

FACT BOOK 2011

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(注) 1. 本誌掲載の数値については、特に記載がない限り、連結ベースで表示している。
2. 百万円未満は切り捨てて表示している。

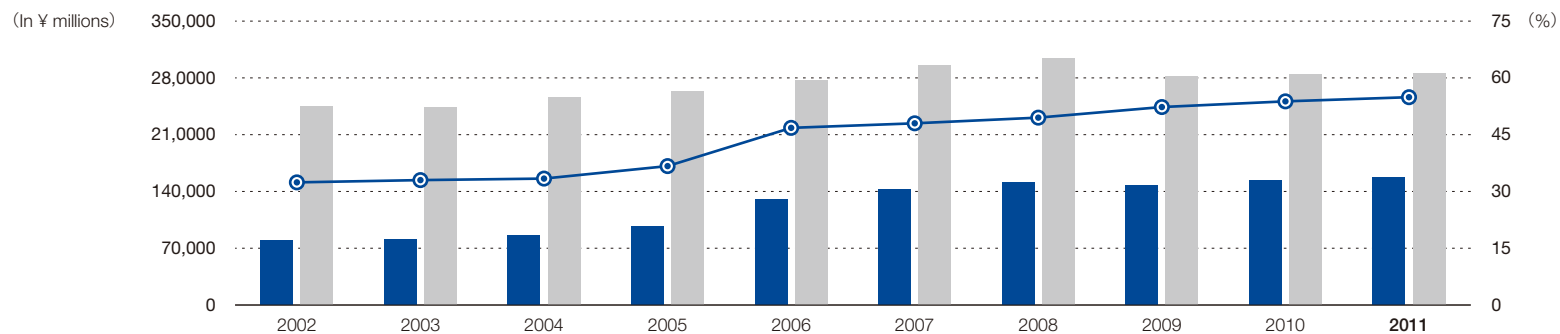
Notes: 1. Figures are on a consolidated basis unless otherwise specified.
2. Figures are rounded down to nearest ¥1 million.

1

総資産および純資産 (3月31日)

Total Assets & Total Net Assets (At March 31)

自己資本比率 Equity ratio

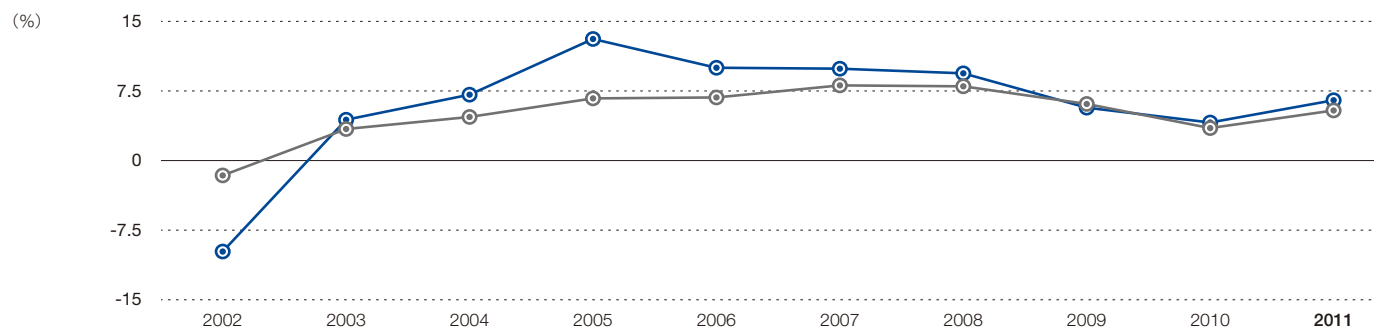


■ 純資産(左軸)	■ Total net assets (Left scale)	79,332	80,527	85,676	96,386	129,659	142,203	150,712	147,306	153,139	156,653
■ 総資産(左軸)	■ Total assets (Left scale)	244,495	244,013	256,398	262,846	277,052	295,083	303,830	281,155	284,104	284,843
○ 自己資本比率(右軸)	○ Equity ratio (Right scale)	32.4%	33.0%	33.4%	36.7%	46.8%	48.0%	49.5%	52.3%	53.8%	54.9%

(注) 「第13回無担保転換社債」200億円の内の、196億1,900万円が償還期限2005年9月30日までに株式に転換された。(転換率98.1%)

Note: By the redemption date of September 30, 2005 for the Company's 13th series unsecured convertible bonds, worth ¥20 billion, ¥19,619 million worth of unsecured convertible bonds had been converted to ordinary shares of the Company, which represented a conversion rate of 98.1%.

利益指標 Profit Indicators



○ 自己資本当期純利益率	○ ROE	-9.8%	4.4%	7.1%	13.1%	10.0%	9.9%	9.4%	5.7%	4.1%	6.5%
○ 総資産経常利益率	○ ROA (Ordinary income / Total assets)	-1.6%	3.4%	4.7%	6.7%	6.8%	8.1%	8.0%	6.1%	3.5%	5.4%

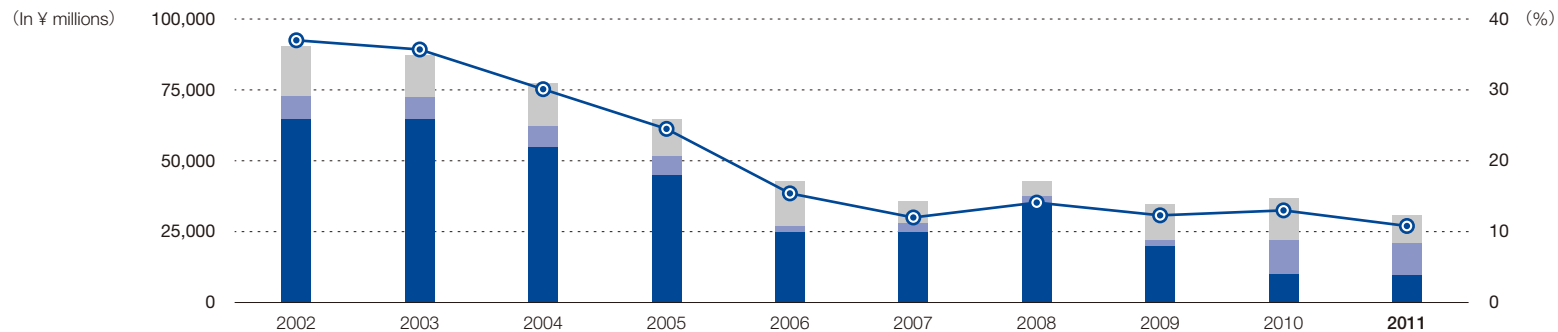
2

有利子負債および金融収支 (3月31日、または3月31日に終了する各年)

Interest-Bearing Debt & Net Financial Revenue (At March 31/Years ended March 31)

有利子負債

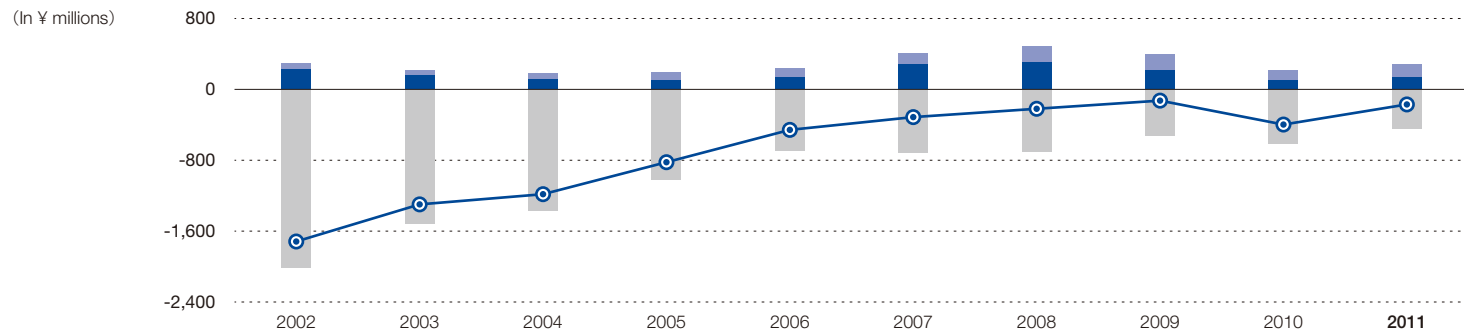
Interest-Bearing Debt



短期借入金(左軸)	Short-term loans (Left scale)	17,315	14,684	14,973	12,746	15,592	7,460	5,246	12,520	14,650	9,754
長期借入金(左軸)	Long-term debt (Left scale)	8,120	7,484	7,203	6,677	2,039	3,092	2,556	2,120	12,196	10,974
社債(左軸)	Unsecured bonds (Left scale)	65,000	65,000	55,000	44,998	25,000	25,000	35,000	20,000	10,000	10,000
合計	Total	90,436	87,168	77,176	64,422	42,631	35,553	42,802	34,640	36,846	30,728
有利子負債依存度(右軸)	Ratio of interest-bearing debt to total assets (Right scale)	37.0%	35.7%	30.1%	24.5%	15.4%	12.0%	14.1%	12.3%	13.0%	10.8%

金融収支

Net Financial Revenue



受取利息	Interest income	232	164	127	111	147	284	315	218	106	144
受取配当金	Dividend income	67	54	58	84	95	120	172	178	109	137
支払利息	Interest expense	(2,017)	(1,517)	(1,369)	(1,017)	(699)	(717)	(706)	(523)	(612)	(451)
金融収支	Net financial revenue	(1,717)	(1,298)	(1,183)	(822)	(457)	(313)	(219)	(127)	(397)	(170)

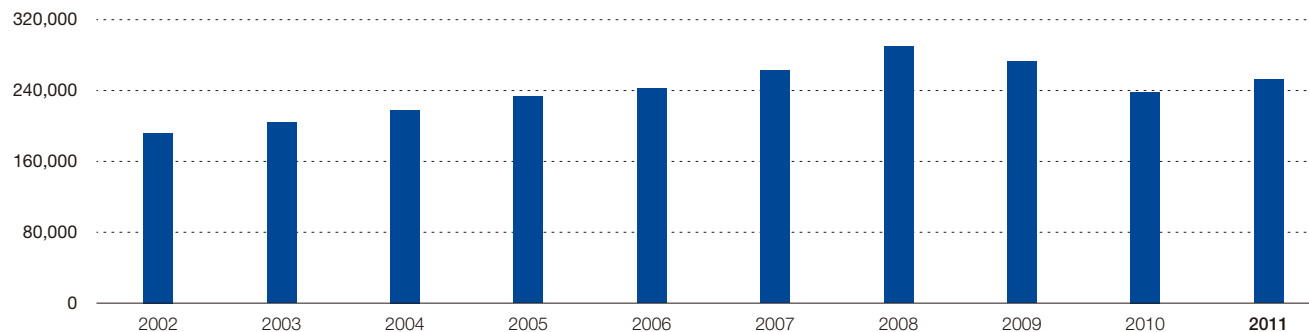
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経営成績 (3月31日に終了する各年)

Income Statements (Years ended March 31)

売上高 Net Sales

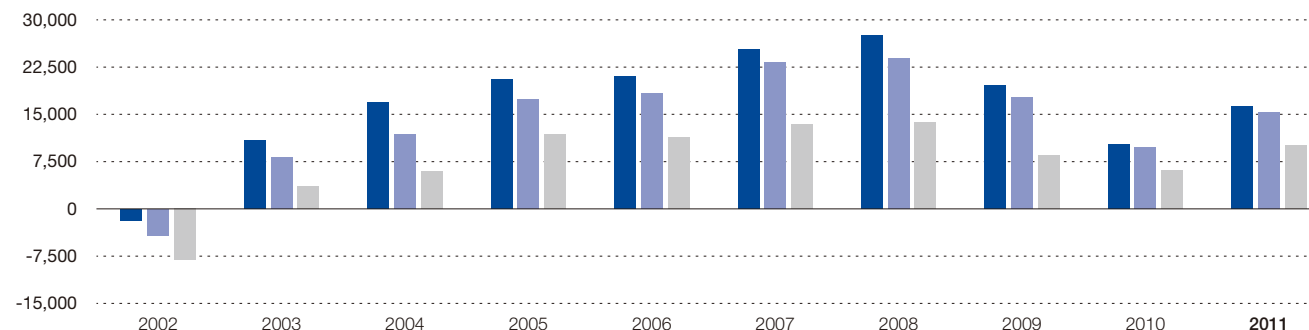
(In ¥ millions)



売上高	Net sales	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
		192,084	204,282	217,940	233,558	242,638	262,431	289,971	272,833	238,255	252,707

利益 (損失) Profit (loss)

(In ¥ millions)



営業利益 (損失)	Operating income (loss)	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
		(1,835)	10,943	16,897	20,587	21,076	25,280	27,597	19,613	10,294	16,297
経常利益 (損失)	Ordinary income (loss)	(4,198)	8,191	11,871	17,344	18,319	23,205	23,864	17,731	9,816	15,279
当期純利益 (損失)	Net income (loss)	(8,118)	3,518	5,912	11,902	11,316	13,379	13,724	8,536	6,130	10,046

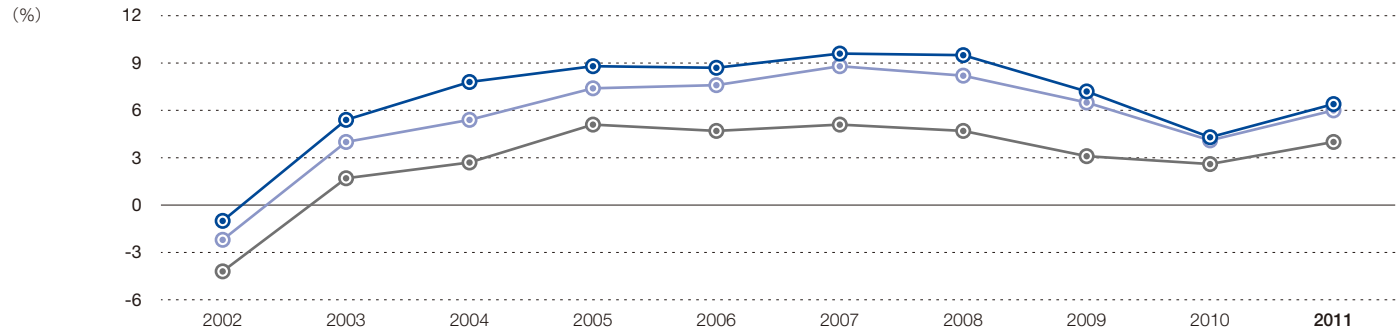
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経営指標 (3月31日に終了する各年、または3月31日)

Financial Ratios (Years ended March 31/At March 31)

売上高利益率

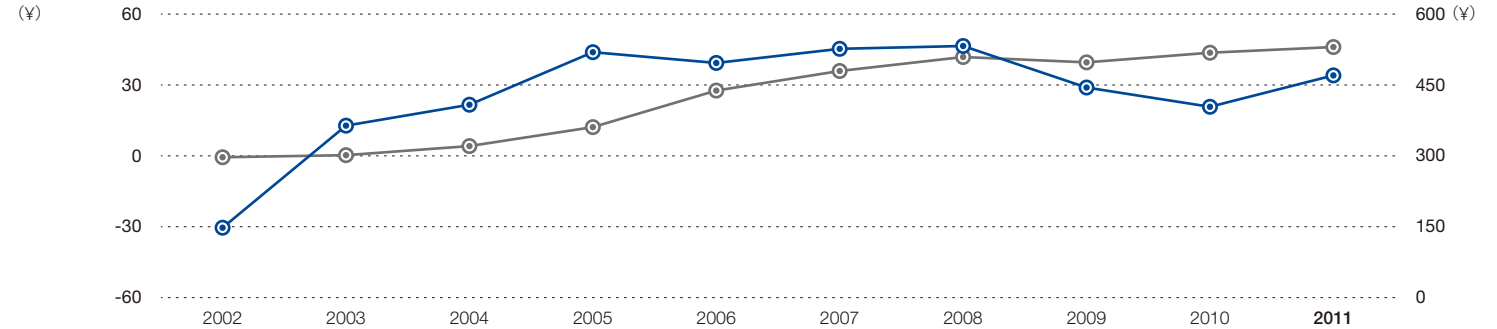
Ratios of Profits (loss) to Net Sales



比率	英語	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
◎ 営業利益率	Ratio of operating income (loss) to net sales	(1.0%)	5.4%	7.8%	8.8%	8.7%	9.6%	9.5%	7.2%	4.3%	6.4%
◎ 経常利益率	Ratio of ordinary income (loss) to net sales	(2.2%)	4.0%	5.4%	7.4%	7.6%	8.8%	8.2%	6.5%	4.1%	6.0%
◎ 純利益率	Ratio of net income to (loss) net sales	(4.2%)	1.7%	2.7%	5.1%	4.7%	5.1%	4.7%	3.1%	2.6%	4.0%

1株当たり情報

Per Share Information



項目	英語	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
◎ 1株当たり純利益 (左軸)	EPS (Left scale)	-30.40	12.78	21.64	43.87	39.32	45.30	46.49	28.92	20.77	34.05
◎ 1株当たり純資産 (右軸)	Net assets per share (Right scale)	297.05	301.46	320.72	360.81	438.15	479.60	509.16	497.83	518.27	530.25
期中平均株式数 (千株)	Average number of shares during year (thousand shares)	267,084	266,945	266,736	266,645	282,228	295,373	295,249	295,151	295,082	295,041
期末株式数 (千株)	Number of shares at year-end (thousand shares)	267,067	266,764	266,704	266,575	295,426	295,305	295,204	295,099	295,064	295,012

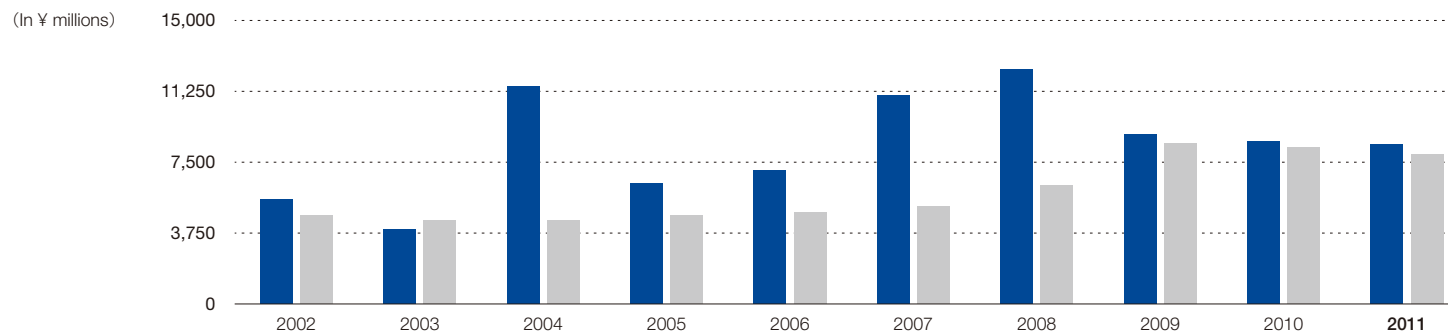
(注) 「第13回無担保転換社債」200億円の内の、196億1,900万円が償還期限2005年9月30日までに株式に転換された。(転換率98.1%)

Note: By the redemption date of September 30, 2005 for the Company's 13th series unsecured convertible bonds, worth ¥20 billion, ¥19,619 million worth of unsecured convertible bonds had been converted to ordinary shares of the Company, which represented a conversion rate of 98.1%.

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設備投資額および減価償却費 (3月31日に終了する各年)

Capital Expenditures & Depreciation (Years ended March 31)

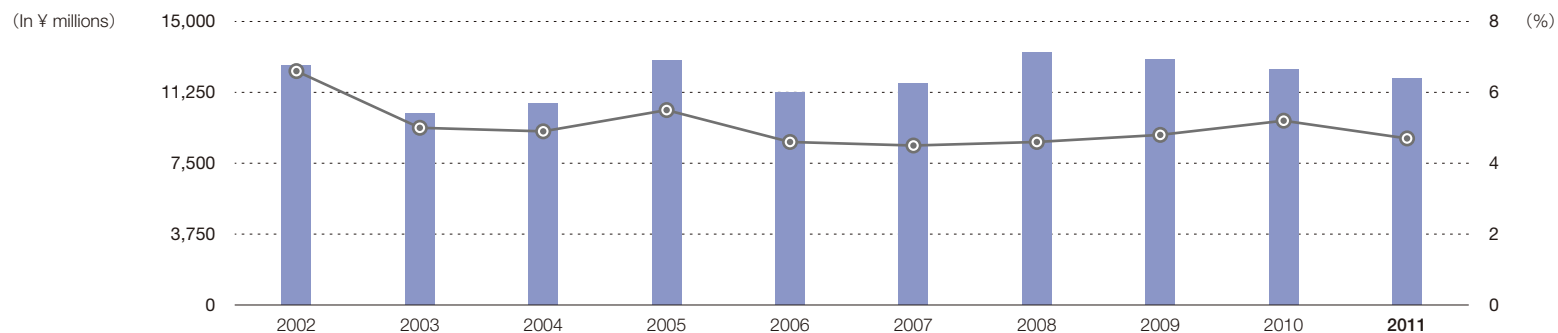


■ 設備投資額	■ Capital expenditures	5,535	3,946	11,525	6,350	7,059	11,049	12,385	8,989	8,608	8,463
■ 減価償却費	■ Depreciation	4,684	4,415	4,419	4,678	4,866	5,156	6,279	8,503	8,301	7,924

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研究開発費 (3月31日に終了する各年)

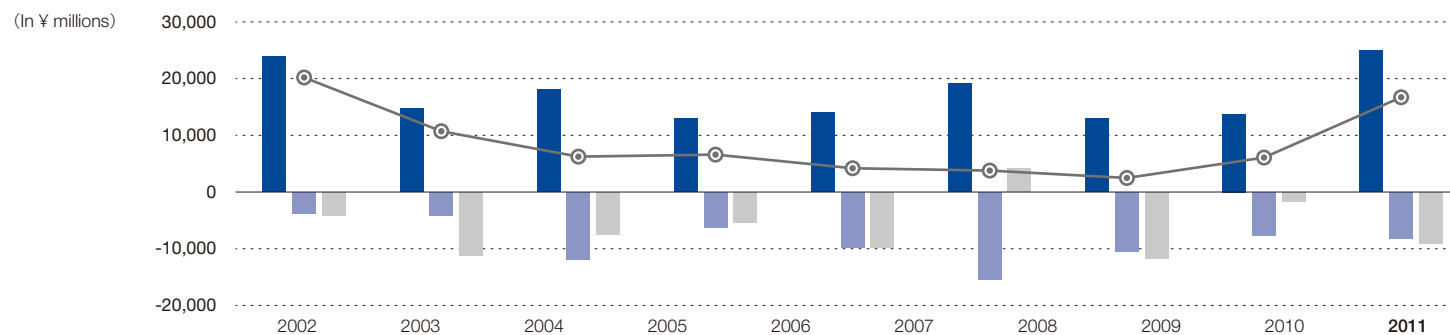
R&D Expenses (Years ended March 31)



■ 研究開発費(左軸)	■ R&D expenses (Left scale)	12,689	10,121	10,638	12,955	11,229	11,740	13,359	13,001	12,448	12,001
○ 対売上高比率(右軸)	○ Ratio of R&D expenses to net sales (Right scale)	6.6%	5.0%	4.9%	5.5%	4.6%	4.5%	4.6%	4.8%	5.2%	4.7%

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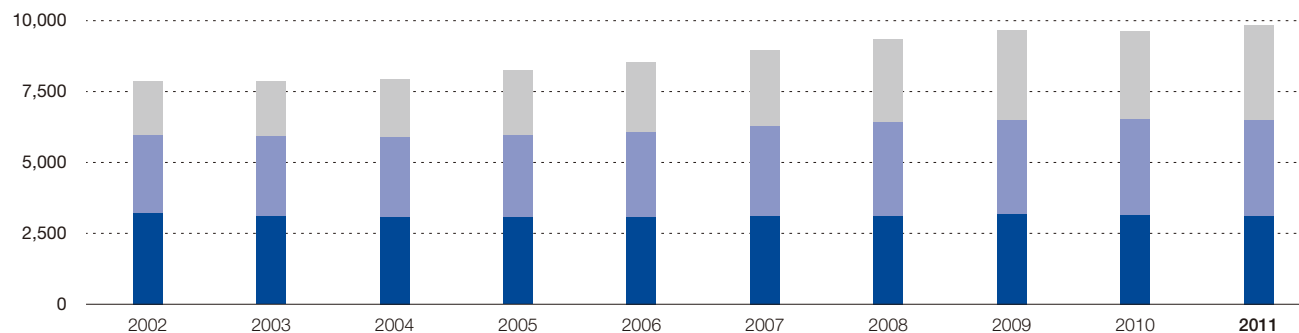
キャッシュ・フロー (3月31日に終了する各年) Cash Flows (Years ended March 31)



■ 営業キャッシュ・フロー	■ Cash flows from operating activities	23,955	14,792	18,139	12,941	13,990	19,202	12,923	13,756	24,992
■ 投資キャッシュ・フロー	■ Cash flows from investing activities	(3,754)	(4,068)	(11,895)	(6,341)	(9,797)	(15,419)	(10,441)	(7,675)	(8,281)
■ 財務キャッシュ・フロー	■ Cash flows from financing activities	(4,223)	(11,207)	(7,520)	(5,330)	(9,728)	4,083	(11,757)	(1,754)	(9,044)
○ フリー・キャッシュ・フロー	○ Free cash flow	20,201	10,724	6,243	6,599	4,193	3,783	2,482	6,081	16,711

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従業員数 (3月31日) Number of Employees (At March 31)



■ 親会社	■ Parent company	3,216	3,130	3,072	3,102	3,085	3,110	3,140	3,182	3,143	3,140
■ 国内子会社	■ Domestic subsidiaries	2,775	2,814	2,838	2,866	2,993	3,191	3,289	3,326	3,380	3,351
■ 海外子会社	■ Overseas subsidiaries	1,887	1,935	2,020	2,278	2,434	2,653	2,897	3,162	3,101	3,328
連結従業員数	Consolidated total	7,878	7,879	7,930	8,246	8,512	8,954	9,326	9,670	9,624	9,819

事業セグメント収益

(In ¥ millions)

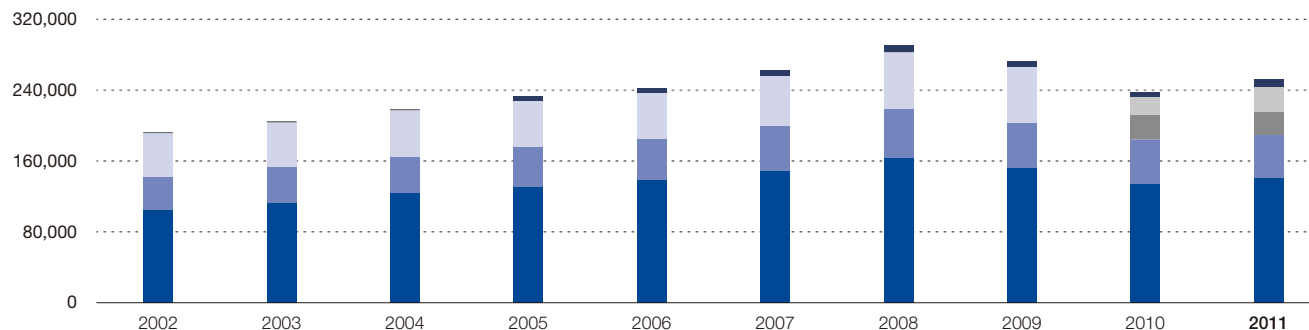
Sales & Operating Income by Business Segment

(注1)「その他」事業は不動産賃貸収入を中心に、2005年3月期より別途計上した。

(注2) 2011年3月期よりセグメント情報の開示区分を変更した。

Note 1: The "other segment," established with effect from fiscal 2004, ended March 2005, consists of rent mainly.

Note 2: The categories used to report information by business segment change starting from the current term, ending March 2011.



売上高	Sales	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
計測機器	Analytical and measuring instruments	104,627	113,104	123,744	131,642	138,452	149,401	164,334	152,402	134,407	140,755
医用機器	Medical systems	37,147	40,864	41,470	44,290	46,277	50,112	54,423	51,050	50,483	49,551
航空・産業機器	Aircraft equipment and industrial machinery	50,309	50,314	52,724	52,305	52,460	57,041	64,161	63,122	—	—
航空機器	Aircraft equipment	—	—	—	—	—	—	—	—	26,949	24,994
産業機器	Industrial machinery	—	—	—	—	—	—	—	—	20,845	29,171
その他	Other	—	—	—	5,319	5,447	5,875	7,052	6,258	5,568	8,234
連結	Consolidated total	192,084	204,282	217,940	233,558	242,638	262,431	289,971	272,833	238,255	252,707

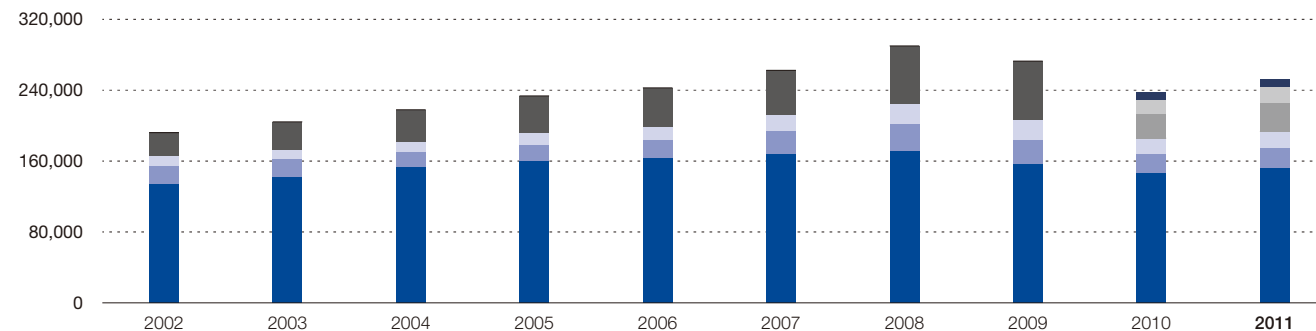
営業利益 (損失)	Operating income (loss)	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
計測機器	Analytical and measuring instruments	6,822	14,615	19,815	22,705	21,891	26,119	26,197	21,171	10,327	14,186
医用機器	Medical systems	(3,296)	(92)	1,339	2,299	2,140	2,138	2,677	1,176	253	(83)
航空・産業機器	Aircraft equipment and industrial machinery	4,429	2,817	3,685	2,845	3,909	4,210	6,400	4,854	—	—
航空機器	Aircraft equipment	—	—	—	—	—	—	—	—	86	(569)
産業機器	Industrial machinery	—	—	—	—	—	—	—	—	(1,840)	999
その他	Other	—	—	—	1,642	1,493	1,827	1,824	1,754	1,451	1,759
消去又は全社	Eliminations/corporate	(9,791)	(6,396)	(7,942)	(8,906)	(8,357)	(9,014)	(9,502)	(9,344)	—	—
調整額	Adjustments	—	—	—	—	—	—	—	—	16	5
連結	Consolidated total	(1,835)	10,943	16,897	20,587	21,076	25,280	27,597	19,613	10,294	16,297

営業利益率	Operating income (loss) ratio	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
計測機器	Analytical and measuring instruments	6.5%	12.9%	16.0%	17.2%	15.8%	17.4%	15.9%	13.9%	7.7%	10.1%
医用機器	Medical systems	(8.9%)	(0.2%)	3.2%	5.2%	4.6%	4.3%	4.9%	2.3%	0.5%	(0.2%)
航空・産業機器	Aircraft equipment and industrial machinery	8.7%	5.5%	6.9%	5.4%	7.4%	7.4%	10.0%	7.7%	—	—
航空機器	Aircraft equipment	—	—	—	—	—	—	—	—	0.3%	(2.3%)
産業機器	Industrial machinery	—	—	—	—	—	—	—	—	(8.8%)	3.4%
その他	Other	—	—	—	26.2%	23.0%	26.5%	22.8%	24.3%	22.6%	18.9%
連結	Consolidated total	(1.0%)	5.4%	7.8%	8.8%	8.7%	9.6%	9.5%	7.2%	4.3%	6.4%

地域セグメント売上高

Sales by Region

(In ¥ millions)



(注) 2011年3月期より地域情報の開示区分を変更した。

Note: The categories used to report information by geographical segment change starting from the current term, ending March 2011.

売上高

Sales

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
■ 日本	■ Japan	134,064	142,096	153,340	160,237	163,509	167,982	172,111	156,874	146,800	152,331
■ 米州	■ North & South America	21,245	20,235	17,108	17,981	20,171	25,738	30,645	27,610	21,589	22,648
■ 欧州	■ Europe	10,408	10,918	11,411	13,588	15,343	17,934	22,710	22,654	17,423	18,475
■ アジア・オセアニア	■ Asia-Oceania	26,365	31,032	36,079	41,751	43,614	50,776	64,503	65,693	—	—
■ 中国	■ China	—	—	—	—	—	—	—	—	27,558	32,043
■ その他のアジア	■ Other Asian Countries	—	—	—	—	—	—	—	—	16,017	18,924
■ その他	■ Other	—	—	—	—	—	—	—	—	8,865	8,283
連結売上高	Consolidated total	192,084	204,282	217,940	233,558	242,638	262,431	289,971	272,833	238,255	252,707

売上高構成比

Sales breakdown

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
日本	Japan	69.8%	69.6%	70.4%	68.6%	67.4%	64.0%	59.4%	57.5%	61.6%	60.3%
米州	North & South America	11.1%	9.9%	7.8%	7.7%	8.3%	9.8%	10.6%	10.1%	9.1%	9.0%
欧州	Europe	5.4%	5.3%	5.2%	5.8%	6.3%	6.8%	7.8%	8.3%	7.3%	7.3%
アジア・オセアニア	Asia-Oceania	13.7%	15.2%	16.6%	17.9%	18.0%	19.4%	22.2%	24.1%	—	—
中国	China	—	—	—	—	—	—	—	—	11.6%	12.7%
その他のアジア	Other Asian Countries	—	—	—	—	—	—	—	—	6.7%	7.5%
その他	Other	—	—	—	—	—	—	—	—	3.7%	3.2%
海外売上高比率	Overseas sales ratio	30.2%	30.4%	29.6%	31.4%	32.6%	36.0%	40.6%	42.5%	38.4%	39.7%

(In ¥ millions)

資産の部	Assets	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
流動資産	Current assets:										
現金及び預金	Cash and time deposits	17,795	33,651	32,079	30,622	32,606	27,626	35,766	24,494	29,367	35,455
受取手形及び売掛金	Trade notes and accounts receivable	73,059	71,326	78,091	76,653	79,408	89,151	87,238	79,250	83,051	79,669
有価証券	Marketable securities	—	119	129	104	92	109	142	—	—	—
たな卸資産合計	Inventories	60,877	51,072	51,865	56,464	60,080	64,017	66,000	68,733	63,015	62,681
商品及び製品	Merchandise and finished goods	—	—	—	—	—	—	—	33,744	29,441	31,032
仕掛品	Work in process	—	—	—	—	—	—	—	20,923	19,549	16,573
原材料及び貯蔵品	Raw materials and supplies	—	—	—	—	—	—	—	14,065	14,024	15,076
繰延税金資産	Deferred tax assets	4,375	3,308	4,294	6,968	7,178	7,020	6,122	6,555	6,138	7,335
その他	Other	4,291	2,719	3,498	3,165	2,925	4,238	4,987	3,196	3,309	3,749
貸倒引当金	Allowance for doubtful receivables	(1,144)	(1,058)	(1,461)	(1,433)	(1,246)	(881)	(879)	(1,007)	(1,103)	(982)
流動資産合計	Total current assets	159,255	161,140	168,496	172,544	181,046	191,282	199,378	181,224	183,778	187,909
固定資産	Noncurrent assets:										
有形固定資産	Property, plant and equipment:										
建物及び構築物, 純額	Buildings and structures, net	23,771	22,558	28,870	28,886	28,124	31,965	33,708	32,413	33,803	35,579
機械装置及び運搬具, 純額	Machinery, equipment and vehicles, net	5,448	4,602	4,347	4,660	4,895	5,569	6,418	5,917	5,157	3,680
土地	Land	19,391	19,406	19,367	18,968	19,010	18,907	18,849	18,808	18,824	18,749
リース資産, 純額	Leased assets, net	—	—	—	—	—	—	—	2,191	1,659	1,541
建設仮勘定	Construction in progress	50	168	142	103	1,160	115	81	1,321	1,881	15
その他, 純額	Other, net	5,276	5,239	5,309	5,551	6,401	7,111	7,730	6,955	6,287	6,078
有形固定資産合計	Net property, plant and equipment	53,938	51,975	58,037	58,169	59,592	63,669	66,788	67,608	67,614	65,644
無形固定資産	Intangible fixed assets	1,885	1,716	1,631	1,569	2,224	4,009	6,211	6,538	6,266	6,794
投資その他の資産	Investments and other assets:										
投資有価証券	Investment securities	6,749	6,011	9,291	10,169	15,156	15,535	12,352	7,776	9,975	9,489
長期貸付金	Long-term receivables	2,573	2,402	2,241	2,123	1,996	539	969	1,465	1,307	876
繰延税金資産	Deferred tax assets	17,670	16,976	13,248	14,355	13,494	13,598	12,584	11,598	10,531	9,738
その他	Other	3,763	5,199	4,833	5,285	4,890	6,709	5,718	5,135	4,904	4,571
貸倒引当金	Allowance for doubtful receivables	(1,340)	(1,409)	(1,381)	(1,370)	(1,348)	(260)	(171)	(190)	(275)	(180)
投資その他の資産合計	Total investments and other assets	29,416	29,181	28,233	30,563	34,188	36,121	31,453	25,784	26,444	24,494
固定資産合計	Total noncurrent assets	85,240	82,873	87,902	90,302	96,005	103,801	104,452	99,931	100,325	96,933
資産合計	Total assets	244,495	244,013	256,398	262,846	277,052	295,083	303,830	281,155	284,104	284,843

(In ¥ millions)

負債の部	Liabilities	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
流動負債	Current liabilities:										
支払手形及び買掛金	Trade notes and accounts payable	37,076	39,543	46,806	46,878	49,830	55,726	52,611	45,754	44,820	48,278
短期借入金	Short-term loans	17,315	14,684	14,973	12,746	15,592	7,460	5,246	12,520	14,650	9,754
1年内償還社債	Current portion of unsecured bonds	—	10,000	20,000	—	—	—	15,000	10,000	—	—
1年内償還転換社債	Current portion of unsecured convertible bond	—	—	—	19,998	—	—	—	—	—	—
リース債務	Lease obligations	—	—	—	—	—	—	—	1,039	793	637
未払金	Accounts payable, other	—	6,615	13,724	8,665	8,418	10,617	11,725	9,442	9,296	8,541
未払法人税等	Income taxes payable	1,319	1,540	2,015	6,913	3,950	5,183	2,670	2,239	1,405	2,990
賞与引当金	Allowance for employees' bonuses	4,695	3,492	4,008	5,240	5,526	5,871	5,933	5,186	5,451	5,884
役員賞与引当金	Allowance for director's bonuses	—	—	—	—	—	271	322	309	182	193
その他	Other	13,141	6,199	7,165	6,481	7,977	11,349	10,401	9,939	8,796	8,453
流動負債合計	Total current liabilities	73,548	82,076	108,694	106,923	91,296	96,480	103,911	96,429	85,397	84,733
固定負債	Long-term liabilities:										
社債	Unsecured bonds	65,000	55,000	35,000	25,000	25,000	25,000	20,000	10,000	10,000	10,000
長期借入金	Long-term debt	8,120	7,484	7,203	6,677	2,039	3,092	2,556	2,120	12,196	10,974
リース債務	Lease obligations	—	—	—	—	—	—	—	1,328	984	1,017
退職給付引当金	Liability for employees' retirement benefits	17,156	17,456	17,999	19,216	20,686	20,711	19,432	16,827	15,806	15,155
役員退職慰労金引当金	Liability for directors' retirement benefits	639	472	461	568	547	687	237	264	287	302
その他	Other	280	695	1,064	7,767	7,315	6,908	6,982	6,879	6,292	6,006
固定負債合計	Total long-term liabilities	91,197	81,108	61,728	59,230	55,589	56,399	49,207	37,419	45,567	43,456
負債合計	Total liabilities	164,745	163,184	170,422	166,153	146,885	152,880	153,118	133,849	130,964	128,190
純資産の部	Net assets										
株主資本	Shareholders' capital										
資本金	Common stock	16,824	16,824	16,824	16,825	26,648	26,648	26,648	26,648	26,648	26,648
資本剰余金	Additional paid-in capital	25,393	25,393	25,393	25,394	35,188	35,188	35,188	35,188	35,188	35,188
利益剰余金	Retained earnings	38,766	41,586	46,055	56,475	65,322	76,396	87,574	93,641	97,411	105,244
自己株式	Treasury stock	(7)	(108)	(132)	(209)	(304)	(419)	(536)	(623)	(646)	(680)
株主資本合計	Total shareholders' capital	80,977	83,696	88,140	98,486	126,855	137,814	148,875	154,855	158,601	166,401
評価・換算差額等	Valuation and translation adjustments										
その他有価証券評価差額金	Net unrealized gain on available-for-sales securities	1,246	447	2,286	2,720	5,750	5,464	3,211	1,586	2,829	2,334
為替換算調整勘定	Foreign currency translation adjustments	(2,890)	(3,616)	(4,751)	(4,819)	(2,946)	(1,649)	(1,779)	(9,530)	(8,507)	(12,305)
評価・換算差額等合計	Valuation and translation gains/losses	(1,644)	(3,168)	(2,464)	(2,099)	2,803	3,815	1,432	(7,944)	(5,678)	(9,970)
少数株主持分	Minority interests	417	300	300	306	507	573	404	395	215	222
純資産合計	Total net assets	79,749	80,828	85,976	96,692	130,166	142,203	150,712	147,306	153,139	156,653
負債及び純資産合計	Total liabilities and net assets	244,495	244,013	256,398	262,846	277,052	295,083	303,830	281,155	284,104	284,843

(注) 「第13回無担保転換社債」200億円の内、196億1,900万円が償還期限2005年9月30日までに株式に転換された。(転換率98.1%)

Note: By the redemption date of September 30, 2005 for the Company's 13th series unsecured convertible bonds, worth ¥20 billion, ¥19,619 million worth of unsecured convertible bonds had been converted to ordinary shares of the Company, which represented a conversion rate of 98.1%.

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連結損益計算書 (3月31日に終了する各年)

Consolidated Statements of Operations (Years ended March 31)

(In ¥ millions)

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
売上高	Net sales	192,084	204,282	217,940	233,558	242,638	262,431	289,971	272,833	238,255	252,707
売上原価	Cost of sales	131,454	132,490	134,564	142,791	151,062	159,107	177,378	167,861	151,204	157,187
売上総利益	Gross profit	60,629	71,791	83,375	90,767	91,576	103,323	112,593	104,971	87,050	95,520
販売費及び一般管理費	Selling, general and administrative expenses	62,465	60,847	66,477	70,180	70,500	78,042	84,995	85,358	76,756	79,222
営業利益(損失)	Operating income (loss)	(1,835)	10,943	16,897	20,587	21,076	25,280	27,597	19,613	10,294	16,297
営業外収益	Other income	2,355	1,558	1,450	1,068	1,461	1,742	1,678	1,601	1,636	1,992
営業外費用	Other expenses	4,718	4,311	6,477	4,310	4,217	3,817	5,411	3,482	2,115	3,011
経常利益(損失)	Ordinary income (loss)	(4,198)	8,191	11,871	17,344	18,319	23,205	23,864	17,731	9,816	15,279
特別利益	Extraordinary income	2,000	2,147	247	95	356	305	266	1,489	79	10
特別損失	Extraordinary losses	13,404	1,989	1,728	1,281	924	1,094	501	3,999	307	755
税金等調整前当期純利益(損失)	Income (loss) before income taxes and minority interests	(15,602)	8,349	10,389	16,158	17,752	22,416	23,629	15,221	9,588	14,533
法人税、住民税及び事業税	Income taxes	2,459	2,563	2,959	8,276	7,839	8,684	5,753	4,913	3,128	4,624
過年度法人税等戻入額	Refund of income taxes for prior periods	—	—	—	—	—	—	—	—	(389)	—
法人税等調整額	Income taxes adjustments	(9,938)	2,277	1,492	(4,053)	(1,448)	297	4,125	1,746	705	(160)
法人税等合計	Total income taxes and income taxes adjustment	(7,479)	4,841	4,452	4,222	6,390	8,981	9,878	6,660	3,444	4,464
少数株主利益	Minority interests in net income	(3)	(9)	25	34	45	55	25	24	13	22
当期純利益(損失)	Net income (loss)	(8,118)	3,518	5,912	11,902	11,316	13,379	13,724	8,536	6,130	10,046

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個別損益計算書 (3月31日に終了する各年)

Parent Company Statements of Operations (Years ended March 31)

(In ¥ millions)

		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
売上高	Net sales	126,699	142,193	150,025	158,208	162,417	170,773	171,096	159,074	141,887	154,004
売上原価	Cost of sales	94,981	100,627	101,517	106,449	110,498	116,411	116,654	111,048	101,902	107,887
売上総利益	Gross profit	31,717	41,566	48,508	51,759	51,919	54,362	54,442	48,025	39,985	46,116
販売費及び一般管理費	Selling, general and administrative expenses	40,327	35,609	39,082	41,097	40,379	42,823	44,523	43,822	40,690	41,826
営業利益(損失)	Operating income (loss)	(8,609)	5,956	9,426	10,661	11,539	11,539	9,918	4,203	(704)	4,290
営業外収益	Other income	2,534	2,628	2,648	2,601	3,248	3,586	4,511	4,144	3,635	3,575
営業外費用	Other expenses	4,215	3,979	5,763	3,885	4,096	3,470	5,699	3,483	2,602	3,578
経常利益(損失)	Ordinary income (loss)	(10,291)	4,606	6,310	9,377	10,692	11,655	8,730	4,864	328	4,287
特別利益	Extraordinary income	1,987	1,988	242	79	342	261	247	1,465	60	—
特別損失	Extraordinary losses	16,728	2,710	1,752	827	401	3,569	448	3,027	260	552
税引前当期純利益(損失)	Income (loss) before income taxes	(25,032)	3,884	4,800	8,628	10,633	8,347	8,528	3,302	127	3,735
法人税、住民税及び事業税	Income taxes	135	68	100	4,758	3,883	3,254	(1,139)	(560)	(593)	(403)
過年度法人税等戻入額	Refund of income taxes for prior periods	—	—	—	—	—	—	—	—	(370)	—
法人税等調整額	Income taxes adjustments	(10,449)	2,106	1,989	(1,829)	(692)	1,768	3,632	1,342	(226)	638
法人税等合計	Total income taxes and income taxes adjustment	(10,314)	2,174	2,089	2,928	3,190	5,023	2,493	782	(1,190)	235
当期純利益(損失)	Net income (loss)	(14,718)	1,710	2,710	5,700	7,442	3,324	6,035	2,520	1,318	3,499

(In ¥ millions)

営業活動によるキャッシュ・フロー	Cash flows from operating activities	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
税金等調整前当期純利益(損失)	Income (loss) before income taxes and minority interests	(15,602)	8,349	10,389	16,158	17,752	22,416	23,629	15,221	9,588	14,533
減価償却費	Depreciation and amortization	4,684	4,415	4,419	4,678	4,866	5,156	6,279	8,503	8,301	7,924
資産除去債務会計基準の適用に伴う影響額	Effect of adoption of new accounting standards for asset retirement obligations	—	—	—	—	—	—	—	—	—	258
減損損失	Impairment loss	—	—	—	466	—	—	—	—	—	—
連結調整勘定償却額	Consolidation adjustments	2,925	164	—	—	—	—	—	—	—	—
貸倒引当金の増(減)額	Increase (decrease) in allowance for doubtful receivables	690	(23)	402	(51)	(240)	(346)	(96)	263	165	(140)
賞与引当金の増(減)額	Increase (decrease) in allowance for employees' bonuses	(282)	(1,202)	515	1,232	286	344	61	(747)	265	433
役員賞与引当金の増(減)額	Increase (decrease) in allowance for director's bonuses	—	—	—	—	—	271	51	(13)	(126)	11
退職給付引当金の増(減)額	Provision for (reversal of) accrued retirement benefits for employees	(81)	258	542	1,217	1,470	16	(1,279)	(570)	(1,059)	(583)
退職給付信託設定損(益)	(Gain) loss on contribution of securities to employees' retirement benefit trust	—	—	—	—	—	—	—	(1,450)	—	—
受取利息及び受取配当金	Interest and dividends income	(300)	(218)	(185)	(195)	(242)	(404)	(488)	(396)	(216)	(282)
支払利息	Interest expense	2,017	1,517	1,369	1,017	699	717	706	523	612	451
社債発行費用	Bonds issue expenses	86	—	—	59	—	—	57	—	—	—
為替差損(益)	Foreign exchange loss (gain), net	(63)	17	38	(12)	(22)	(11)	73	8	15	42
投資有価証券の売却及び評価損(益)	Net (gain) loss on sale and valuation of investment securities	221	112	292	66	189	52	10	1,308	(6)	92
有価証券の売却及び評価損	Net (gain) on sale and valuation of marketable securities	—	—	—	—	—	—	—	—	—	—
有形固定資産の売却及び除却損(益)	Net (gain) loss on sale and disposal of property, plant and equipment	(1,238)	8	319	287	(119)	408	464	244	234	394
売上債権の(増)減額	(Increase) decrease in trade receivables	22,833	2,153	(7,390)	1,584	(1,697)	(8,057)	1,966	3,730	(3,138)	1,167
たな卸資産の(増)減額	(Increase) decrease in inventories	7,486	9,254	(1,517)	(4,629)	(2,180)	(2,839)	(1,246)	(8,457)	6,493	(2,048)
仕入債務の増(減)額	Increase (decrease) in trade payables	(9,217)	2,019	7,914	140	1,776	3,984	(3,032)	(3,141)	(1,459)	5,075
その他	Other, net	(231)	743	1,376	643	1,815	152	1,486	2,465	(1,704)	364
小計	Subtotal	13,926	27,569	18,488	22,664	24,352	21,860	28,645	17,492	17,964	27,693
利息及び配当金の受取額	Interest and dividends received	304	221	184	197	237	409	486	398	218	281
利息の支払額	Interest paid	(2,006)	(1,507)	(1,417)	(1,073)	(699)	(704)	(707)	(618)	(577)	(370)
法人税等の支払額	Income taxes paid	(2,544)	(2,327)	(2,462)	(3,649)	(10,950)	(7,574)	(9,221)	(4,349)	(3,847)	(2,612)
営業活動によるキャッシュ・フロー	Net cash provided by operating activities	9,680	23,955	14,792	18,139	12,941	13,990	19,202	12,923	13,756	24,992

投資活動によるキャッシュ・フロー	Cash flows from investing activities	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
有価証券の取得による支出	Purchase of marketable securities	—	(125)	(46)	—	—	—	(255)	—	—	—
有価証券の売却による収入	Proceeds from sale of marketable securities	5	—	116	130	110	91	277	129	—	—
固定資産の取得による支出	Purchase of property, plant and equipment	(5,338)	(4,216)	(4,330)	(12,789)	(6,811)	(9,342)	(11,304)	(9,890)	(7,281)	(8,341)
固定資産の売却による収入	Proceeds from sale of property, plant and equipment	2,189	1,287	533	831	626	319	390	196	197	787
投資有価証券の取得による支出	Purchase of investment securities	(339)	(772)	(733)	(361)	(495)	(1,290)	(788)	(153)	(206)	(438)
投資有価証券の売却による収入	Proceeds from sale of investment securities	712	6	228	30	32	133	1	26	76	—
少数株主持分の買取による支出	Acquisition of minority's shares	—	—	—	—	—	—	(186)	—	—	—
連結範囲の変更を伴う子会社株式の取得	Acquisition of cash owned by newly consolidated	—	42	—	—	—	—	—	—	—	—
子会社出資金の取得による支出	Investments in subsidiaries	—	—	—	—	—	—	—	—	(193)	—
貸付けによる支出	Increase in long-term receivables	(133)	(53)	(54)	(34)	(22)	(29)	(526)	(599)	(19)	(39)
貸付金の回収による収入	Decrease in long-term receivables	272	209	211	156	167	145	87	87	82	175
営業譲受けによる支出	Payment for acquisition of business rights	—	—	—	—	—	—	(3,023)	—	—	—
営業譲受けによる収入	Proceeds from acquisition of business rights	—	—	—	—	—	508	—	—	—	—
その他	Other, net	(81)	(131)	7	140	51	(332)	(89)	(237)	(332)	(425)
投資活動によるキャッシュ・フロー	Net cash (used in) investing activities	(2,713)	(3,754)	(4,068)	(11,895)	(6,341)	(9,797)	(15,419)	(10,441)	(7,675)	(8,281)
財務活動によるキャッシュ・フロー	Cash flows from financing activities	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
短期借入れによる収入	Borrowing of short-term loans	6,917	3,457	4,685	4,581	687	1,301	100	9,785	4,867	453
短期借入金の返済による支出	Repayment of short-term loans	(14,793)	(6,882)	(4,229)	(6,247)	(3,143)	(4,737)	(3,022)	(1,475)	(2,472)	(5,879)
長期借入れによる収入	Borrowing of long-term debt	5,676	1,686	2,350	624	1,240	1,901	1,070	1,000	10,787	430
長期借入金の返済による支出	Repayment of long-term debt	(1,217)	(1,764)	(2,655)	(1,811)	(899)	(5,894)	(933)	(1,540)	(1,089)	(642)
コマーシャルペーパーの発行による収入	Issuance of commercial paper	—	—	—	—	23,000	7,000	10,500	4,000	11,000	11,000
コマーシャルペーパーの償還による支出	Redemption of commercial paper	—	—	—	—	(23,000)	(7,000)	(10,500)	(4,000)	(11,000)	(11,000)
社債の発行による収入	Issuance of unsecured bonds	14,913	—	—	9,940	—	—	9,942	—	—	—
社債の償還による支出	Redemption of unsecured bonds	(20,000)	—	(10,000)	(20,000)	(381)	—	—	(15,000)	(10,000)	—
社債償還に係る預け金の支出	Deposit of cash for redemption of unsecured bonds	—	—	—	—	(16,335)	—	—	—	—	—
社債償還に係る預け金の回収	Withdrawal of cash for redemption of unsecured bonds	—	—	—	—	16,335	—	—	—	—	—
少数株主からの払込みによる収入	Payments from minority shareholders	1,069	47	—	—	—	—	—	—	—	—
配当金の支払額	Cash dividends paid	(662)	(661)	(1,323)	(1,331)	(2,229)	(2,069)	(2,508)	(2,805)	(2,360)	(2,206)
少数株主への配当金の支払額	Dividends payments to minority shareholders	(5)	(5)	(11)	(22)	(12)	(16)	(15)	(7)	(11)	(9)
預り保証金の受入れによる収入	Receipt of gurantee deposits received	—	—	—	6,823	—	—	—	—	—	—
預り保証金の返還による支出	Repayment of gurantee deposits received	—	—	—	—	(428)	(98)	(431)	(431)	(333)	(333)
ファイナンス・リース債務の返済による支出	Payment of finance lease obligations	—	—	—	—	—	—	—	(1,195)	(1,120)	(868)
その他	Other, net	(7)	(100)	(24)	(76)	(163)	(114)	(116)	(87)	(22)	11
財務活動によるキャッシュ・フロー	Net cash (used in) / provided by financing activities	(8,110)	(4,223)	(11,207)	(7,520)	(5,330)	(9,728)	4,083	(11,757)	(1,754)	(9,044)

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現金及び現金同等物の期末残高 (3月31日に終了する各年)

Cash and Cash Equivalents, End of Year (Years ended March 31)

		(In ¥ millions)									
科目	Subjects	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
営業活動によるキャッシュ・フロー	Net cash provided by operating activities	9,680	23,955	14,792	18,139	12,941	13,990	19,202	12,923	13,756	24,992
投資活動によるキャッシュ・フロー	Net cash (used in) investing activities	(2,713)	(3,754)	(4,068)	(11,895)	(6,341)	(9,797)	(15,419)	(10,441)	(7,675)	(8,281)
財務活動によるキャッシュ・フロー	Net cash (used in) / provided by financing activities	(8,110)	(4,223)	(11,207)	(7,520)	(5,330)	(9,728)	4,083	(11,757)	(1,754)	(9,044)
現金及び現金同等物に係る換算差額	Foreign currency translation adjustments on cash and cash equivalents	475	(311)	(528)	(42)	890	403	198	(2,631)	243	(1,687)
現金及び現金同等物の増(減)額	Net (increase) / decrease in cash and cash equivalents	(667)	15,667	(1,012)	(1,319)	2,159	(5,130)	8,064	(11,907)	4,569	5,979
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents due to inclusion of subsidiaries in consolidation	6	—	—	—	—	110	106	503	—	—
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of year	17,755	17,094	32,761	31,179	29,859	31,926	26,906	35,077	23,673	28,242
現金及び現金同等物の期末残高	Cash and cash equivalents, end of year	17,094	32,761	31,179	29,859	31,926	26,906	35,077	23,673	28,242	34,221

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