed as one year rather than the two years of normal terms per its articles of incorporation, the Board of Directors may declare dividends (except for dividends-in-kind) at any time during the fiscal year.

The Companies Act permits companies to distribute dividends-in-kind (noncash assets) to shareholders subject to certain limitations and additional requirements.

Semiannual interim dividends may also be paid once a year upon resolution by the Board of Directors if the articles of incorporation of the Company so stipulate. The Companies Act provides certain limitations on the amounts available for dividends or the purchase of treasury stock. The limitation is defined as the amount available for distribution to the shareholders, but the amount of net assets after dividends must be maintained at no less than ¥3 million.

**b. Increases / Decreases and Transfer of Common Stock, Reserve, and Surplus**—The Companies Act requires that an amount equal to 10% of dividends must be appropriated as a legal reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus) depending on the equity account charged upon the payment of such dividends, until the aggregate amount of legal reserve and additional paid-in capital equals 25% of the common stock. Under the Companies Act, the total amount of additional paid-in capital and legal reserve may be reversed without limitation. The Companies Act also provides that common stock, legal reserve, additional paid-in capital, other capital surplus, and retained earnings can be transferred among the accounts within equity under certain conditions upon the resolution of the shareholders.

**c. Treasury Stock and Treasury Stock Acquisition Rights**—The Companies Act also provides for companies to purchase treasury stock and dispose of such treasury stock by resolution of the Board of Directors. The amount of treasury stock purchased cannot exceed the amount available for distribution to the shareholders, which is determined by a specific formula. Under the Companies Act, stock acquisition rights are presented as a separate component of equity. The Companies Act also provides that companies can purchase both treasury stock acquisition rights and treasury stock. Such treasury stock acquisition rights are presented as a separate component of equity or deducted directly from stock acquisition rights.

**8. INCOME TAXES**

The Company and its domestic subsidiaries are subject to Japanese national and local income taxes which, in the aggregate, resulted in normal effective statutory tax rates of approximately 30.5% for the years ended March 20, 2022 and 2021.

The tax effects of significant temporary differences and tax loss carryforwards which resulted in deferred tax assets and liabilities at March 20, 2022 and 2021, was as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2022	2021	2022
<b>Deferred tax assets:</b>			
Accrued bonuses	¥3,146	¥2,717	\$26,437
Inventories	12,536	8,440	105,345
Accrued enterprise tax	4,290	2,898	36,052
Other	3,768	2,559	31,669
<b>Deferred tax assets</b>	<b>23,741</b>	<b>16,616</b>	<b>199,505</b>
<b>Deferred tax liabilities:</b>			
Undistributed earnings	(9,038)	(7,389)	(75,951)
Investment securities	(1,777)	(2,379)	(14,938)
Other	(920)	(295)	(7,734)
<b>Deferred tax liabilities</b>	<b>(11,736)</b>	<b>(10,064)</b>	<b>(98,624)</b>
<b>Net deferred tax assets (liabilities)</b>	<b>¥12,004</b>	<b>¥6,552</b>	<b>\$100,880</b>

There was no significant difference between the normal effective statutory tax rates and the actual effective tax rates reflected in the accompanying consolidated statements of income for the years ended March 20, 2022 and 2021.

## KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

## 9. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

a. **Group Policy for Financial Instruments** — The Group invests in financial instruments and in low-risk financial assets, including bonds. Derivatives are not used for speculative purposes, but to manage exposure to financial risks as described in b. below.

b. **Nature of Financial Instruments, Extent of Risks Arising from Financial Instruments and Risk Management for Financial Instruments** — Notes and accounts receivable are exposed to customer credit risk. In order to reduce risk, the Group monitors financial status and transaction history to detect the default risk of customers at an early stage. Since marketable securities and investment securities are mainly composed of high credit-rated bonds, the credit risk associated with the investments is not considered to be significant. However, since they are exposed to the risk of market price fluctuations, the Group monitors the market value and reviews the validity of continued possession on a regular basis. Notes and accounts payable and income taxes payable are all due within less than one year. Derivatives, foreign exchange forward contracts, are used to manage exposure to market risks from fluctuations in foreign currency exchange rates of foreign currency time deposits.

c. **Fair Values of Financial Instruments** — Fair values of financial instruments are based on quoted prices in active markets. If the quoted prices are not available, other rational valuation techniques are used instead.

I. Fair value of financial instruments	Millions of Yen			Thousands of U.S. Dollars		
	Carrying amount	Fair value	Unrealized gain (loss)	Carrying amount	Fair value	Unrealized gain (loss)

**Assets:**

	2022			2022		
	Carrying amount	Fair value	Unrealized gain (loss)	Carrying amount	Fair value	Unrealized gain (loss)
Cash and cash equivalents and Long-term time deposits	¥478,523	¥478,523		\$4,021,208	\$4,021,208	
Notes and accounts receivable	247,901	247,901		2,083,203	2,083,203	
Marketable securities and investment securities and investment in associated company	1,479,424	1,600,162	¥120,738	12,432,137	13,446,744	\$1,014,606
<b>Assets</b>	<b>¥2,205,849</b>	<b>¥2,326,587</b>	<b>¥120,738</b>	<b>\$18,536,549</b>	<b>\$19,551,156</b>	<b>\$1,014,606</b>

**Liabilities:**

Notes and accounts payable	¥15,911	¥15,911		\$133,708	\$133,708	
Income taxes payable	89,667	89,667		753,507	753,507	
<b>Liabilities</b>	<b>¥105,578</b>	<b>¥105,578</b>		<b>\$887,215</b>	<b>\$887,215</b>	

	Millions of Yen		
	Carrying amount	Fair value	Unrealized gain (loss)

**Assets:**

	2021		
	Carrying amount	Fair value	Unrealized gain (loss)
Cash and cash equivalents and Time deposits	¥401,201	¥401,201	
Notes and accounts receivable	186,943	186,943	
Marketable securities and investment securities and investment in associated company	1,341,321	1,492,551	¥151,230
<b>Assets</b>	<b>¥1,929,466</b>	<b>¥2,080,696</b>	<b>¥151,230</b>

**Liabilities:**

Notes and accounts payable	¥10,540	¥10,540	
Income taxes payable	51,344	51,344	
<b>Liabilities</b>	<b>¥61,885</b>	<b>¥61,885</b>	

- Cash and cash equivalents, time deposits, notes and accounts receivable, notes and accounts payable, and income taxes payable — The carrying values of cash and cash equivalents, time deposits, notes and accounts receivable, notes and accounts payable, and income taxes payable approximate the fair values because of their short maturities.
- Long-term time deposits — The fair values of long-term time deposits are deemed to be the carrying amounts because the carrying amounts approximate the present value obtained by discounting the total amount of principal and interest at the interest rate that would be applied to a similar new deposits.
- Marketable securities, investment securities and investment in associated companies — The fair values of marketable securities, investment securities and investment in associated companies are measured at the quoted market price of the stock exchange for the equity instruments, and at the quoted price obtained from the financial institution for certain debt instruments. The fair values of negotiable certificates of deposit are deemed to be the acquisition price because the current price approximates the acquisition price. Information on the fair value for marketable securities, investment securities, and negotiable certificates of deposit is included in Note 3.
- Fair Values of derivatives — information on the fair values of derivatives is included in Note 9.

II. Carrying amount of financial instruments whose fair value cannot be reliably determined	Millions of Yen			Thousands of U.S. Dollars		
	2022	2021	2022	2022	2021	2022
Investments in equity instruments that do not have a quoted market price in an active market	¥600	¥552		\$5,046		

## KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

## d. Maturity analysis for financial assets and securities with contractual maturities

	Millions of Yen				Thousands of U.S. Dollars			
	2022				2022			
	Due in one year or less	Due after one year through five years	Due after five years through ten years	Due after ten years	Due in one year or less	Due after one year through five years	Due after five years through ten years	Due after ten years
Cash and cash equivalents and Time deposits	¥464,296				\$3,901,650			
Notes and accounts receivables	247,901				2,083,203			
Marketable securities and Investment securities-Available-for-sale securities with contractual maturities	70,000	¥476,500			588,235	\$4,004,201		
Negotiable certificate of deposits	470,300	427,500			3,952,100	3,592,436		
Long-term time deposits			¥14,227				\$119,557	
<b>TOTAL</b>	<b>¥1,252,497</b>	<b>¥904,000</b>	<b>¥14,227</b>		<b>\$10,525,189</b>	<b>\$7,596,638</b>	<b>\$119,557</b>	

	Millions of Yen			
	2021			
	Due in one year or less	Due after one year through five years	Due after five years through ten years	Due after ten years
Cash and cash equivalents and Time deposits	¥401,201			
Notes and accounts receivables	186,943			
Marketable securities and Investment securities-Available-for-sale securities with contractual maturities	23,500	¥336,500		
Negotiable certificate of deposits	505,300	442,500		
<b>TOTAL</b>	<b>¥1,116,944</b>	<b>¥779,000</b>		

## 10. DERIVATIVES

a. **Group Policy for Derivatives** — The Group does not utilize derivatives for trading or speculative purposes. The Group uses derivatives such as forward exchange contracts in order to manage the foreign currency exposure.

b. **Derivative Transactions to which Hedge Accounting Is Applied**

There is no such item for the fiscal year ended March 20, 2022.

	Millions of Yen			
	2021			
	Hedged Item	Contract Amount	Contract Amount Due after One Year	Fair value
<b>Foreign currency forward contracts</b>				
Selling U.S.\$	Foreign currency Time deposit	¥150,037		

- Foreign currency time deposits for which foreign currency forward contracts have been entered are recorded at the contracted rate.
- For foreign currency forward contracts amounts, which are assigned to associated foreign currency time deposits and are reflected on the balance sheet at year-end, the market values of the foreign currency forward contracts are included in the market values of the relevant foreign currency time deposit amounts.
- The contract or notional amounts of derivatives which are shown in the above table may not represent the amounts exchanged by the parties and may not measure the Group's exposure to credit or market risk.

## 11. COMPREHENSIVE INCOME

The component of other comprehensive income for the years ended March 20, 2022 and 2021, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	2022	2021	2022
<b>Unrealized gain (loss) on available-for-sale securities</b>			
Gains (losses) arising during the year (Amount before income tax effect)	(¥2,863)	¥4,898	(\$24,061)
Income tax effect	873	(1,494)	7,339
<b>Total</b>	<b>(¥1,989)</b>	<b>¥3,403</b>	<b>(\$16,722)</b>
<b>Foreign currency translation adjustments</b>			
Adjustments arising during the year	¥7,911	¥2,598	\$66,480
<b>Share of other comprehensive income (loss) in associates</b>			
Gains (losses) arising during the year	(¥15)	¥1	(\$130)
<b>Total other comprehensive income (loss)</b>	<b>¥5,905</b>	<b>¥6,004</b>	<b>\$49,628</b>

KEYENCE CORPORATION AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 20, 2022

**12. AMOUNT PER COMMON SHARE**

The computation of net income per common share is based on the weighted-average number of common shares outstanding.

The average number of common shares used in the computations was 242,526,325 and 242,526,860 shares for 2022 and 2021, respectively.

Cash dividends per common share represent amounts applicable to the respective periods including dividends to be paid after the end of the period.

**13. SEGMENT INFORMATION**

Under ASBJ Statement No. 17, "Accounting Standard for Segment Information Disclosures," and ASBJ Guidance No. 20, "Guidance on Accounting Standard for Segment Information Disclosures," an entity is required to report financial and descriptive information about its reportable segments. Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components of an entity about which separate financial information is available and such information is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing performance. Generally, segment information is required to be reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

## I. Reportable Segments

Information about reportable segments is not disclosed because the Company has one operating segment.

## II. Related Information

## • Information by product and service

As the Sales of one product group account for more than 90% of the Group's total consolidated sales, the disclosure for the years ended March 20, 2022 and 2021, has been omitted.

## • Information by geographical area

	2022	Millions of Yen 2021	Thousands of U.S. Dollars 2022
<b>Revenue</b>			
<b>Japan</b>	¥310,180	¥236,905	\$2,606,558
<b>Overseas</b>			
USA	110,480	77,421	928,408
China	128,511	86,165	1,079,930
Other	206,002	137,641	1,731,110
<b>Total</b>	444,994	301,228	3,739,448
<b>TOTAL</b>	¥755,174	¥538,134	\$6,346,007

	2022	Millions of Yen 2021	Thousands of U.S. Dollars 2022
<b>Property, plant and equipment</b>			
<b>Japan</b>	¥16,718	¥16,525	\$140,494
<b>Overseas</b>	9,663	7,280	81,206
<b>TOTAL</b>	¥26,382	¥23,806	\$221,701

## • Information on principal customers

There is no customer, whose sales exceed 10% of the total consolidated sales for the years ended March 20, 2022 and 2021.

**14. SUBSEQUENT EVENT**

At the Shareholder's General Meeting held on June 10, 2022, the shareholders approved payment of ¥100.00 (\$0.84) per share or total of ¥24,252 million (\$203,803 thousand), to shareholders of record on March 20, 2022.

## BOARD OF DIRECTORS/AUDIT & SUPERVISORY BOARD/CORPORATE DATA/DIRECTORY

### BOARD OF DIRECTORS

As of June 10, 2022

<b>Takemitsu Takizaki</b> Honorary Chairman and Director	<b>Akiji Yamaguchi</b> Director	<b>Hiroaki Yamamoto</b> Director	<b>Seiichi Taniguchi</b> Outside Director
<b>Yu Nakata</b> President and Representative Director	<b>Masayuki Miki</b> Director	<b>Akinori Yamamoto</b> Director	<b>Kumiko Suenaga</b> Outside Director
			<b>Michifumi Yoshioka</b> Outside Director

### AUDIT & SUPERVISORY BOARD MEMBERS

As of June 10, 2022

<b>Koichiro Komura</b> Outside Auditor	<b>Hidehiko Takeda</b> Outside Auditor	<b>Hiroji Indoh</b> Outside Auditor
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### CORPORATE DATA

As of March 20, 2022

<b>Established:</b>	March 1972
<b>Incorporated:</b>	May 1974
<b>Capital:</b>	30,637 million yen
<b>Number of Employees:</b>	8,961 (consolidated)
<b>Common Stock:</b>	600,000,000 shares Authorized 243,207,684 shares Issued
<b>Number of Shareholders:</b>	21,036
<b>Stock Listing:</b>	Tokyo Stock Exchange, Inc.
<b>Share Registrar:</b>	Mitsubishi UFJ Trust and Banking Corporation 1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-8212, JAPAN

### DIRECTORY

As of March 20, 2022

#### KEYENCE CORPORATION

Osaka, Japan Tel: +81-6-6379-1111

#### AFFILIATES:

#### KEYENCE CORPORATION OF AMERICA

Chicago, U.S.A. Tel: +1-201-930-0100  
New Jersey, U.S.A. Tel: +1-201-930-0100

#### KEYENCE CANADA INC.

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#### KEYENCE MEXICO S.A. DE C.V.

Mexico City, Mexico Tel: +52-55-8850-0100

#### KEYENCE BRASIL COMERCIO DE PRODUTOS ELETRONICOS LTDA.

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#### PT. KEYENCE INDONESIA

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#### KEYENCE VIETNAM CO., LTD.

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#### KEYENCE PHILIPPINES INC.

Manila, Philippines Tel: +63-2-8981-5000

#### KEYENCE (MALAYSIA) SDN BHD

Petaling Jaya, Malaysia Tel: +60-3-7883-2211

#### KEYENCE (THAILAND) CO., LTD.

Bangkok, Thailand Tel: +66-2-078-1090

## ADDRESSING SOCIETAL CHALLENGES USING OUR PRODUCTS

### Improving Productivity

We are working to streamline the manufacturing process in various industries and countries to improve productivity and efficiency. By proposing solutions that lead to improved productivity, product quality can be ensured, while production time and waste can be minimized.

#### Image-Based Laser Sensor

##### IX Series

Conventionally, objects were moved to measure multiple points, or processes were detected separately. The IX Series identifies measurement targets through imaging and measures specified points with a laser to detect multiple heights at the same time. This helps reduce production time.



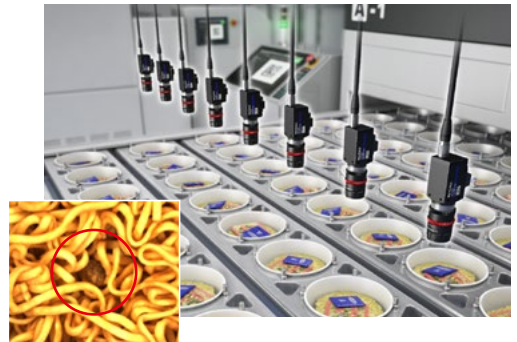
### Improving Product Quality

As the functionality and sophistication of products advance, product quality has become more important. KEYENCE products can be used to stably produce high quality products.

#### Image Processing System

##### XG-X Series

This system uses multi-spectrum lighting with eight wavelength LEDs and the industry's fastest 14-core image processing system to accurately identify subtle color differences that cannot be identified with a regular color camera. It helps improve food safety by quickly inspecting food for foreign matter, or other defects.



### Ensuring the Safety of the Working Environment

We provide products that help improve safety at production sites. This also reduces the load on health and safety management. Specifically, we are promoting the improvement of on-site safety by developing safety equipment that maintains productivity while securing the safety of workers from hazardous elements, such as machinery and robots used at production sites.

#### Safety Laser Scanner

##### SZ-V Series

Safety measures are necessary at manufacturing sites, but these can lower productivity. With KEYENCE's SZ-V Series, new technologies and concepts are combined to ensure both safety and productivity.



## ADDRESSING SOCIETAL CHALLENGES USING OUR PRODUCTS

### Improving the Working Environment

KEYENCE inkjet printers are equipped with various features to prevent health risks.

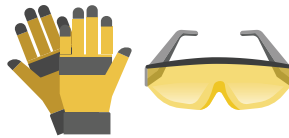
In the past, separate equipment was required to safely perform maintenance on inkjet printing equipment.

Daily maintenance is required to use an inkjet printer.

Examples of measures taken to prevent the release of chemical substances are shown.

#### Glovebox

Workers must use this box, which provides airflow intake and exhaust to reduce exposure to chemical substances.



#### Respiratory Protective Gear

Workers are recommended to use a respiratory mask to prevent inhalation of chemical substances.



#### Occupational Health Protective Gear

Workers are recommended to wear protective glasses and solvent-resistant gloves to protect the skin and eyes.



The MK-U Series enables anyone to perform maintenance safely.

The MK-U Series has a new design to prevent exposure to ink and solvents and associated vapors. No special measures or additional cost is required as is the case with conventional inkjet printers.



# HUMAN RESOURCES DEVELOPMENT

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## Basic Guideline on Human Resources Development

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KEYENCE prioritizes efforts to train its employees in order to contribute to the added value of the Company, while aiming to create a workplace with a positive impact on society.

## Basic Policy on Training Personnel

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- Give employees ownership and accountability for both their actions and results
- On-the-job training as a core component of the training program
- Promote comprehensive skill development through continuous training programs

## On-the-job Training Program Examples

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### Sales

#### **Joint action**

1. New employees accompany senior employees on sales visits in order to learn sales techniques and industry knowledge.
2. Senior employees accompany new employees during sales visits and offer tangible business advice.

### Development

#### **Project lead**

New employees participate in development projects two months after joining the Company.  
We promote growth and development by giving significant project ownership to new employees.

### Programs for Promoting On-the-job Training

#### **Personal coach program**

This program promotes growth by allowing new employees to receive general work advice directly from senior employees.

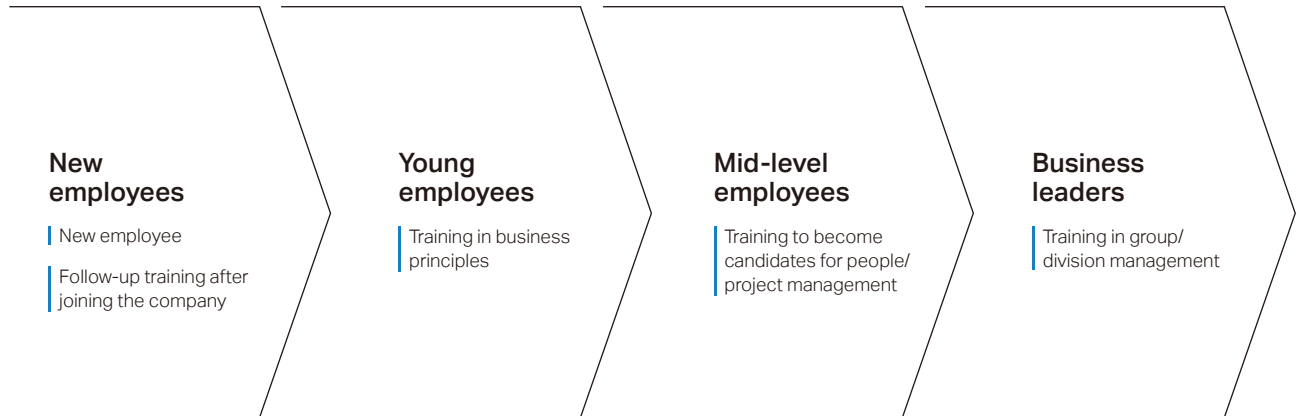
#### **Mentoring program**

This program differs from the personal coach system in that it allows experienced employees to mentor new employees and address their detailed questions and concerns.

# HUMAN RESOURCES DEVELOPMENT

## Development Timeline

- Training by career



## Training Programs

### Management Development Program (MDP)

This training program cultivates next-generation leaders by granting trial management responsibilities for a certain period of time. This program not only encourages growth, but is also effective in developing leadership candidates and helps to maintain an active organization.

### Career Development Program (CDP)

This program allows employees to move to another section of the Company for a certain period of time to work in a new role. Experiencing various types of work outside of their specialties cultivates broad skill set and promotes development of new capacities. Recently, there has been an increase in "overseas CDP", in which Japanese workers are assigned to overseas subsidiaries to further this goal.

### Multi assessment

To foster the development of managers, this program gives employees the opportunity to complete an evaluation (survey) of management. The purpose is to periodically and openly share strengths and improvement areas to improve management quality.



## PROVIDING RESPONSIBLE PRODUCTS

### Procurement Guidelines

To ensure a workplace that takes human rights into consideration, we have established procurement guidelines for our supply chain, and request that our suppliers follow these. In addition, as part of our basic business agreement, we ask that these businesses make efforts to reduce their environmental impact and prevent environmental pollution to protect our planet.

### Green Procurement

The following efforts are being made to promote green procurement:

- We established rules for environmental management and materials management and ask that our suppliers comply with these.
- We confirm and provide guidance on environmental management systems through on-site guidance and interviews with questionnaires.
- We request the submission of non-inclusion certificates for each component and the provision of information on substances contained in components using standard industry formats.
- We hold workshops on the environment as part of environmental education for our employees.
- We have built an environmental management system based on ISO 14001, and we are certified by a third-party organization.



### Supply Chain Management

We clarify our basic policies and rules regarding product manufacturing, and share our environmental policy with each subcontractor.

- Fair trade in compliance with the law
- Prohibiting forced labor, slave labor, child labor, discriminatory practices, unknowingly hurting another individual or using one's status or position to harass another individual
- Maintaining confidentiality
- Protecting the work environment
- Safety management
- Complying with rules and regulations
- Complying with and maintaining standards and making efforts to achieve environmental policies
- Creating a workplace environment that ensures the greatest respect for others

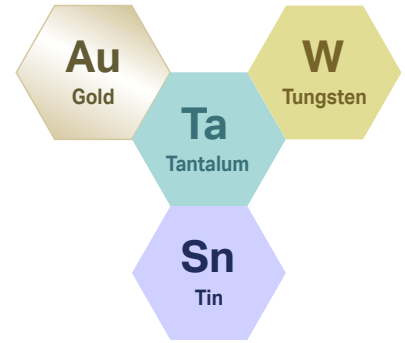


# COMPLIANCE

## Conflict Minerals

Conflict minerals originating in the Democratic Republic of the Congo (DRC) or an adjoining country (hereinafter called "the covered countries") have become a source of funding for armed groups, leading to human rights violations and environmental destruction while threatening to promote further conflict. The four minerals in question (tin, tantalum, tungsten, and gold) are widely used in electric and electronic products.

It is KEYENCE's policy to refrain from purchasing of any parts, components, or materials that are recognized as containing conflict minerals. Furthermore, KEYENCE has no intention to benefit from or finance the armed groups responsible for human-rights violations in the covered countries. KEYENCE is engaging in efforts to eliminate conflict minerals while cooperating with suppliers, such as investigating supply chains using tools provided by the Responsible Minerals Initiative (RMI, formerly CFSI), an organization that promotes the responsible procurement of minerals.



## Management of Chemical Substances in Products

Restrictions of chemical substances in electric and electronic products are spreading worldwide.

KEYENCE shares the procedures/rules with our suppliers, for management of chemical substances in products.

KEYENCE defines and shares a set of restricted substances in addition to the chemical substances that are regulated by the RoHS Directive and the REACH regulation in the European Union. KEYENCE promotes Green Procurement of the components and materials that we use in our products. KEYENCE is actively engaged in efforts to abide by all regulations set against using harmful chemical substances in our products.

KEYENCE contributes to a green initiative through the use of our products.

**Pb**

Lead

**Hg**

Mercury

**Cd**

Cadmium

**DEHP\*1**

Bis (2-ethylhexyl) phthalate

**BBP\*1**

Butyl benzyl phthalate

**Cr<sup>6+</sup>**

Hexavalent chromium

**PBB**

Polybrominated biphenyls

**PBDE**

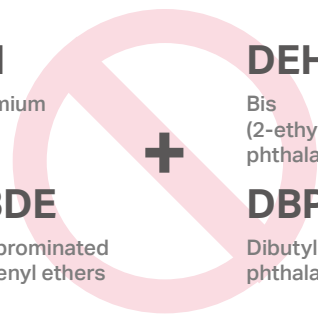
Polybrominated diphenyl ethers

**DBP\*1**

Dibutyl phthalate

**DIBP\*1**

Diisobutyl phthalate



\*1 The specific phthalates which added by (EU) 2015/863. Most KEYENCE products are subject to the regulation from July 22, 2021.

## Compliance with the UK Modern Slavery Act 2015

KEYENCE CORPORATION has issued the statement in accordance with Section 54 of the UK Modern Slavery Act 2015.

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## ENVIRONMENTAL POLICY

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KEYENCE will continue to fulfill its social responsibilities including efforts to protect the environment through its business activities and products.

### Basic Principle

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We recognize that efforts to protect the global environment, including the prevention of global warming, are of the utmost importance for the entire world.

### Environmental Policy

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Based on the fact that we develop, manufacture, and sell automatic control equipment, measuring equipment, related electronic/optoelectronics equipment, etc. and these systems, we are working on reducing the environmental burden based on the following policy.

1. We will comply with environmental laws, regulations, and other requirements, and work on environmental conservation by establishing voluntary management standards.
2. In order to reduce our environmental burden, we will establish and maintain an environmental management system to continuously improve and promote the prevention of environmental pollution.
3. Among the environmental impacts related to our activities, products, and services, we will address the following items as priority items.
  - i) Establish and maintain a chemical substance management system that includes the absence of harmful chemical substances from our products.
  - ii) Establish and promote a management system for electricity consumption for suppressing/reducing CO<sub>2</sub> emissions.
  - iii) In order to make effective use of resources, we will reduce waste emission, promote energy conservation activities, and promote recycling.
  - iv) Promote the design and development of products that take into consideration customers' environmental load reduction activities.
  - v) Promote activities that take into account the conservation of biodiversity.

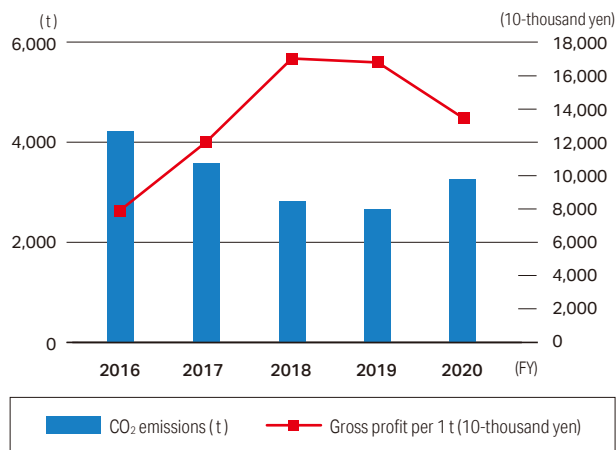
## ENVIRONMENTAL NUMERICAL DATA

We are consciously working to create maximum added value with minimum environmental load.

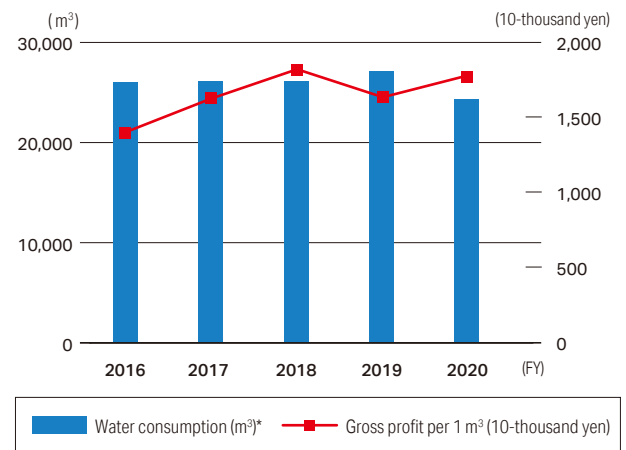
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>CO<sub>2</sub> emissions (t)*</b>	4,225	3,592	2,821	2,671	3,268
Gross profit per 1 t (10-thousand yen)	7,890	12,047	17,140	16,900	13,493
<b>Water consumption (m<sup>3</sup>)*</b>	26,052	26,102	26,091	27,084	24,364
Gross profit per 1 m <sup>3</sup> (10-thousand yen)	1,280	1,658	1,853	1,667	1,810
<b>Electricity consumption (MWh)*</b>	8,005	7,910	7,596	7,431	7,610
Gross profit per 1 MWh (10-thousand yen)	4,164	5,470	6,365	6,075	5,793
<b>Industrial waste (t)*</b>	113	170	153	171	136
Gross profit per 1 t (1 million yen)	2,952	2,548	3,162	2,643	3,237

\*Scope 1, 2 (Target range: Head office building, Quality Lab, Takatsuki Logistics Center, production control center, Takatsuki office)

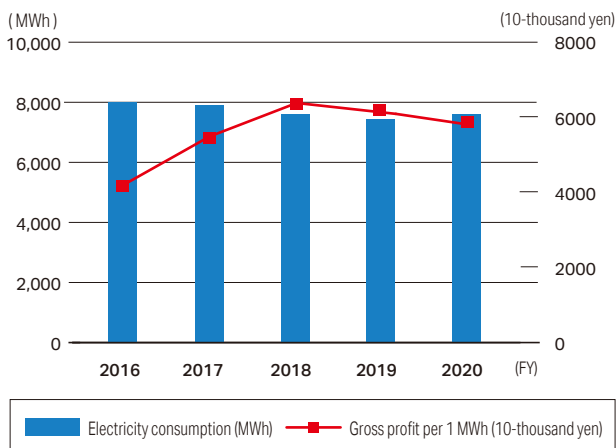
CO<sub>2</sub> emissions (t)



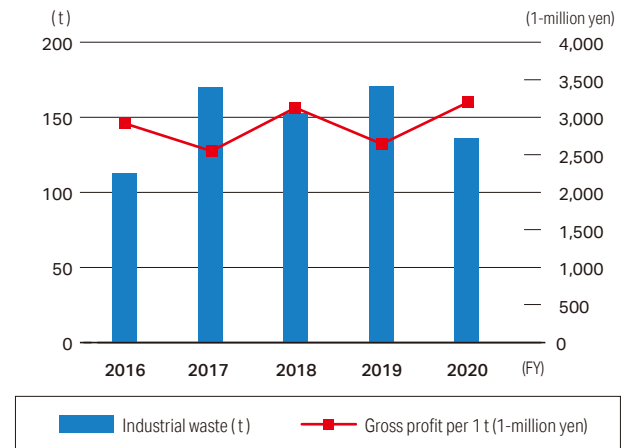
Water consumption (m<sup>3</sup>)



Electricity consumption (MWh)



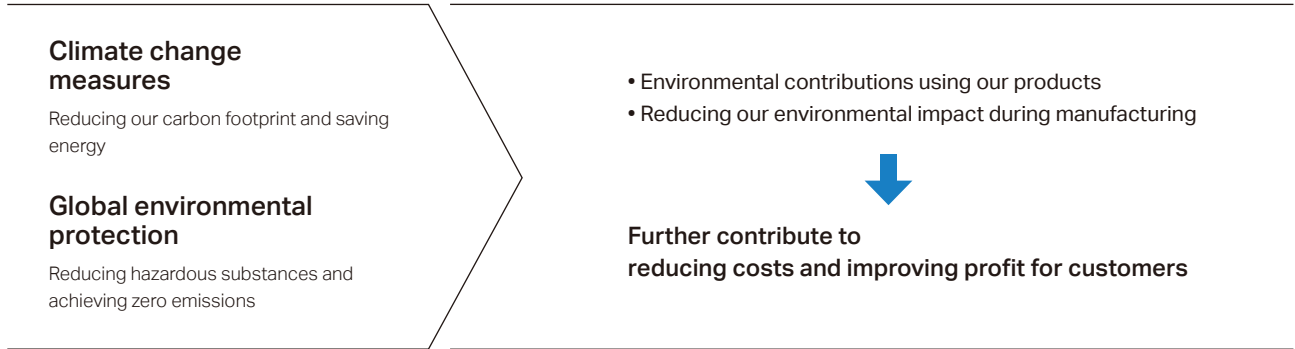
Industrial waste (t)



# REDUCING OUR ENVIRONMENTAL IMPACT THROUGH OUR PRODUCTS

## Contributing to the Global Environment Through Our Products

KEYENCE contributes to environmental conservation not only by creating products with the environment in mind, but we are also reducing the environmental impact at locations where customers use our products, which benefits society as a whole. That is to say, we create products with large added value using less resources and energy, and these products improve manufacturing productivity and reduce environmental impact. Pursuing greater added value always leads to environmental contribution.

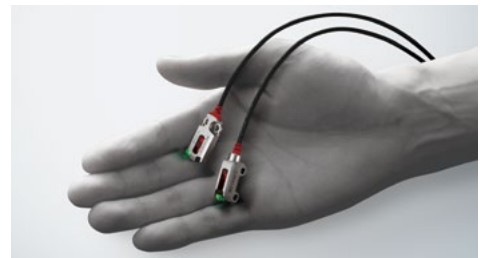


## Developing Products with Low Environmental Impact

### Smaller: Reduction of parts used

#### **Photoelectric Sensor** PR Series

By using our own hybrid construction, we have increased shock resistance by five times while reducing the size by 81% over conventional models. The result is a photoelectric sensor that is the smallest in its class with significantly improved sensor functionality.



### Stronger: Using longer lasting materials

#### **Safety Light Curtain** GL-R Series

We achieved an overall durable design that minimizes the need for replacement parts in response to damage. In addition to protecting the optical surface, which is subject to the most damage, the design uses a twin bumper construction to protect the display, achieving a robustness with high shock resistance even for the mounting bracket.



### More efficient: Using less energy

#### **Handheld Mobile Computer** BT Series

Using a battery degradation control algorithm extends battery life. The battery degradation control algorithm improves battery life drastically, resulting in less-frequent battery replacement.



# REDUCING OUR ENVIRONMENTAL IMPACT THROUGH OUR PRODUCTS

## Reducing Environmental Impact at Customer Locations

### Contributing to the Reduction of Material Waste

The introduction of 3D printers has significantly reduced the time required to produce samples and waste generated during rework.

Examples of Modeled Objects



#### Connectors

Fine connectors can be scaled up and verified in detail.



#### On-board control units

It is possible to check the fit of and the interference between the circuit board and components while viewing the internal state.



### Managing the Amount of Water Used

Flow sensors that were difficult to retrofit in the past now incorporate proprietary technology that enables easy installation simply by clamping, without having to cut into piping. This enables management of a variety of fluids, including water, thereby helping reduce environmental impact at customer locations. In addition, this technology can record usage for a certain period of time using only the main unit, without the need for a recording device, for easy usage management.

Data recorded on the main unit



#### Cause analysis

Data is output using RS-232C communication and analyzed using a computer



#### Usage management

Can be checked on the main unit screen



# REDUCING OUR ENVIRONMENTAL IMPACT THROUGH BUSINESS ACTIVITIES

## Recycling Efforts

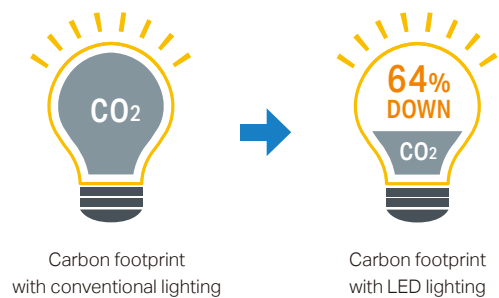
### Paper Recycling

KEYENCE is also working hard to manage paper recycling. In addition to efforts to digitize application forms that used paper in the past, we have installed recycling containers on each floor of our office, and paper is collected by a used paper company for delivery to a paper company. This paper goes through a recycling process and is recycled into cardboard.

## Reducing Our Carbon Footprint

### Making the Switch to LED Lighting

As part of our efforts to reduce our environmental impact, we are reducing our carbon footprint by switching to LED lighting at our head office building and all distribution locations. The switch to LED lighting is reducing our carbon footprint by approximately 64%.

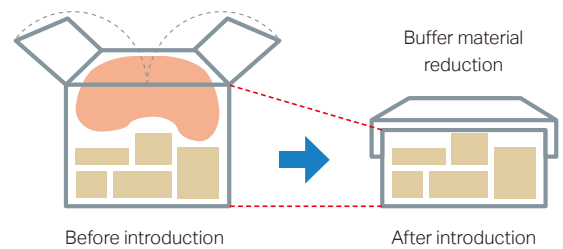


## Updating to High Efficiency Air Conditioners

By switching to energy-saving air conditioner models with lower power consumption and compact models that use less resources, KEYENCE is using environmentally friendly technology that will reduce its carbon footprint.

## Reducing Waste at Distribution Centers

In the past, it was necessary to prepare packaging boxes for each product size and use cushioning material to fill the extra space. With the installation of automated packing equipment, the space inside the packaging box can be utilized more efficiently. As a result, the amount of cushioning material can be reduced. In addition, integrating new types of packaging boxes used has helped to reduce the use of resources and reduce wasted space in packaging boxes.



## ISO 9001/14001 Certification

KEYENCE has received ISO 9001/14001 certification for its efforts to contribute to the environment through business activities and products.



ISO 9001



ISO 14001

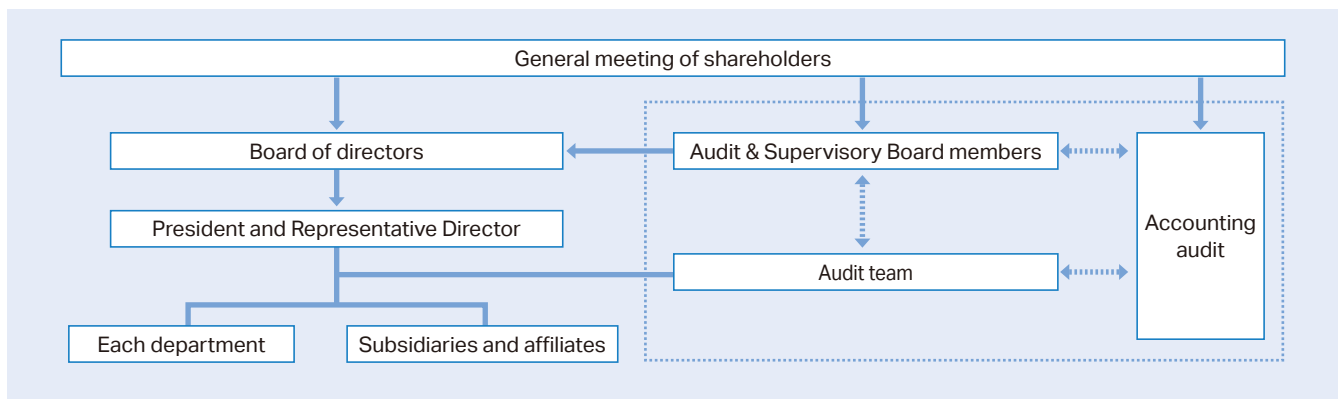
## GOVERNANCE

### Basic Guideline on Corporate Governance

To ensure lasting and sustainable growth of the company, the Group places importance on making swift and appropriate management decisions based on the corporate management philosophy and action guidelines, and strives to further enhance corporate governance.

### Corporate Governance System

Our corporate governance system uses an auditor system with three outside auditors. Audit & Supervisory Board members do not have any full-time KEYENCE staff. The audit team works together and Audit & Supervisory Board members attend various important company meetings. Meanwhile, the number of directors is nine, including three outside directors, which enables quick and thorough information exchange to achieve both supervision and execution. We are building an internal control system where on-site audits are performed by a special department, information is quickly transmitted and a check function is implemented. The following is an overview of the corporate governance system and the business management organization for management decision-making, execution and supervision.



### Internal Audit Team

An appointed audit team has been formed to conduct internal audits. The audit team conducts internal audits focusing on the appropriateness and effectiveness of business operations at locations in Japan and overseas, and the audit results and other information are reported regularly and as required by the President of KEYENCE Corporation.

### Employee Code of Behavior

To maintain an organization that is less prone to fraud and harassment, we are building a system where all employees regularly review the corporate policies and business guidelines that form our code of behavior. In addition, by actively using this code of behavior as judgment criteria in our daily business, we are working to ensure thorough compliance and improve compliance awareness. We also make efforts to create a workplace where everyone can freely voice their opinion. We focus on "what was said" as opposed to "who said it". For example, so as not to encourage awareness of the hierarchical relationship, it is important that employees address each other not by their job titles but by their names and be allowed to sit anywhere in meetings, thereby creating a culture where employees can speak their minds freely regardless of job title, age, career or gender.

In addition, to eliminate gaps between groups, we have created an environment that facilitates open discussions by eliminating partitions in the office space as much as possible. This type of culture and environment enables even new employees to share their opinions without hesitation. Rational ideas will be realized with the support of coworkers; therefore, a culture with logical discussion will further enhance the logical thinking of the employee and increase their work success rate.

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## RISK FACTORS

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Risk factors that investors may regard as potentially having a significant impact on the businesses of the Company and the Group are stated below. The statements with regard to the future are based on projections made by the Company based on information available as of March 20, 2022.

### (1) Economic Trends

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The Group is involved in developing business in Japan, North America, Latin America, Europe, and Asia. As such, fluctuations in both domestic and international economic trends tend to affect Group operations. While paying close attention to global economic trends, the Group also takes risk diversification measures that do not depend on any specific product, customer, or region. However, in the event of sudden domestic and global economic changes, the Group's business performance and finances may nevertheless be affected.

### (2) Exchange Rate Fluctuations

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The costs and prices of Group products and services traded in foreign currencies tend to be affected by exchange rates. The Group is working to create a business environment that does not depend on the value of any specific currency by promoting development of overseas businesses and by diversifying trading bases and trading currencies. However, when preparing consolidated financial statements, all assets, liabilities, incomes, expenses, and other factors counted in local currencies are converted into yen. Exchange rate fluctuations also influence corporate R&D investment and manufacturing equipment investment trends in various industries, not limited to only manufacturing. In this way, fluctuations in exchange rates can affect Group finances and business performance.

### (3) Information Security

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In the course of business, the Group gains sensitive business and personal information as well as confidential information from business partners and other sources. To prevent unauthorized use by a third party due to theft or loss of such information, the Group is working to improve information literacy and to strengthen IT governance of employees and contractors. Measures to prevent intrusion into the Company's information systems are also being implemented. Nevertheless, unforeseen circumstances make it difficult to completely prevent the possibility of information leaking or such incidents from occurring, and there is always the risk of leakage or internal system disruption following a cyberattack or the application of other malicious technology that breaches our security defenses, resulting in information being destroyed or tampered with. Should any such situation occur, costs associated with taking appropriate measures will be incurred, and such costs could affect the finances and business performance of the Group.

### (4) International Business Development

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Overseas business development tends to be affected by changes in a variety of factors, including local political situations, economic situations, and social situations as well as foreign currency/import/export regulations and regional characteristics. The Group is also active in North America, Latin America, Europe, and Asia, which means careful consideration of profitability, market expansion potential, foreign exchange fluctuation risks, geopolitical risks, and the risks of various laws and regulations (including import/export regulations, environmental regulations, and taxes)—followed by a comprehensive judgment—are essential for overseas expansion. However, sudden changes in any of these factors may affect the Group's business performance and finances.

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## RISK FACTORS

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### (5) Product Quality

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Because the Group is focused on expanding business activities in Japan, North America, Latin America, Europe, and Asia, compliance with laws and regulations within the applicable countries is necessary regardless of whether a product will be sold domestically or internationally. In its commitment to providing products responsibly, the Group will continue efforts to improve quality by implementing Group quality management systems and environmental management systems with ISO standard certification, and will continue to focus intensively on production such as by linking KEYENCE's quality control departments to cooperating factories where production is performed, even if fables systems are in place. However, in the event of a large-scale recall following a serious quality issue caused by use of a product in an unexpectedly diverse environment or an accident that exceeds the current technological and management levels, or if an applicable law or regulation is significantly strengthened or changed, the costs of dealing with such an issue may affect the performance and finances of the Group.

### (6) Disasters, Accidents, etc.

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The Group is focused on expanding business activities in Japan, North America, Latin America, Europe, and Asia. As such, any natural disasters (including those caused by climate change) or accidents—such as earthquakes, tsunamis, floods, heavy rains, lightning, industrial accidents, fire/explosion, wars, acts of terrorism, and infectious disease epidemics—in those locations may seriously harm Group employees and property. This may interrupt operations, affect production and shipping, and incur recovery costs in the event of damage. Moreover, disasters or accidents that occur in the Group supply chain, such as those that affect suppliers or product delivery destinations, may cause a shortage or supply interruption of parts and the like, or a suspension of production at product delivery destinations. Such declines may also affect the business performance and finances of the Group.

The Group strives to diversify risks by promoting a management system that does not depend on any specific activity base, specific supplier, specific product, specific customer, or specific industry. Nevertheless, avoiding all such risks is difficult, and a disaster or accident that occurs on an unexpected scale may affect the business performance and finances of the Group.

### (7) Accounting and Tax Systems

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The Group is focused on expanding business activities in Japan, North America, Latin America, Europe, and Asia, and those activities will invariably be affected by the accounting standards and tax systems of the particular country or region. The Group conducts business activities based on current accounting systems and tax systems, but if major changes, enhancements, or additions to a country's system affecting customer purchasing behaviors are introduced, or if a disagreement with the relevant authorities arises, additional response and compliance costs may be incurred, additional taxes may be levied, and double taxation may result, which may affect the performance and finances of the Group.

### (8) Conservation of the Global Environment

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Because the Group is involved with the development, manufacture, and sale of automatic control equipment, measuring equipment, information and related electronic application equipment, optoelectronic equipment, and the systems associated with these devices, compliance with a variety of national and international regulations is necessary. In addition to complying with the requirements of environment-related regulations, the Group complies with voluntary management standards and has established environmental policies that contribute to environmental conservation, thereby fulfilling social responsibilities including environmental protection through our business activities and products. As part of these efforts, the Group has established a chemical substance management system that excludes the use of harmful chemical substances, and a management system that controls the amount of electricity used in order to control/reduce CO<sub>2</sub> emissions. The Group is also striving to use resources effectively to reduce waste emissions, promote energy-saving activities, and promote recycling. Moreover, the Group is also working toward building an environmental management system that allows for a reduced environmental load such as by promoting product design and development that considers the environmental load reduction activities of our customers. Such continuous improvements will allow the Group to better promote the protection of the global environment and the prevention of environmental pollution. However, in the event various applicable laws and regulations are changed or newly established, compliance costs may be incurred, which may in turn affect the business performance and finances of the Group.

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## CREATING A FULFILLING WORKPLACE

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Creating high added value starts with our employees.

We are putting effort into creating a workplace culture of mutual respect and an environment that facilitates independent work.

### Creating a Workplace with Respect

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Our policy is to create a fulfilling workplace in which people respect one another and a workplace that encourages both physical and mental productivity. We are engaged in corporate activities with a strong sense of ethics in which we follow rules and regulations; do not discriminate or slander each other based on race, gender, nationality, creed, age or disability; do not harm each other and do not use our role or position in a coercive manner.

### Counseling Area

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We created a counseling area where employees can receive direct counseling if they have concerns about inappropriate language or action in the workplace. If counseling is required, an investigation is performed and action is taken immediately while maintaining privacy.



# WORLD NETWORK



WWL1\_1037

## The Americas

### KEYENCE CORPORATION OF AMERICA

Chicago	New Jersey	Atlanta
Austin	Birmingham	Boston
Charlotte	Cincinnati	Cleveland
Cupertino	Dallas	Denver
Detroit	Grand Rapids	Greenville
Indianapolis	Iowa	Irvine
Kansas City	Knoxville	Little Rock
Los Angeles	Louisville	Milwaukee
Minneapolis	Nashville	Philadelphia
Phoenix	Pittsburgh	Portland
Raleigh	Rochester	Salt Lake City
San Francisco	San Jose	Seattle
St. Louis	Tampa	

### KEYENCE CANADA INC.

Toronto	Montreal	Windsor
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### KEYENCE MEXICO S.A. DE C.V.

Mexico City	Bajío (Leon)	Ciudad Juarez
Monterrey	Queretaro	Tijuana

### KEYENCE BRASIL COMERCIO DE PRODUTOS ELETRONICOS LTDA.

Sao Paulo	Campinas	Curitiba
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## Europe

### KEYENCE DEUTSCHLAND GmbH

Frankfurt	Berlin	Bielefeld
Cologne	Dusseldorf	Erfurt
Essen	Hamburg	Hanover
Karlsruhe	Leipzig	Mannheim
Montabaur	Munich	Nuremberg
Stuttgart	Ulm	

### KEYENCE INTERNATIONAL (BELGIUM) NV/SA

Mechelen	AUSTRIA	CZECH REPUBLIC
HUNGARY	NETHERLANDS	POLAND
ROMANIA	SLOVAKIA	SLOVENIA
SWITZERLAND		

### KEYENCE (UK) LIMITED

Milton Keynes	Birmingham	London
Manchester	Newcastle	IRELAND

### KEYENCE FRANCE SAS

Paris	Besancon	Lille
Lyon	Nantes	Toulouse

### KEYENCE ITALIA S.p.A.

Milan	Bologna	Padua
Pescara	Turin	

## Asia

### KEYENCE (CHINA) CO., LTD.

Shanghai	Beijing	Changchun	Chengdu
Chongqing	Dalian	Dongguan	Guangzhou
Hangzhou	Jinan	Kunshan	Nanjing
Ningbo	Qingdao	Shanghai Qiantan	Shenzhen East
Shenzhen West	Suzhou	Tianjin	Wuhan
Wuxi	Xiamen		

### KEYENCE (HONG KONG) CO., LTD.

Hong Kong

### KEYENCE TAIWAN CO., LTD.

Taipei Hsinchu Kaohsiung Taichung Tainan

### KOREA KEYENCE CO., LTD.

Seoul Busan Cheonan Daegu Dongtan

### KEYENCE SINGAPORE PTE LTD.

Singapore

### KEYENCE INDIA PVT. LTD.

Chennai Bangalore Delhi Pune

### PT. KEYENCE INDONESIA

Jakarta Cikarang

### KEYENCE VIETNAM CO., LTD.

Hanoi Ho Chi Minh

### KEYENCE PHILIPPINES INC.

Manila

### KEYENCE (MALAYSIA) SDN BHD

Kuala Lumpur Penang

### KEYENCE (THAILAND) CO., LTD.

Bangkok Chachoengsao Chiang Mai Chonburi Pathumthani Rayong

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