



YASKAWA

Financial Fact Book 2008

YASKAWA Electric Corporation

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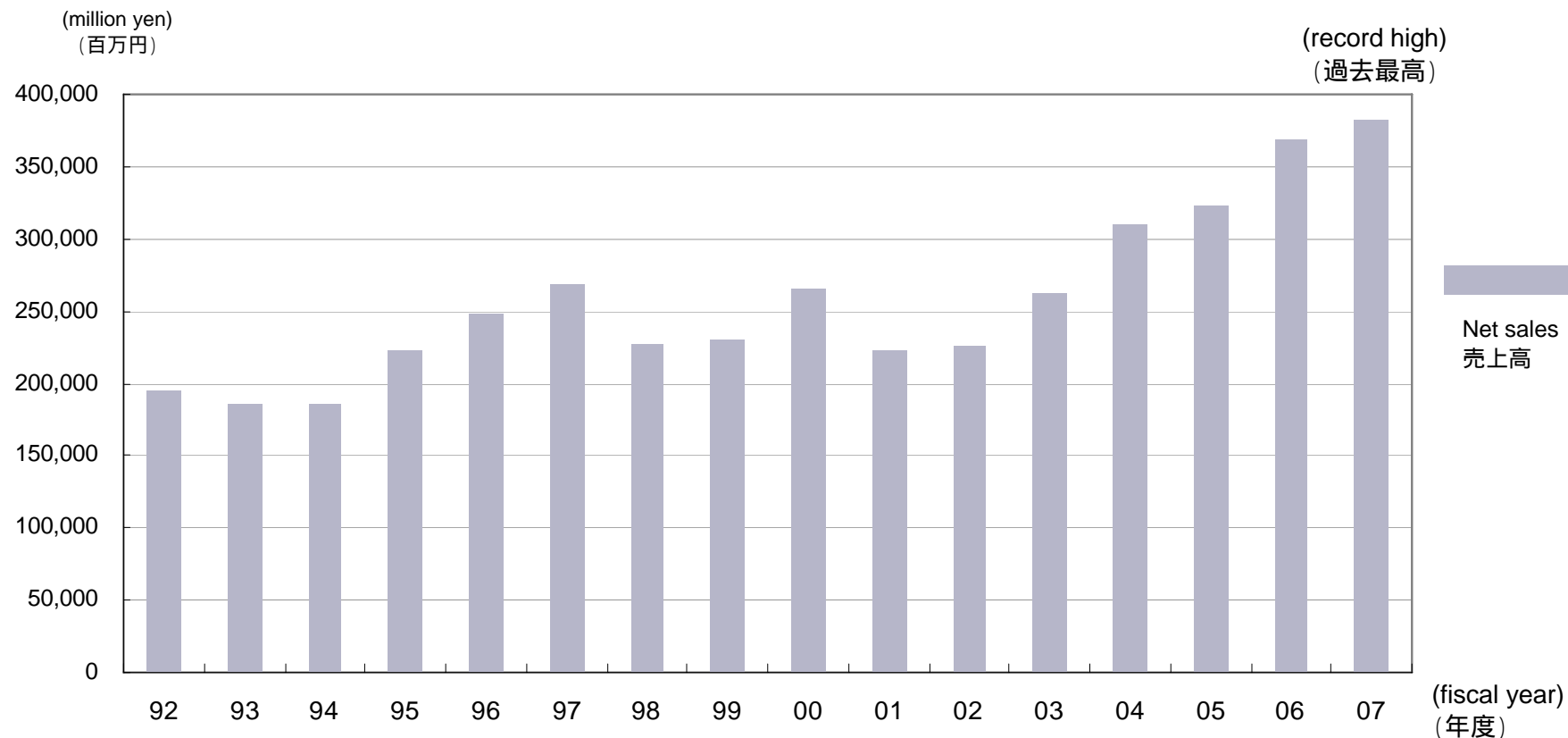
Corporate Profile (as of March 20, 2008)

会社概要 (2008年3月20日現在)

| | | | |
|-----------------------------|--|---------------|---|
| Corporate Name: | YASKAWA Electric Corporation | 商号: | 株式会社 安川電機 |
| Establishment Date: | July 16, 1915 | 創立: | 1915年(大正4年)7月16日 |
| Head Office: | 2-1 Kurosaki-Shiroishi, Yahatanishi-Ku Kitakyushu-city, Fukuoka 806-0004, Japan Tel: +81-93-645-8801 Fax: +81-93-631-8837 URL: http://www.yaskawa.co.jp/en/ | 本社所在地: | 北九州市八幡西区黒崎城石2番1号 〒806-0004 TEL (093)645-8801 FAX (093)631-8837 URL: http://www.yaskawa.co.jp/ |
| Capital: | 23.0 billion yen | 資本金: | 230億円 |
| Number of Employees: | 8,347 | 従業員数: | 8,347名 |
| Sales: | 382.3 billion yen (Year ended March 20, 2008) | 売上高: | 3,823億円 (2008年3月期実績) |

Long-term Trends in Net Sales

長期売上高推移



| | FY92 | FY93 | FY94 | FY95 | FY96 | FY97 | FY98 | FY99 | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 | FY07 |
|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net Sales(million yen) 売上高(百万円) | 194,267 | 185,358 | 185,704 | 222,398 | 247,511 | 268,642 | 227,457 | 229,844 | 266,068 | 222,707 | 226,143 | 263,045 | 309,615 | 322,916 | 368,971 | 382,327 |
| Annual Change(%) 前年度比増減(%) | (15.2%) | (4.6%) | +0.2% | +19.8% | +11.3% | +8.5% | (15.3%) | +1.0% | +15.8% | (16.3%) | +1.5% | +16.3% | +17.7% | +4.3% | +14.3% | +3.6% |

Note:1. In October 1999, 50% of the stock of Yaskawa System Engineering, which works on engineering and after-sales services for industrial drive system business, was transferred to SIEMENS AG.

The company became unconsolidated to be included in equity method affiliates. Net sales of Yaskawa System Engineering for the fiscal year 98 were 22.6 billion yen.

2. In January 2000, 67% of the stock of Y-E Drive Corporation, which manufactures general-purpose small-to-medium sized motors, was transferred to Nidec Corporation.

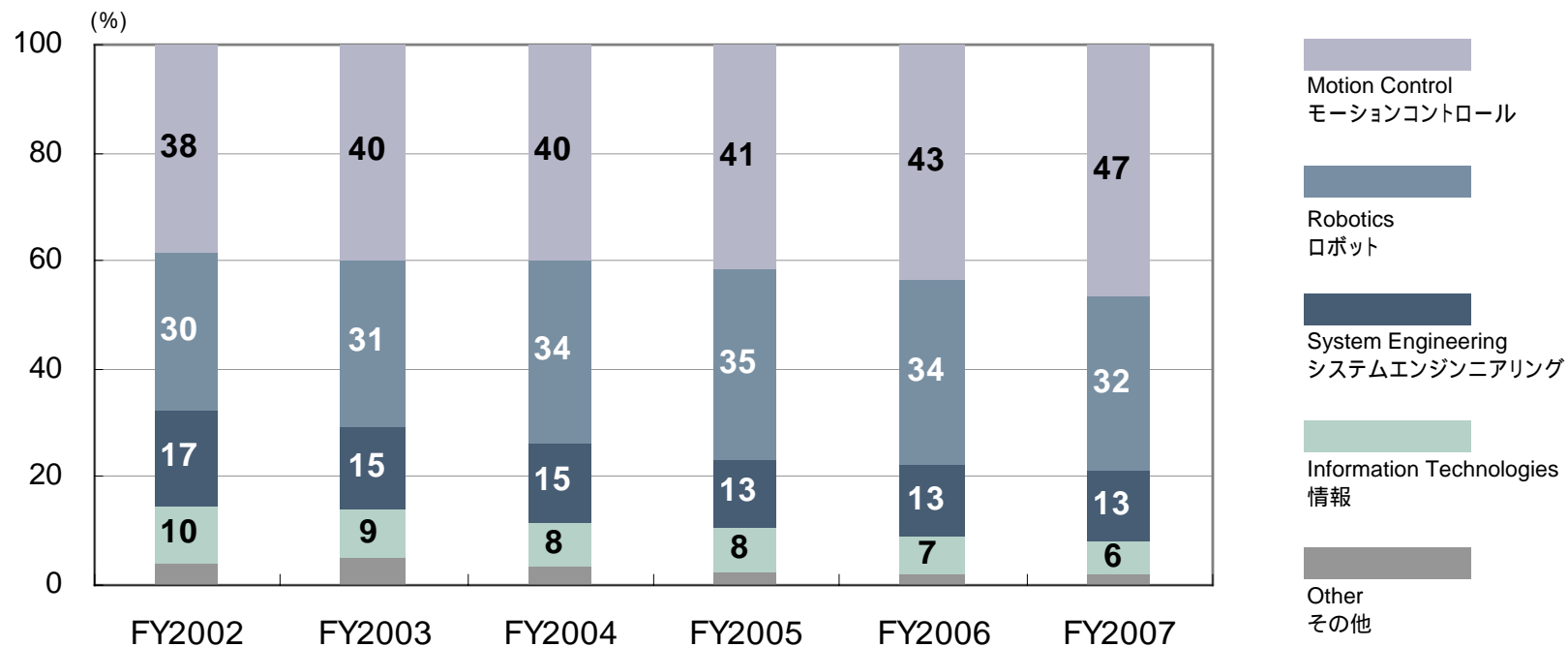
The company became unconsolidated to be included in equity method affiliates. Net sales of Y-E Drive Corporation for the fiscal year 98 were 10.3 billion yen.

(注) 1. 99年10月に、産業用ドライブシステム事業のエンジニアリングとアフターサービスを手掛ける安川システムエンジニアリング(株)の株式の50%をシーメンスAGに譲渡し、持分法対象とした。同事業の98年度の売上高は226億円。

2. 2000年1月に、汎用中・小形モータを手掛ける(株)ワイ・イー・ドライブの株式の67%を日本電産(株)に譲渡し、持分法対象とした。同社の98年度の売上高は103億円。

Net Sales : Break Down by Business Segment

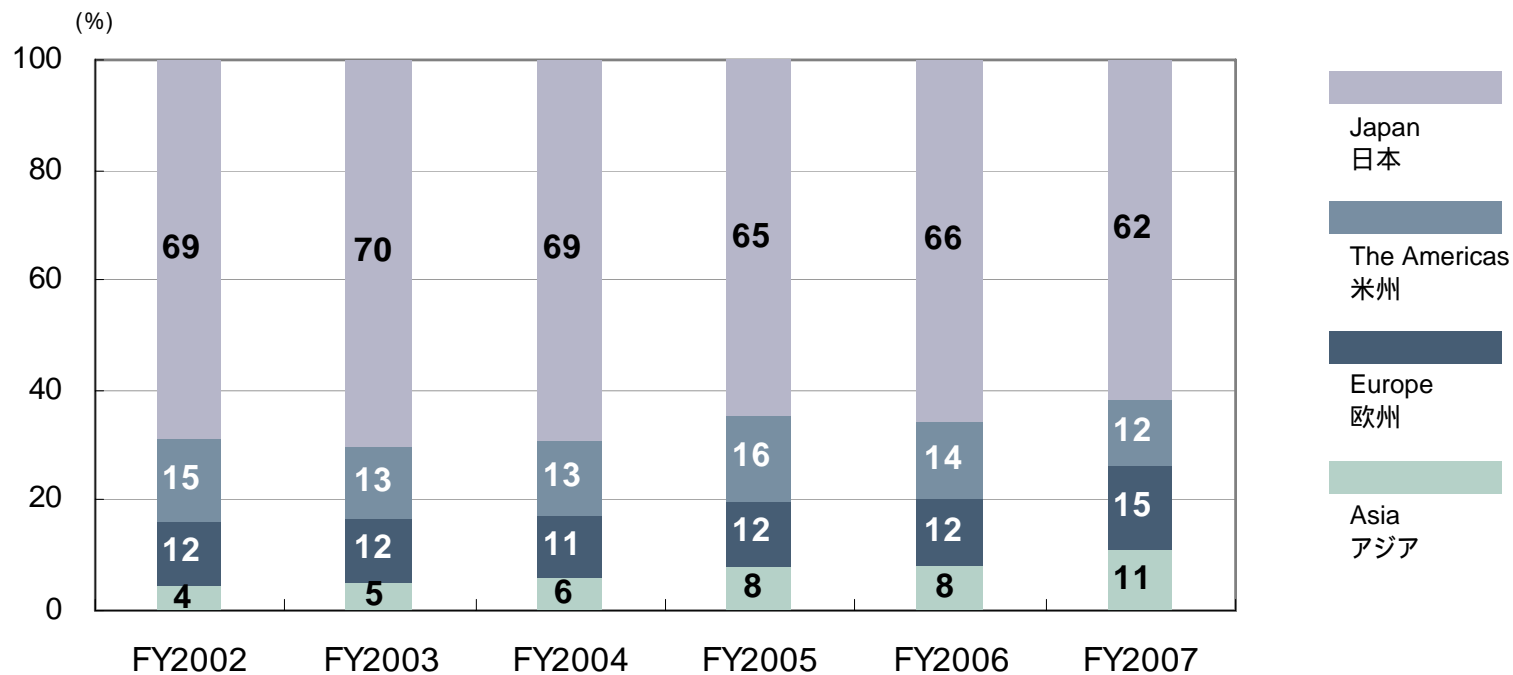
事業セグメント別売上高構成



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Motion Control モーショントロール | 86,314 38.2% | 105,069 39.9% | 122,944 39.7% | 133,909 41.5% | 159,601 43.3% | 177,899 46.5% |
| Robotics ロボット | 67,094 29.7% | 80,479 30.6% | 105,164 34.0% | 113,458 35.1% | 126,723 34.3% | 123,550 32.3% |
| System Engineering システムエンジニアリング | 39,509 17.5% | 40,373 15.3% | 44,930 14.5% | 41,932 13.0% | 49,487 13.4% | 50,517 13.2% |
| Information Technologies 情報 | 23,595 10.4% | 24,415 9.3% | 25,421 8.2% | 24,783 7.7% | 26,472 7.2% | 23,183 6.1% |
| Other その他 | 9,630 4.3% | 12,709 4.8% | 11,154 3.6% | 8,833 2.7% | 6,686 1.8% | 7,176 1.9% |
| Total 合計 | 226,143 100.0% | 263,045 100.0% | 309,615 100.0% | 322,916 100.0% | 368,971 100.0% | 382,327 100.0% |

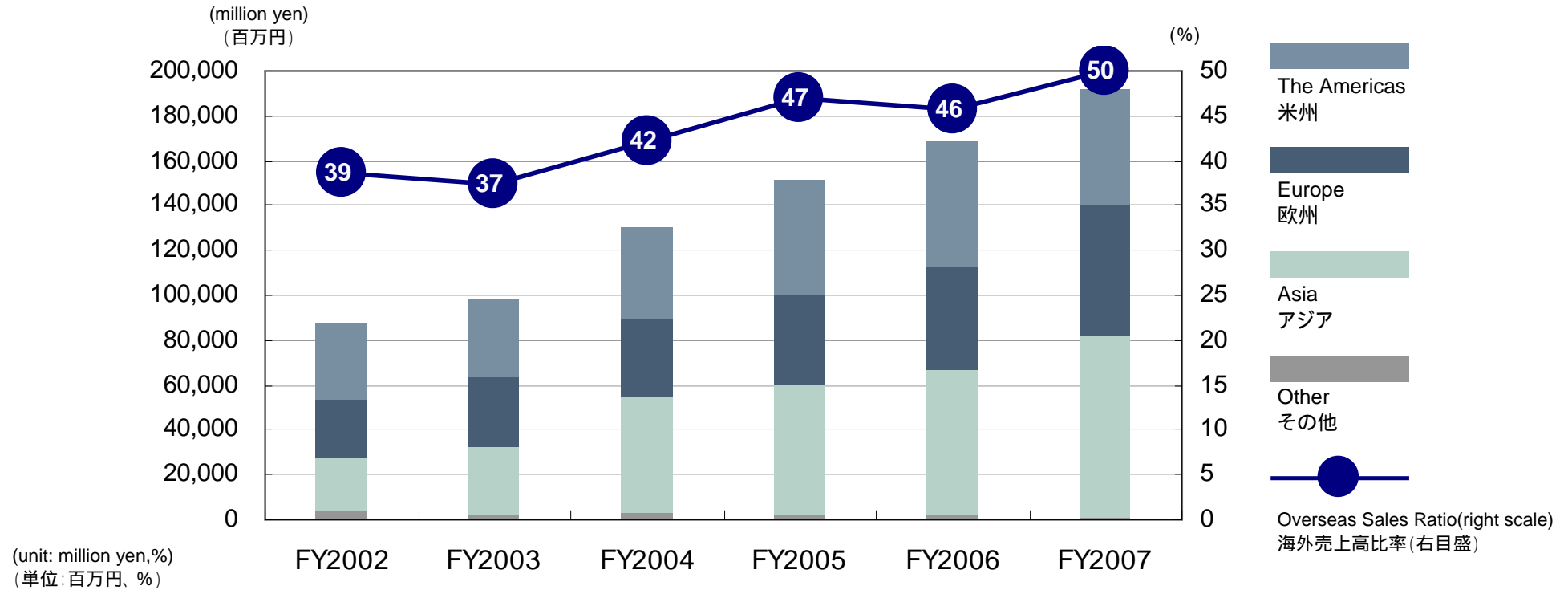
Net Sales : Break Down by Geographical Area

所在地別売上高構成



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Japan 日本 | 155,677 68.8% | 184,113 70.0% | 214,890 69.4% | 208,728 64.6% | 243,127 65.9% | 235,678 61.6% |
| The Americas 米州 | 33,710 14.9% | 34,915 13.3% | 41,785 13.5% | 50,353 15.6% | 50,635 13.7% | 46,735 12.2% |
| Europe ヨーロッパ | 26,762 11.8% | 31,300 11.9% | 34,306 11.1% | 38,235 11.8% | 45,505 12.3% | 57,308 15.0% |
| Asia アジア | 9,993 4.4% | 12,715 4.8% | 18,633 6.0% | 25,600 7.9% | 29,703 8.1% | 42,604 11.1% |
| Total 合計 | 226,143 100.0% | 263,045 100.0% | 309,615 100.0% | 322,916 100.0% | 368,971 100.0% | 382,327 100.0% |

Overseas Sales 海外売上高

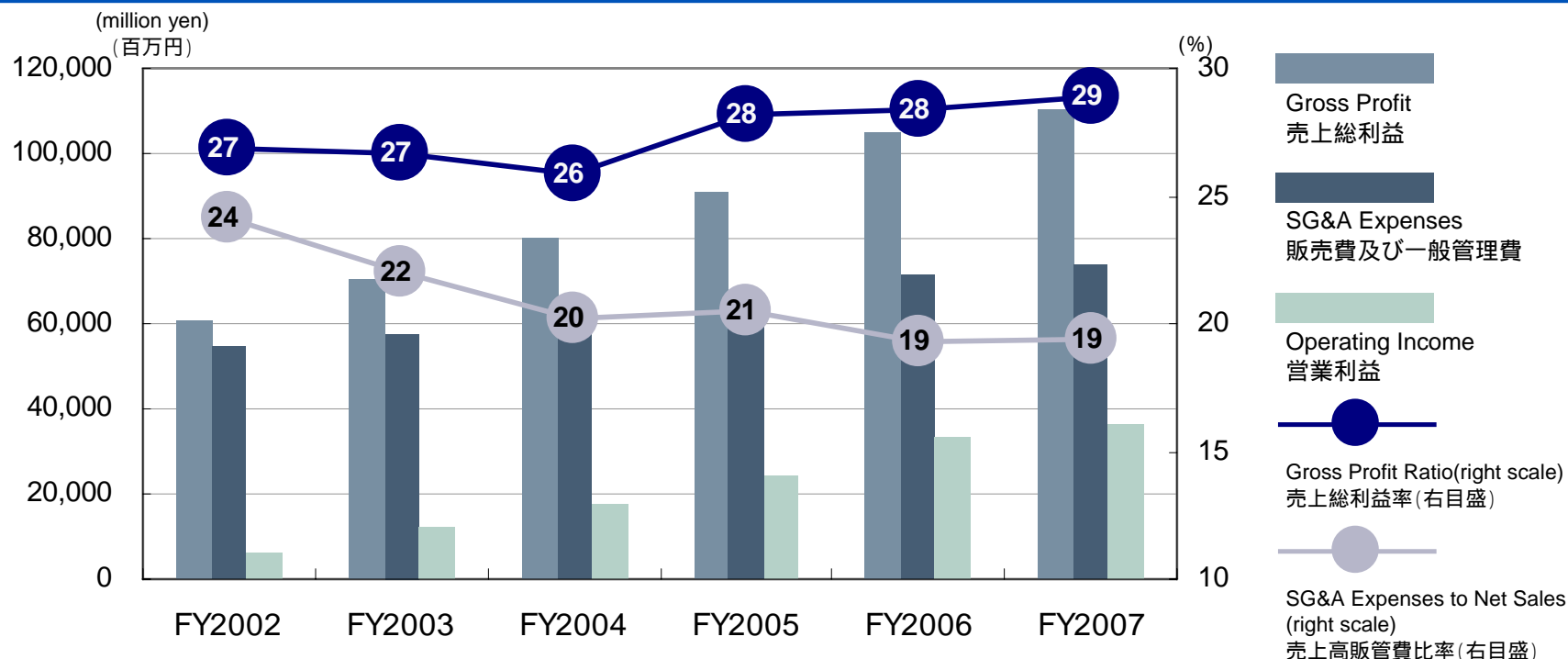


| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---------------------------|-----------------|-----------------|------------------|------------------|------------------|------------------|
| The Americas 米州 | 33,489 14.8% | 34,456 13.1% | 40,725 13.2% | 51,286 15.9% | 55,343 15.0% | 50,947 13.3% |
| Europe ヨーロッパ | 27,123 12.0% | 31,233 11.9% | 34,588 11.2% | 39,766 12.3% | 46,566 12.6% | 58,424 15.3% |
| Asia アジア | 22,801 10.1% | 30,356 11.5% | 51,538 16.6% | 58,310 18.1% | 65,249 17.7% | 80,869 21.2% |
| Other その他 | 3,986 1.8% | 2,437 0.9% | 3,402 1.1% | 1,985 0.6% | 1,538 0.4% | 1,265 0.3% |
| Overseas Sales 海外売上高合計 | 87,401 38.6% | 98,483 37.4% | 130,254 42.1% | 151,348 46.9% | 168,698 45.7% | 191,506 50.1% |

Note: The earnings and expenses of overseas subsidiaries had previously been calculated using the spot exchange rate on the record date, however the company decided to use the average exchange rate during FY2006. As a result of this change, consolidated sales decreased by 4,114 million yen. This change also caused percentage of overseas sales against consolidated sales to decrease by 0.6 percentage points.

(注) 在外子会社等の収益及び費用の円貨換算は、従来、決算日の直物為替相場を使用していたが、06年度より期中平均相場に変更している。この変更により、従来の方法によった場合に比べて、06年度の連結売上高は4,114百万円減少している。なお、連結売上高に占める海外売上高の割合は、同じく0.6ポイント低下している。

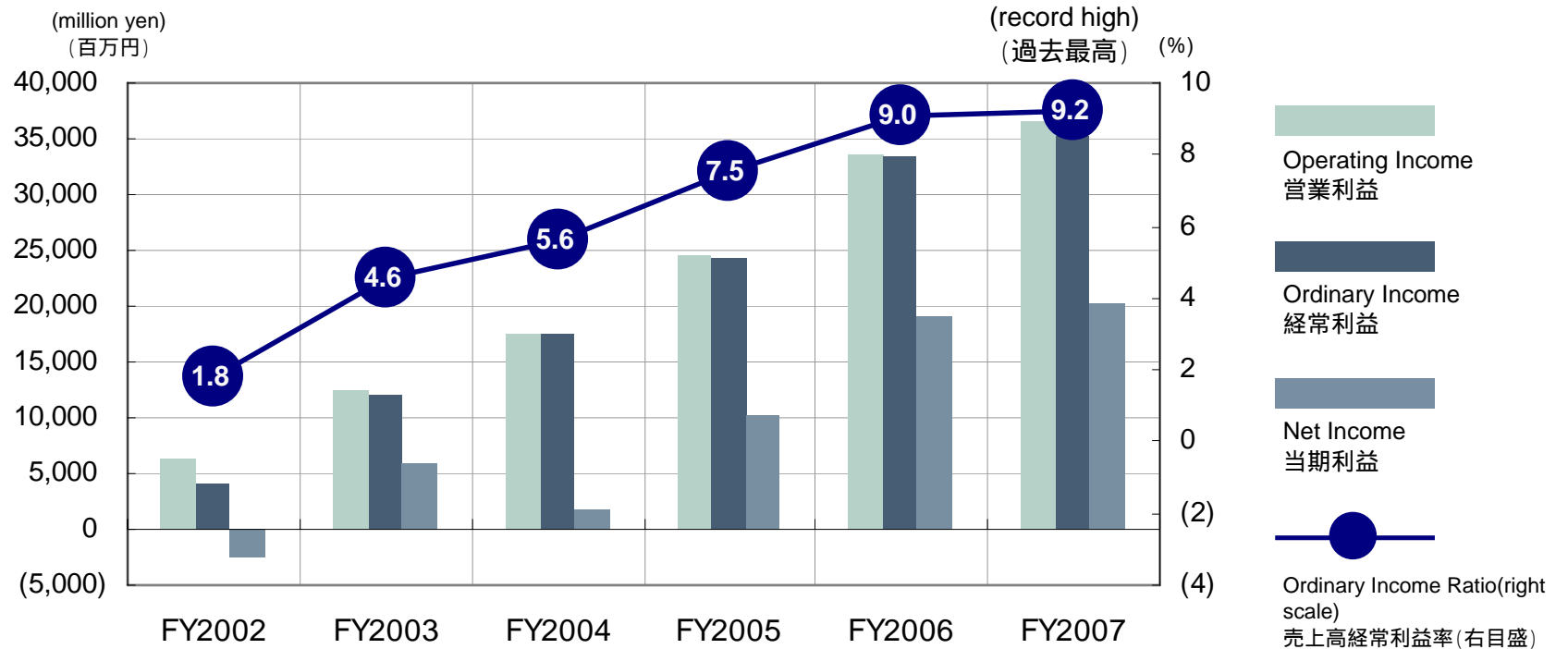
Gross Profit, SG & A Expenses 売上総利益、販売費及び一般管理費



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---|---------|---------|---------|---------|---------|---------|
| Net Sales(million yen) 売上高(百万円) | 226,143 | 263,045 | 309,615 | 322,916 | 368,971 | 382,327 |
| Cost of Sales(million yen) 売上原価(百万円) | 165,318 | 192,786 | 229,498 | 232,052 | 264,084 | 271,725 |
| Gross Profit(million yen) 売上総利益(百万円) | 60,825 | 70,259 | 80,116 | 90,864 | 104,886 | 110,601 |
| Gross Profit Ratio(%) 売上総利益率(%) | 26.9% | 26.7% | 25.9% | 28.1% | 28.4% | 28.9% |
| SG & A Expenses(million yen) 販売費及び一般管理費(百万円) | 54,517 | 57,851 | 62,589 | 66,377 | 71,322 | 74,113 |
| SG & A Expenses to Net Sales(%) 売上高販管費比率(%) | 24.1% | 22.0% | 20.2% | 20.5% | 19.3% | 19.4% |
| Operating Income(million yen) 営業利益(百万円) | 6,308 | 12,407 | 17,527 | 24,486 | 33,564 | 36,487 |

Notes: Consolidated basis for the years ended March 20
(注)連結ベース。会計年度は3月21日～3月20日。

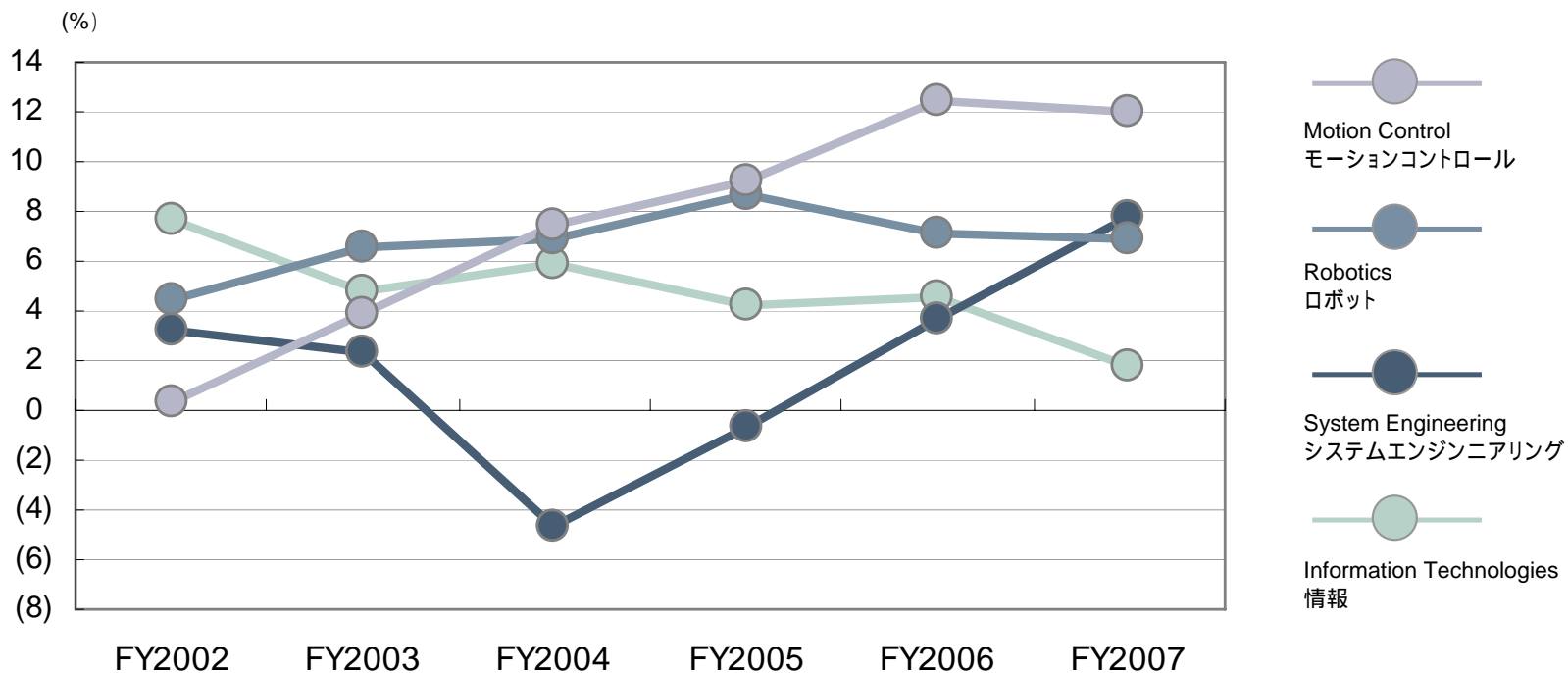
Operating Income, Ordinary Income, Ordinary Income Ratio, Net Income 営業利益、経常利益、売上高経常利益率、当期利益



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|--------|--------|--------|--------|--------|
| Operating Income(million yen) 営業利益(百万円) | 6,308 | 12,407 | 17,527 | 24,486 | 33,564 | 36,487 |
| Operating Income Ratio(%) 売上高営業利益率(%) | 2.8% | 4.7% | 5.7% | 7.6% | 9.1% | 9.5% |
| Ordinary Income(million yen) 経常利益(百万円) | 4,008 | 12,010 | 17,414 | 24,331 | 33,383 | 35,212 |
| Ordinary Income Ratio(%) 売上高経常利益率(%) | 1.8% | 4.6% | 5.6% | 7.5% | 9.0% | 9.2% |
| Net Income(million yen) 税引後当期利益(百万円) | (2,524) | 5,819 | 1,860 | 10,157 | 18,982 | 20,242 |

Operating Income Ratio: Break Down by Business Segment

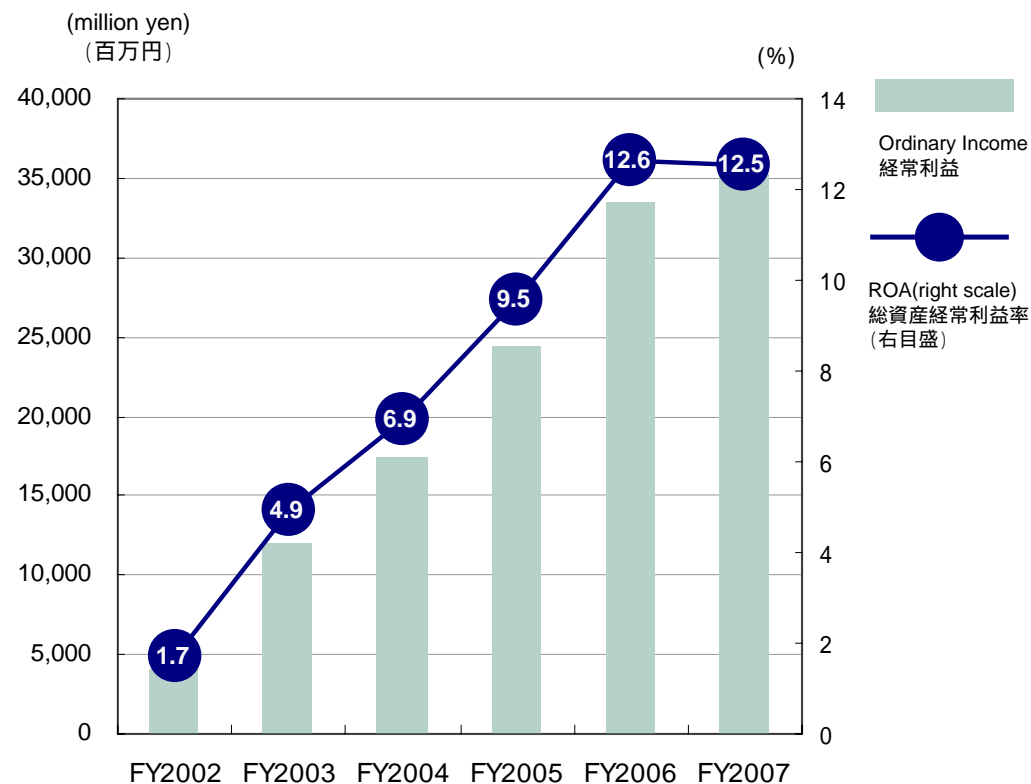
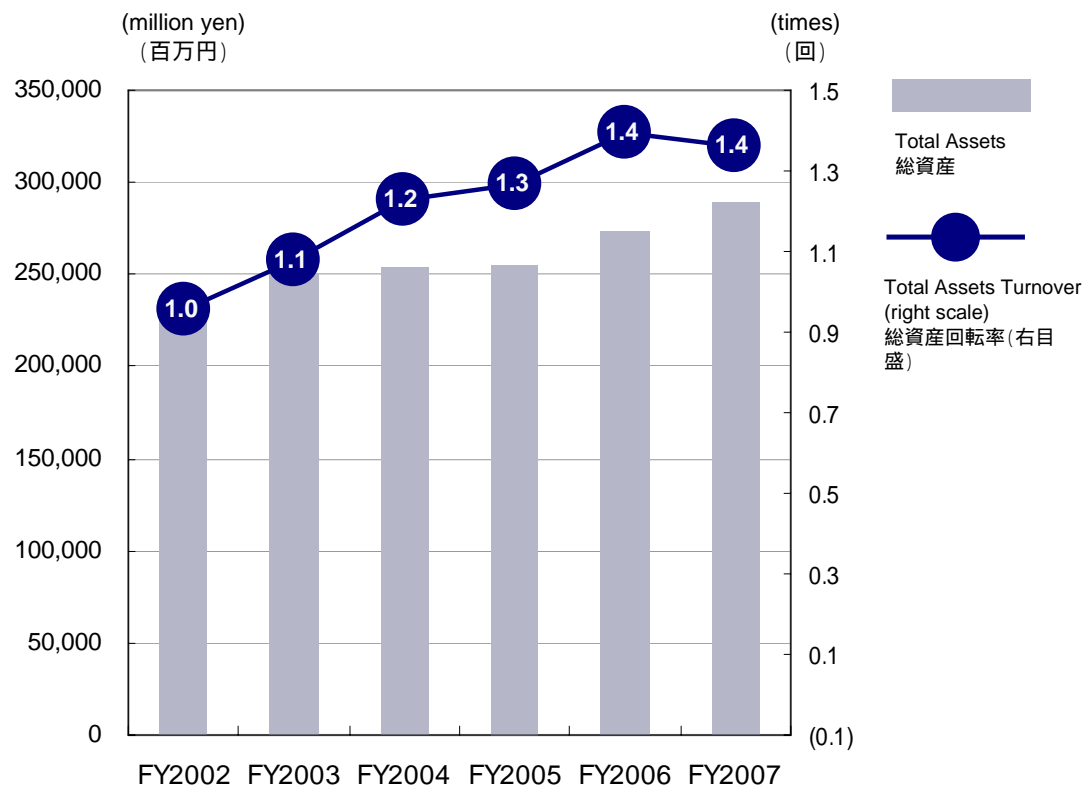
事業セグメント別営業利益率



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|--------|--------|--------|--------|--------|--------|
| Motion Control(%) モーションコントロール(%) | 0.4% | 3.8% | 7.4% | 9.2% | 12.4% | 12.0% |
| Robotics(%) ロボット(%) | 4.4% | 6.5% | 6.9% | 8.7% | 7.1% | 6.9% |
| System Engineering(%) システムエンジニアリング(%) | 3.2% | 2.4% | (4.7%) | (0.6%) | 3.7% | 7.8% |
| Information Technologies(%) 情報(%) | 7.7% | 4.8% | 5.9% | 4.2% | 4.5% | 1.8% |
| Total(%) 全社(%) | 2.8% | 4.7% | 5.7% | 7.6% | 9.1% | 9.5% |

Total Assets Turnover, Return on Total Assets

総資産回転率、総資産経常利益率(ROA)



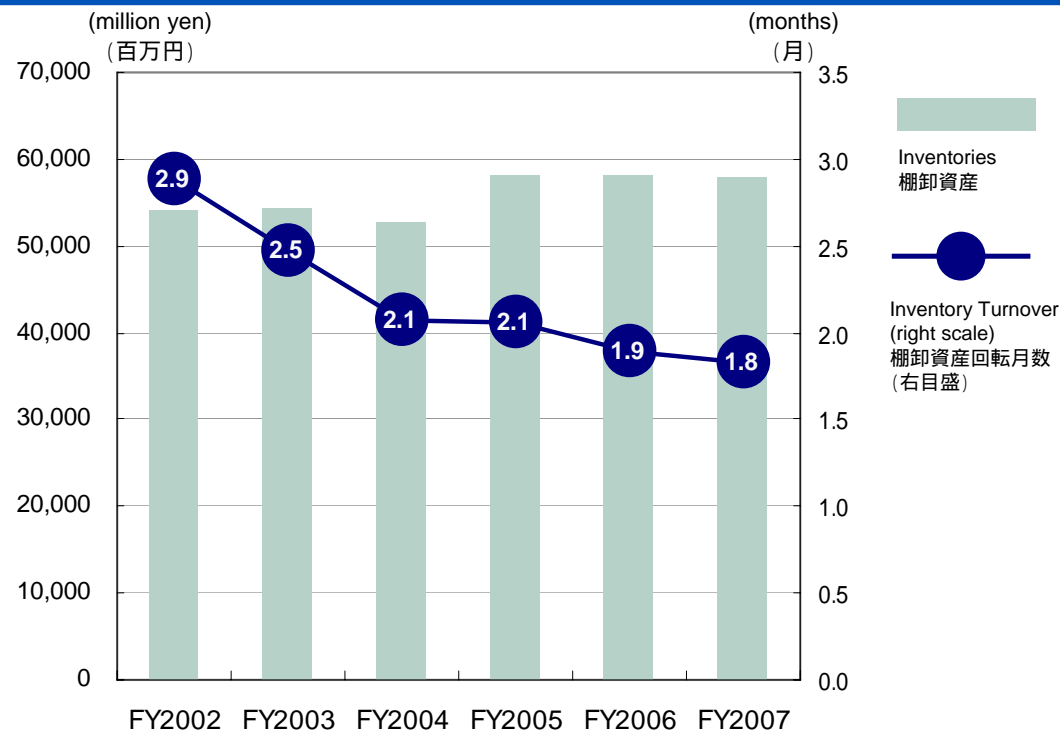
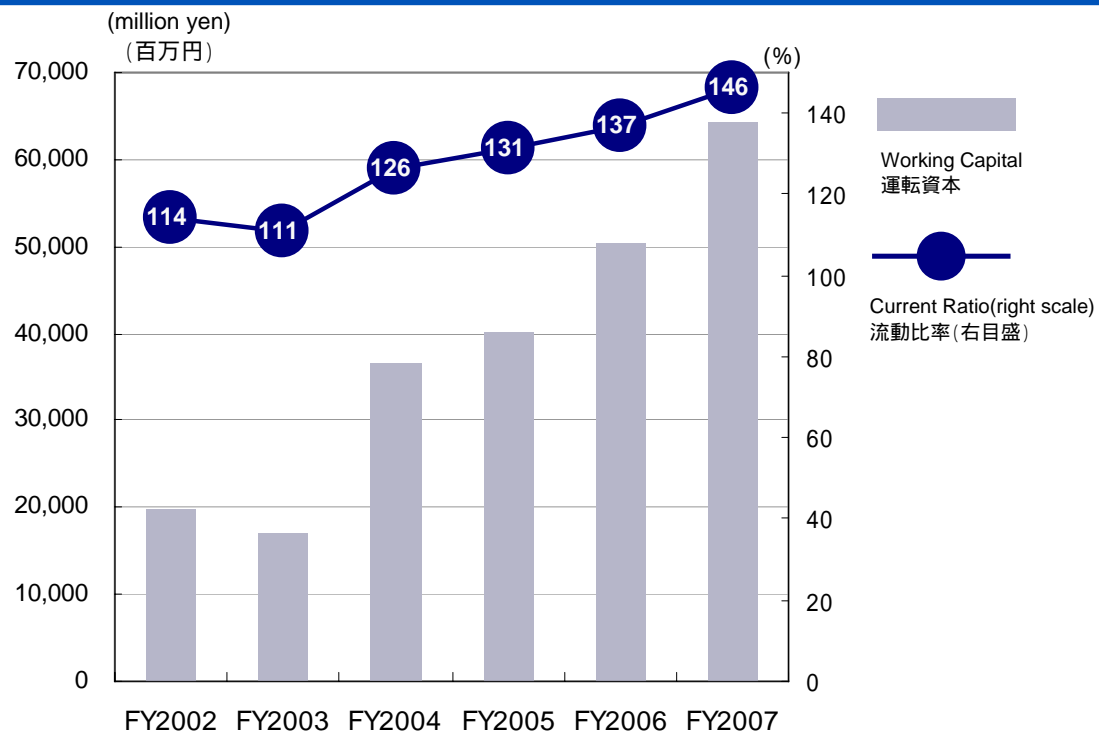
| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|---------|---------|---------|---------|---------|
| Net Sales (million yen) 売上高(百万円) | 226,143 | 263,045 | 309,615 | 322,916 | 368,971 | 382,327 |
| Total Assets (million yen) 総資産(百万円) | 237,641 | 249,829 | 254,438 | 255,222 | 273,180 | 289,206 |
| Total Assets Turnover(times) 総資産回転率(回) | 1.0 | 1.1 | 1.2 | 1.3 | 1.4 | 1.4 |
| Ordinary Income(million yen) 経常利益(百万円) | 4,008 | 12,010 | 17,414 | 24,331 | 33,383 | 35,212 |
| Return on Assets(million yen) 総資産経常利益率(%) | 1.7% | 4.9% | 6.9% | 9.5% | 12.6% | 12.5% |

Note: Total assets turnover=Sales / Total assets(average of beginning and end of fiscal year) x 100, ROA=Ordinary income / Total assets (average of beginning and end of fiscal year) x 100

(注) 総資産回転率 = 売上高 ÷ 期首期末平均総資産 × 100、ROA = 経常利益 ÷ 期首期末平均総資産 × 100

Working Capital, Current Ratio, Inventory Turnover

運転資本、流動比率、棚卸資産回転期間

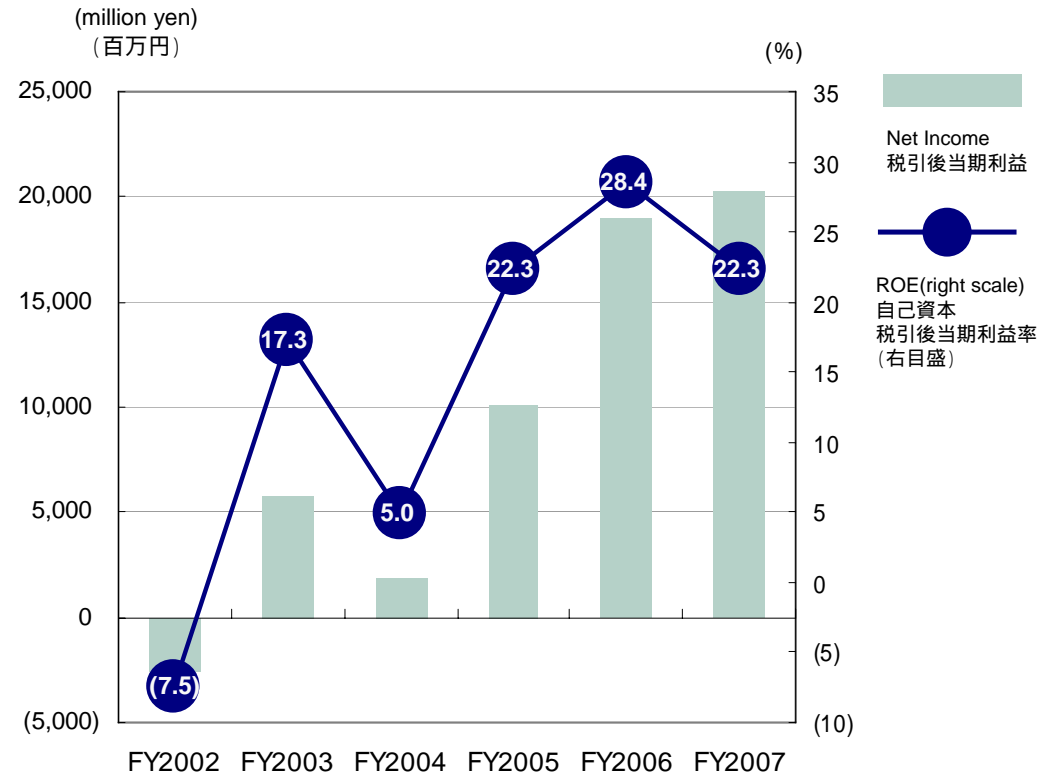
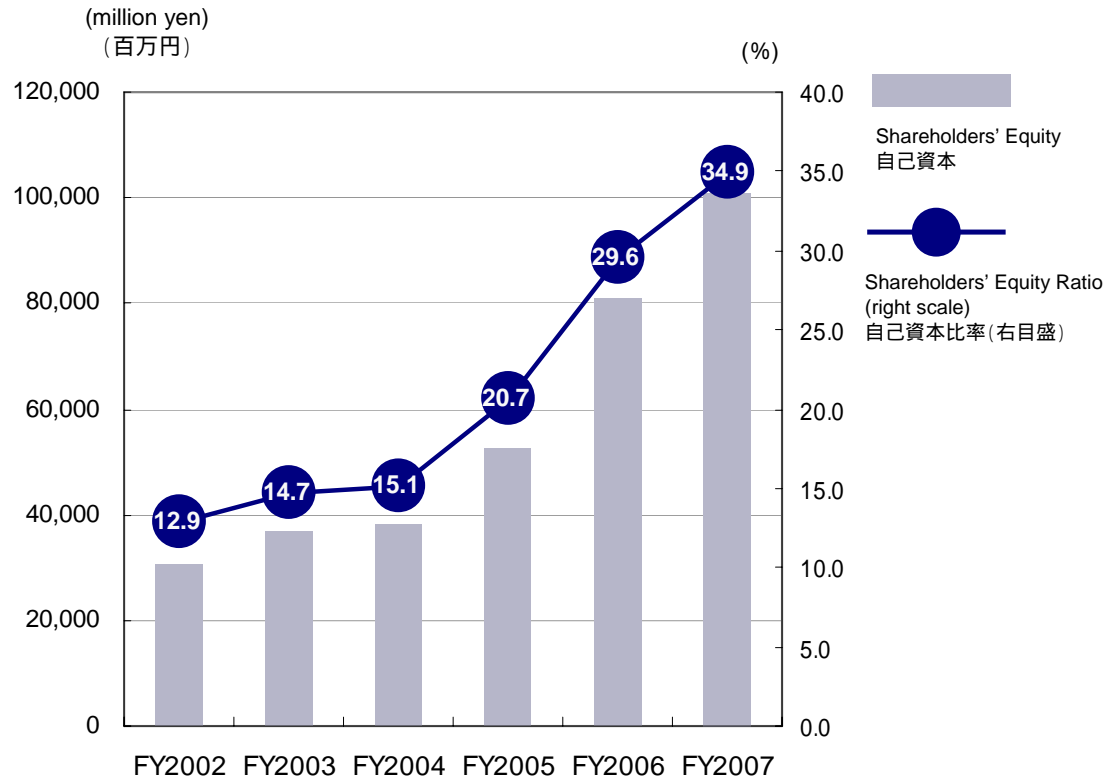


| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|---------|---------|---------|---------|---------|
| Current Assets (million yen) 流動資産 (百万円) | 158,460 | 169,611 | 175,505 | 169,192 | 187,760 | 204,561 |
| Current Liabilities (million yen) 流動負債 (百万円) | 138,582 | 152,664 | 138,837 | 128,973 | 137,278 | 140,205 |
| Working Capital (million yen) 運転資本 (百万円) | 19,878 | 16,947 | 36,668 | 40,219 | 50,482 | 64,356 |
| Current Ratio (%) 流動比率 (%) | 114% | 111% | 126% | 131% | 137% | 146% |
| Inventories (million yen) 棚卸資産 (百万円) | 54,161 | 54,345 | 52,681 | 58,177 | 58,136 | 57,902 |
| Inventory Turnover Period (months) 棚卸資産回転期間 (月) | 2.9 | 2.5 | 2.1 | 2.1 | 1.9 | 1.8 |

Note: Working capital=Current assets – Current liabilities, Current ratio=Current assets / Current liabilities x 100, Inventory Turnover= Inventories (average of beginning and end of fiscal year) x 100 / Net sales per month
(注) 運転資本 = 流動資産 - 流動負債、流動比率 = 流動資産 ÷ 流動負債 × 100、棚卸資産回転期間 = 期首期末平均棚卸資産 ÷ 1ヵ月当たり売上高

Shareholders' Equity Ratio, Return on Shareholders' Equity

自己資本比率、自己資本税引後当期利益率(ROE)



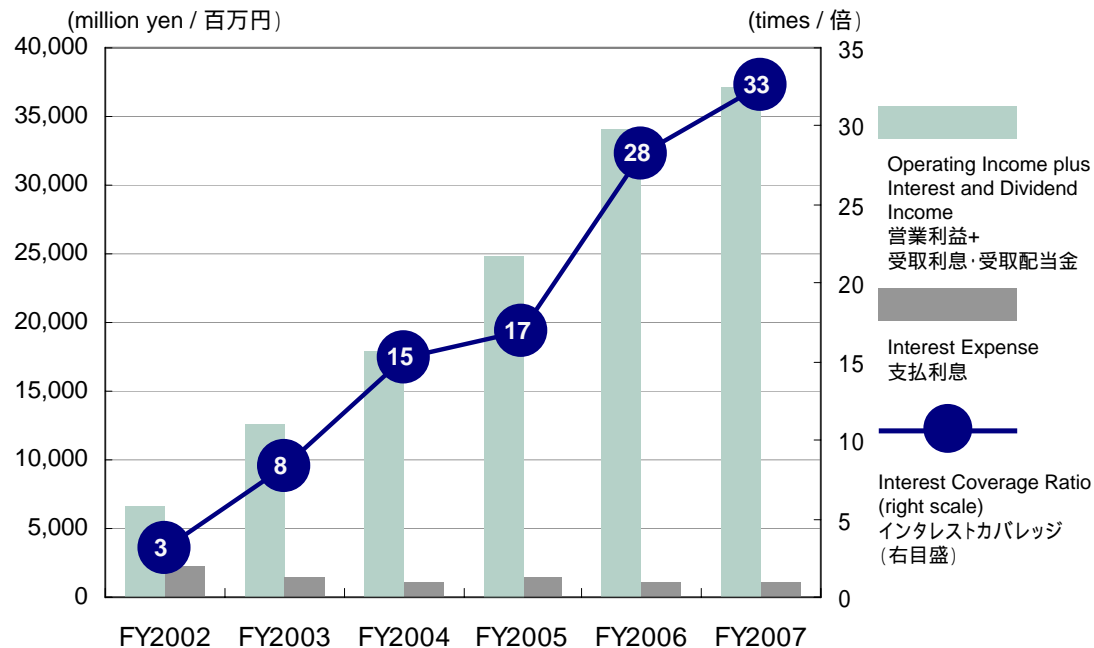
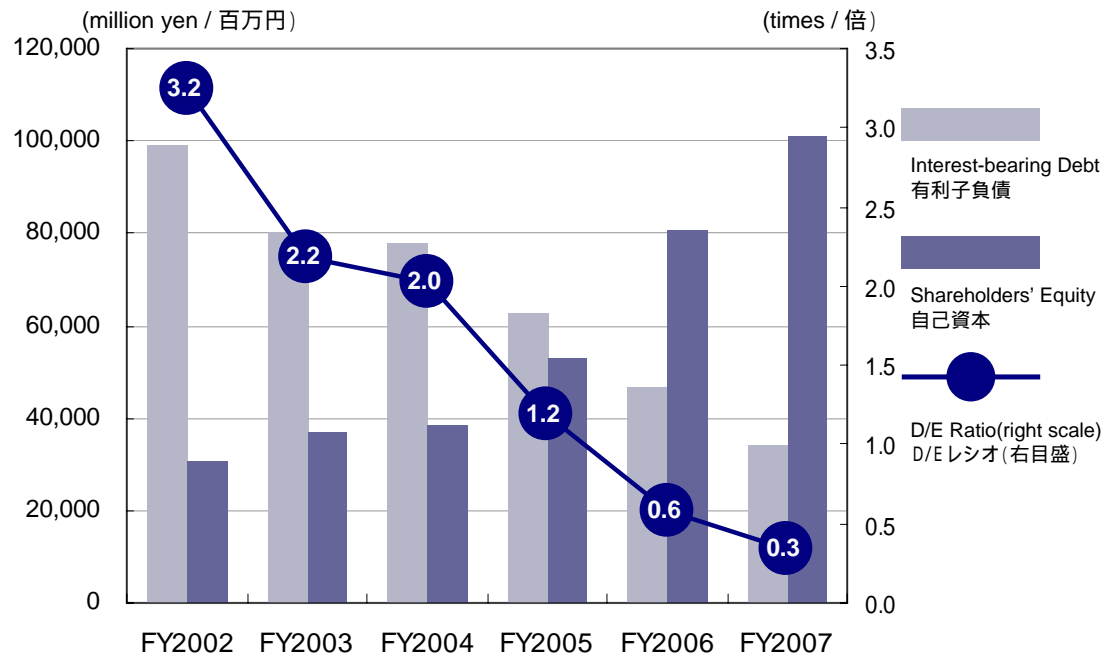
| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|---------|---------|---------|---------|---------|
| Shareholders' Equity(million yen) 自己資本(百万円) | 30,631 | 36,715 | 38,366 | 52,750 | 80,788 | 100,862 |
| Total Assets(million yen) 総資産(百万円) | 237,641 | 249,829 | 254,438 | 255,222 | 273,180 | 289,206 |
| Shareholders' Equity to Total Assets(%) 自己資本比率(%) | 12.9% | 14.7% | 15.1% | 20.7% | 29.6% | 34.9% |
| Net Income(million yen) 税引後当期利益(百万円) | (2,524) | 5,819 | 1,860 | 10,157 | 18,982 | 20,242 |
| Return on Shareholders' Equity(%) 自己資本税引後当期利益率(%) | (7.5%) | 17.3% | 5.0% | 22.3% | 28.4% | 22.3% |

Note: Shareholders' equity to total assets=Shareholders' equity / Total assets x 100, ROE=Net income / Shareholders' equity (average of beginning and end of fiscal year) x 100

(注) 自己資本比率 = 自己資本 ÷ 総資産 × 100, ROE = 税引後当期利益 ÷ 期首期末平均自己資本

D/E Ratio, Interest Coverage Ratio

D/Eレシオ、インタレストカバレッジ



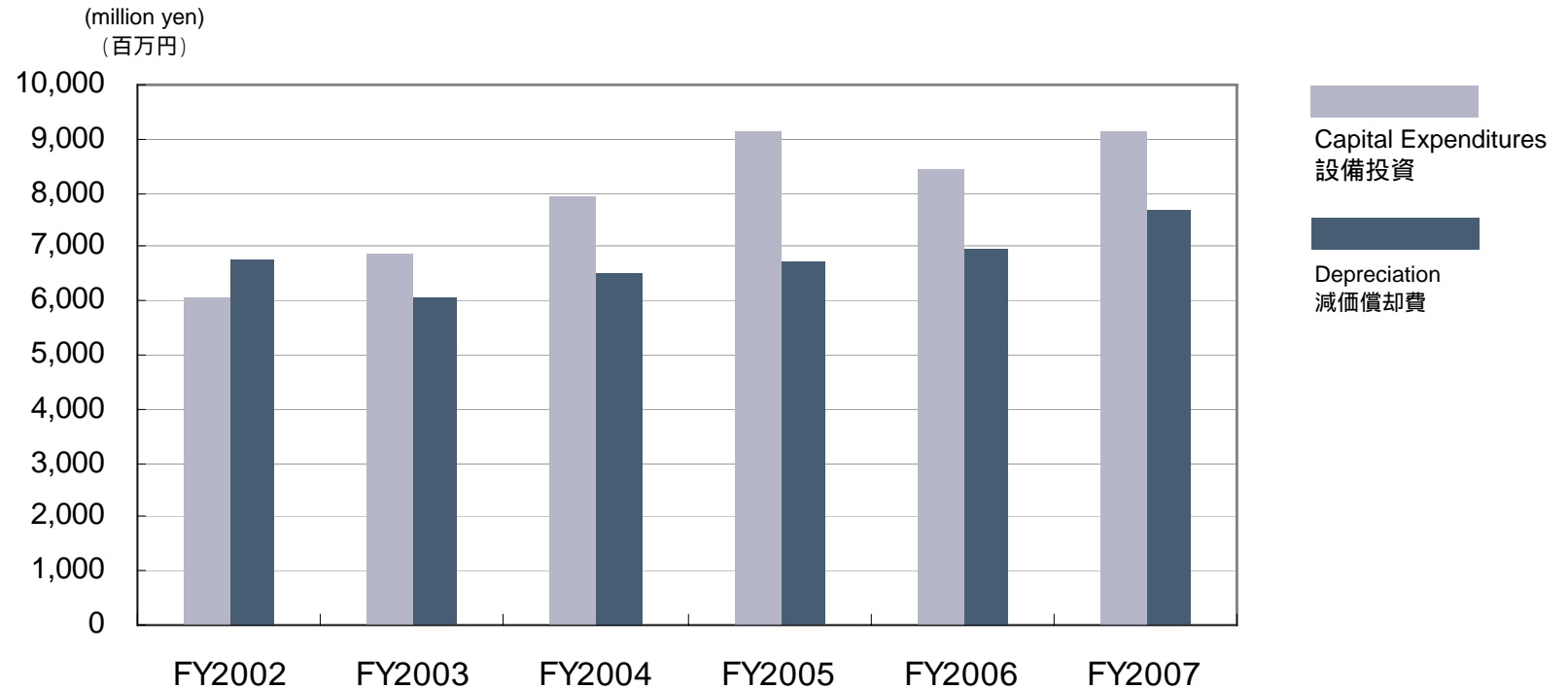
| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---|--------|--------|--------|--------|--------|---------|
| Interest-bearing Debt(million yen) 有利子負債(百万円) | 99,195 | 79,962 | 77,807 | 62,556 | 46,750 | 33,829 |
| Shareholders' Equity(million yen) 自己資本(百万円) | 30,631 | 36,715 | 38,366 | 52,750 | 80,788 | 100,862 |
| D/E Ratio(times) D/Eレシオ(倍) | 3.2 | 2.2 | 2.0 | 1.2 | 0.6 | 0.3 |
| Interest expense(million yen) 支払利息(百万円) | 2,187 | 1,506 | 1,170 | 1,469 | 1,207 | 1,137 |
| Interest and dividend income(million yen) 受取利息・受取配当金 | 381 | 230 | 328 | 293 | 512 | 536 |
| Operating income(million yen) 営業利益(百万円) | 6,308 | 12,407 | 17,527 | 24,486 | 33,564 | 36,487 |
| Interest coverage(times) インタレストカバレッジ(倍) | 3.1 | 8.4 | 15.3 | 16.9 | 28.2 | 32.6 |

Note: D/E ratio=Interest-bearing debt / Shareholders' equity, Interest Coverage=(Operating Income + Interest and Dividend Income) / Interest Expense

(注) D/Eレシオ = 有利子負債 / 自己資本、インタレストカバレッジ = (営業利益 + 受取利息・受取配当金) / 支払利息

Capital Expenditures, Depreciation

設備投資、減価償却費

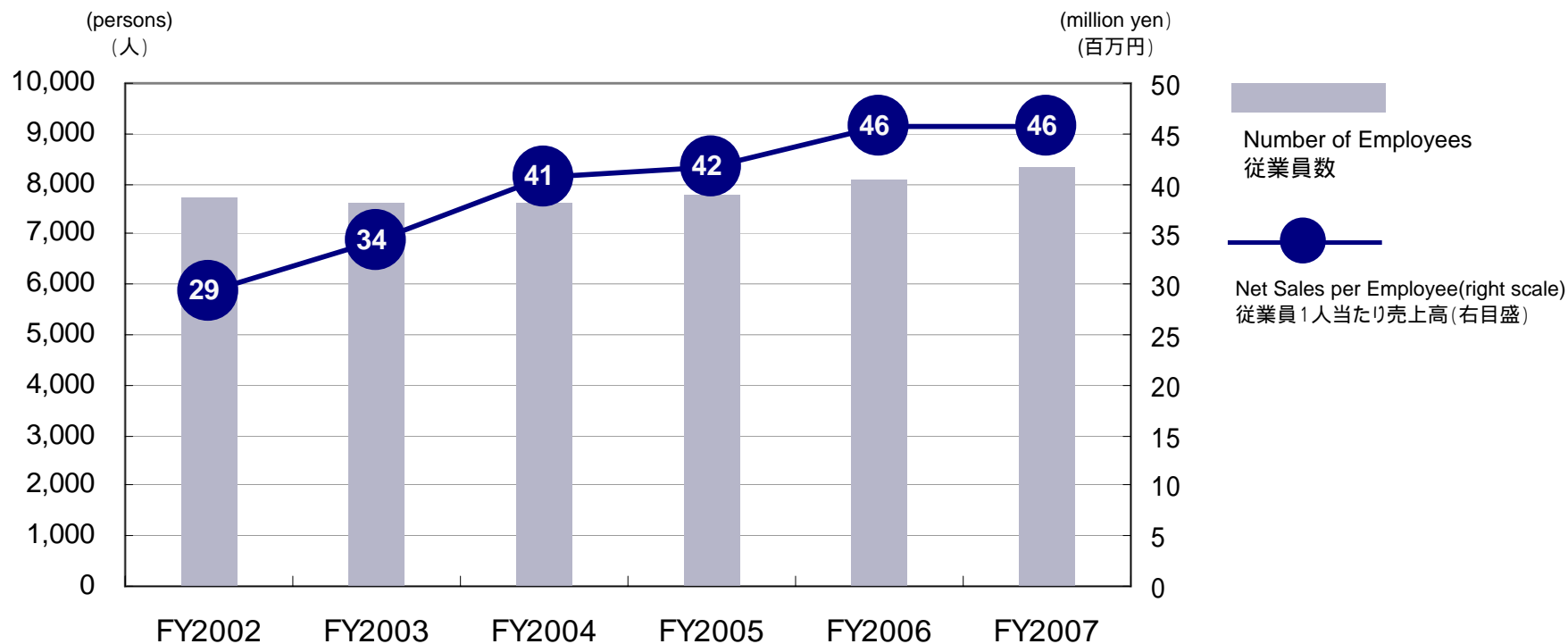


| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|--------|--------|--------|--------|--------|--------|
| Capital Expenditures(million yen) 設備投資(百万円) | 6,071 | 6,887 | 7,918 | 9,154 | 8,452 | 9,121 |
| Depreciation(million yen) 減価償却費(百万円) | 6,752 | 6,047 | 6,499 | 6,699 | 6,962 | 7,676 |

Note: Capital expenditures in fiscal year 2005 include purchase of Yaskawa Electric U.K.'s leased asset of 846 million yen.
 (注) 2005年度の設備投資には、英国安川電機のリース資産買取8.5億円を含む

Number of Employees, Net Sales per Employee

従業員数、従業員1人当たり売上高



| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|---------|---------|---------|---------|---------|
| Net Sales (million yen) 売上高(百万円) | 226,143 | 263,045 | 309,615 | 322,916 | 368,971 | 382,327 |
| Number of employees (persons) 従業員数(人) | 7,720 | 7,635 | 7,620 | 7,754 | 8,056 | 8,347 |
| Net sales/employee (million yen) 従業員1人当たり売上高(百万円) | 29.3 | 34.5 | 40.6 | 41.6 | 45.8 | 45.8 |

Note: Number of employee at the end of each fiscal year
(注) 従業員数は各年度期末時点

Business Summary by Business Segment

事業セグメント別概要

Information Technologies 情報

FY2007 Sales: 23.1 billion yen

2007年度売上高: 231億円

(Two subsidiaries on the Tokyo Stock Exchange 2nd Section)
(東証2部上場の2社で構成)

Major Subsidiaries and Core products 主要子会社とコア製品

YE DATA INC. ワイ・イー・データ
computer peripherals コンピュータ周辺機器
laser marking devices, etc. レーザー応用システム等

YASKAWA INFORMATION SYSTEMS Corporation 安川情報システム
information management software and services 情報処理ソフト・サービス

System Engineering システムエンジニアリング

FY2007 Sales: 50.5 billion yen

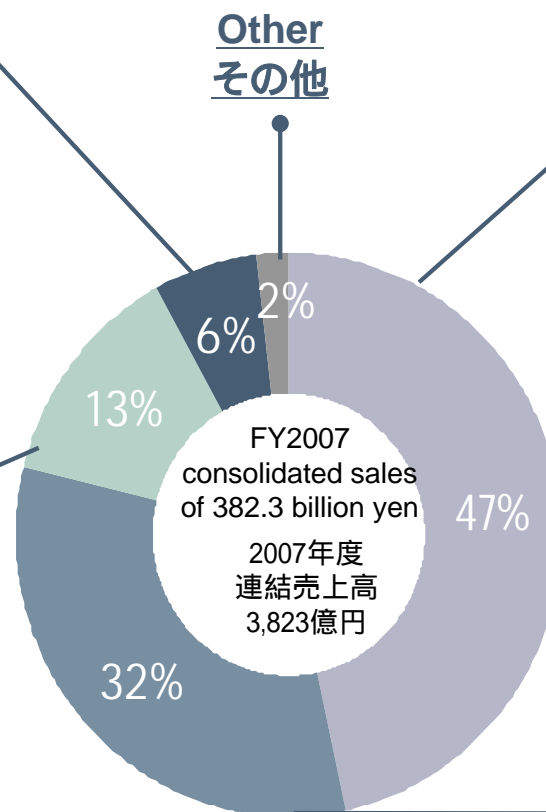
2007年度売上高: 505億円

Core products コア製品

electrical systems for steel plants 鉄鋼プラント用電機システム
electrical instrumentation for water supply plants and
sewage treatment facility systems, etc. 上下水道用電気計装システム等

Major subsidiaries 主要関係会社

YASKAWA Motor Corp. 安川モートル



Motion Control モーションコントロール

FY2007 Sales: 177.8 billion yen

2007年度売上高: 1,778億円

Core products コア製品

AC servomotors and controllers ACサーボモータ、コントローラ
Linear servo リニアサーボ
General purpose inverter drives, etc. 汎用インバータ等

Major subsidiaries 主要関係会社

YASKAWA Electric Engineering Corp. 安川エンジニアリング
YASKAWA Controls Co., Ltd. 安川コントロール
YASKAWA Mechatrec Corp. 安川メカトロック
YASKAWA Electric America, Inc. (U.S.)
YASKAWA Electric Europe GmbH (Germany)
YASKAWA Electric (Shanghai) Co., Ltd (China)

Robotics ロボット

FY2007 Sales: 123.5 billion yen

2007年度売上高: 1,235億円

Core products コア製品

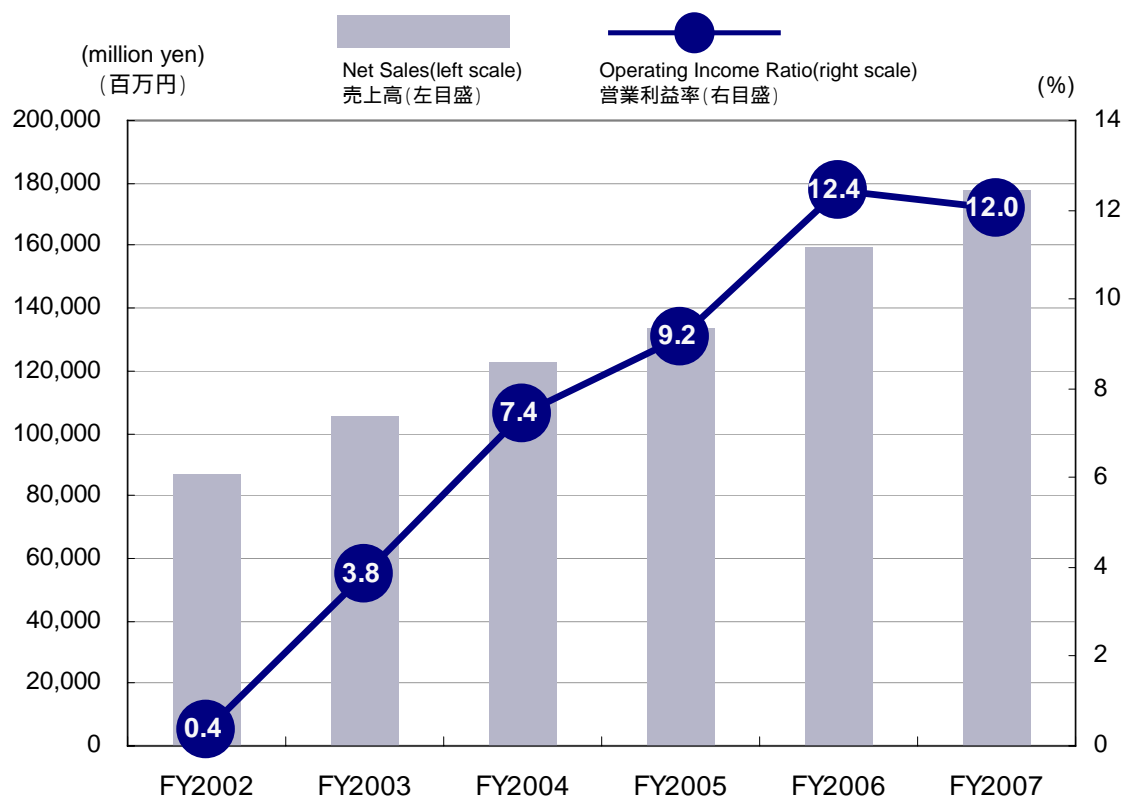
Arc and spot welding robots アーク溶接、スポット溶接
Painting and handling robots 塗装、ハンドリングロボット
FPD glass sheet transfer robots 液晶ガラス搬送ロボット
New generation robots 新世代ロボット
Semiconductor wafer transfer robots, etc. 半導体ウェハ搬送ロボット

Major subsidiaries 主要関係会社

Motoman, Inc. (U.S.)
Motoman Robotics Europe AB (Sweden)
Motoman Robotec GmbH (Germany)

Segment Information: Motion Control

セグメント情報: モーションコントロール



(unit: million yen, %)
(単位: 百万円, %)

| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---------------------------------|--------|---------|---------|---------|---------|---------|
| Net Sales 売上高 | 86,314 | 105,069 | 122,944 | 133,909 | 159,601 | 177,899 |
| Operating Income 営業利益 | 305 | 4,037 | 9,121 | 12,278 | 19,832 | 21,370 |
| Operating Income Ratio 営業利益率 | 0.4% | 3.8% | 7.4% | 9.2% | 12.4% | 12.0% |

Main Products

AC servomotors and controllers, general-purpose inverter drives, AC spindle motors and controllers for machine tools, linear motors and controllers, DC servomotors and controllers, high-speed motors, compact precision motors, hybrid motors, energy-saving motors and inverter drives, high-frequency inverter drives, programmable controllers, machine controllers, numerical control systems, vision systems, etc.

主要製品

ACサーボモータ・制御装置、汎用インバータ
 工作機械用AC主軸モータ・制御装置
 リニアモータ・制御装置、DCサーボモータ・制御装置
 高速モータ、小形精密モータ、複合モータ
 省エネモータ・インバータ、高周波インバータ
 プログラマブルコントローラ、マシンコントローラ
 NCシステム、ビジョンシステム、その他

Related Markets

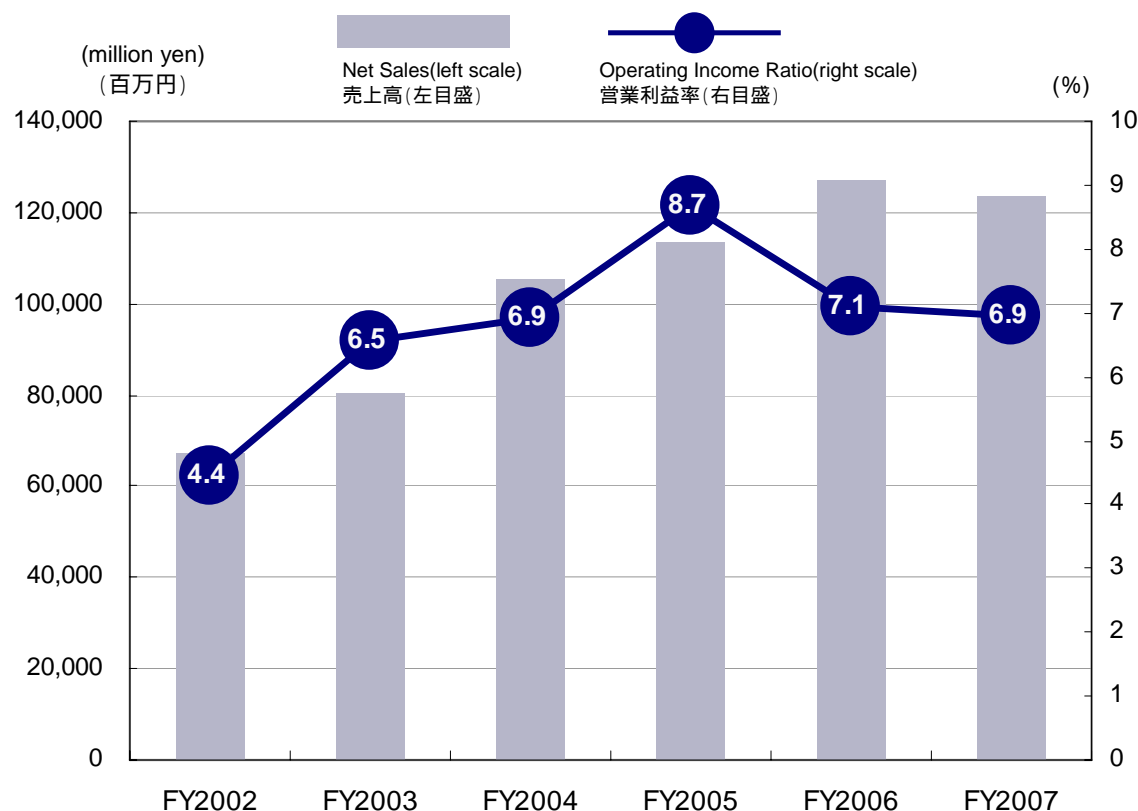
semiconductor and LCD manufacturing equipment
 electronic components, machine tools
 injection molding machines, metal forming
 elevator, HVAC, textiles, etc.

仕向先市場

半導体・液晶製造装置、電子部品実装機
 工作機械、射出成型機、金属加工機
 エレベータ・空調・繊維機械、その他

Segment Information:Robotics

セグメント情報:ロボット



(unit: million yen, %)
(単位: 百万円, %)

| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---------------------------------|--------|--------|---------|---------|---------|---------|
| Net Sales 売上高 | 67,094 | 80,479 | 105,164 | 113,458 | 126,723 | 123,550 |
| Operating Income 営業利益 | 2,985 | 5,266 | 7,282 | 9,850 | 8,983 | 8,576 |
| Operating Income Ratio 営業利益率 | 4.4% | 6.5% | 6.9% | 8.7% | 7.1% | 6.9% |

Main Products

arc welding robots, spot welding robots, painting robots, handling robots, new generation robots, clean/vacuum robots for semiconductor and LCD-manufacturing equipment, special actuators, transfer systems for clean/vacuum environment, robot-application FA systems, medical care and welfare service robots, etc.

主要製品

アーク溶接ロボット、スポット溶接ロボット
塗装ロボット、ハンドリングロボット、新世代ロボット
半導体・液晶製造装置用クリーン・真空ロボット
特殊アクチュエータ、クリーン・真空内搬送システム
ロボット応用FAシステム
医療・福祉サービスロボット、その他

Related Markets

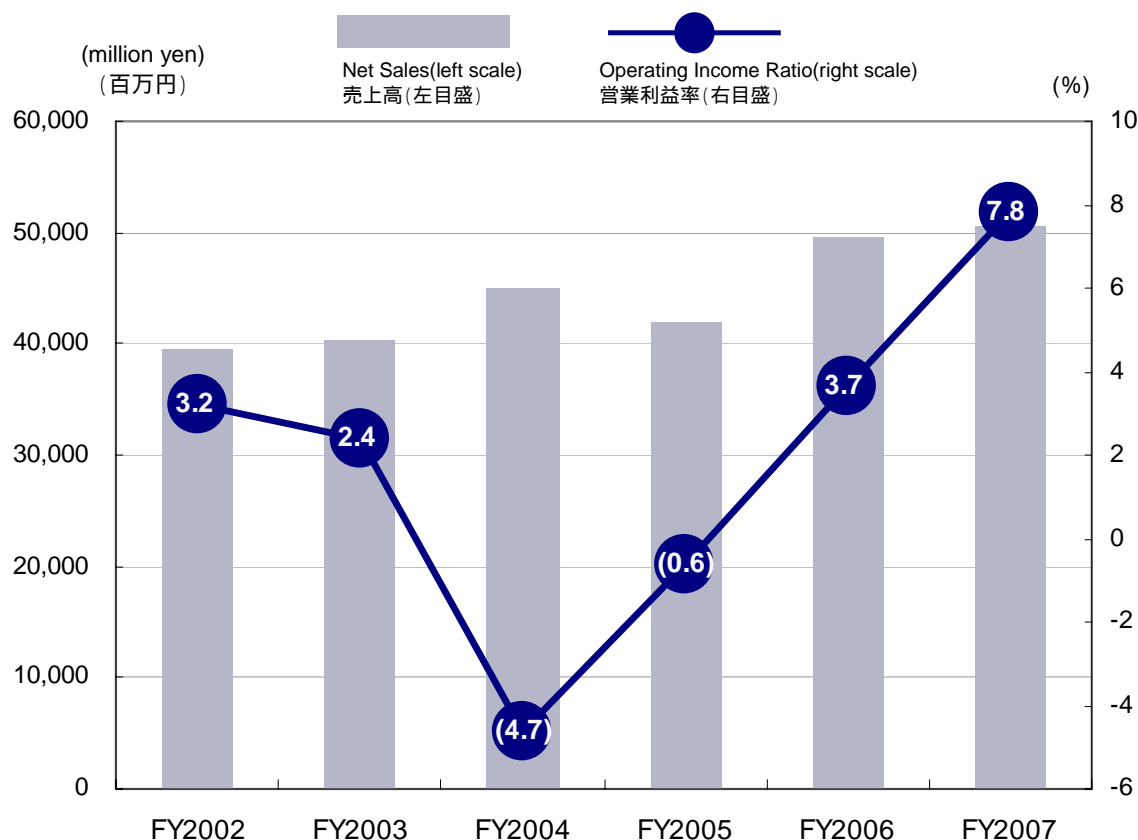
automobile, LCD panel manufacturing equipment
semiconductor Production equipment, etc.

仕向先市場

自動車、液晶パネル製造装置、半導体製造装置、その他

Segment Information: System Engineering

セグメント情報: システムエンジニアリング



(unit: million yen, %)
(単位: 百万円, %)

| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---------------------------------|--------|--------|---------|--------|--------|--------|
| Net Sales 売上高 | 39,509 | 40,373 | 44,930 | 41,932 | 49,487 | 50,517 |
| Operating Income 営業利益 | 1,259 | 958 | (2,092) | (259) | 1,814 | 3,940 |
| Operating Income Ratio 営業利益率 | 3.2% | 2.4% | (4.7%) | (0.6%) | 3.7% | 7.8% |

Main Products

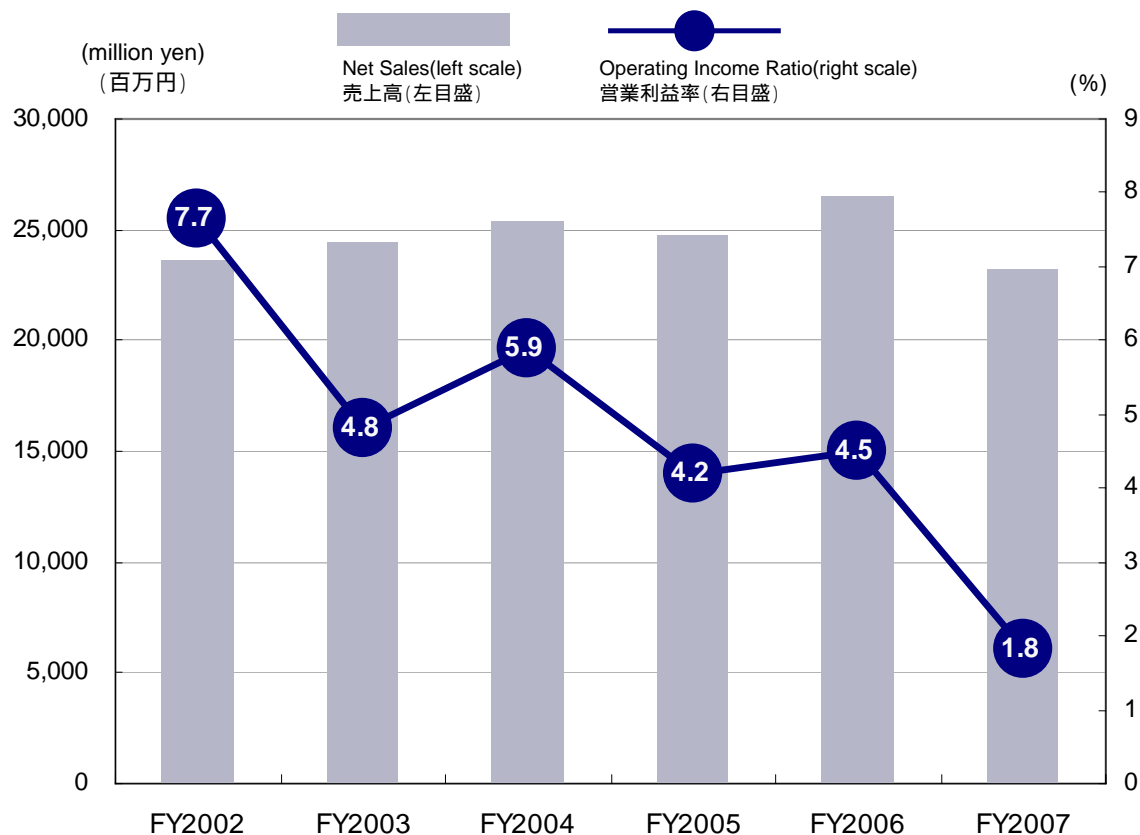
electrical systems for steel plants,
electrical instrumentation for water supply plants and
sewage treatment facilities systems,
roadway equipment power supplies systems,
electrical systems for environmental plants,
power mechatronics systems,
control systems for harbor loading and unloading cranes,
variable-speed drive systems for printing machines and
production equipments of paper, film and fabric,
system information control equipment,
medium-capacity medium-voltage inverter drives,
medium-voltage switching devices,
control centers, system control panels,
electric power distribution equipment,
internal permanent magnet motors,
medium and large induction motors,
small power generators and power generation equipment,
rotating machines for other production uses, etc.

主要製品

鉄鋼プラント用電機システム、上下水道用電気計装システム
道路設備電源システム、環境プラント用電機システム
パワーメカトロシステム、港湾荷役用クレーン制御システム
紙・フィルム・繊維製造装置・印刷機械用可変速ドライブシステム
システム情報制御機器、中容量高圧インバータ、高圧開閉装置
コントロールセンタ、システム用制御盤、電力用配電機器
永久磁石内蔵形回転機、中大形誘導電動機
中形発電機及び発電装置、その他産業用回転機、その他

Segment Information: Information Technology

セグメント情報: 情報



(unit: million yen, %)
(単位: 百万円, %)

| | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|---------------------------------|--------|--------|--------|--------|--------|--------|
| Net Sales 売上高 | 23,595 | 24,415 | 25,421 | 24,783 | 26,472 | 23,183 |
| Operating Income 営業利益 | 1,806 | 1,172 | 1,500 | 1,042 | 1,192 | 420 |
| Operating Income Ratio 営業利益率 | 7.7% | 4.8% | 5.9% | 4.2% | 4.5% | 1.8% |

Main Products

floppy disk drives,
2-dimensional cord marking and reading devices,
information management software and services,
machines for office applications, etc.

主要製品

フロッピーディスクドライブ
二次元コードマーキング・読取装置
情報処理ソフト及びサービス
OA機器、その他

Consolidated Statements of Operations

連結損益計算書

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|---------|---------|---------|---------|---------|---------|
| Net Sales 売上高 | 226,143 | 263,045 | 309,615 | 322,916 | 368,971 | 382,327 |
| Cost of sales 売上原価 | 165,318 | 192,786 | 229,498 | 232,052 | 264,084 | 271,725 |
| Gross profit 売上総利益 | 60,825 | 70,259 | 80,116 | 90,864 | 104,886 | 110,601 |
| Selling, general and administrative expenses 販売費及び一般管理費 | | | | | | |
| Salaries expense 給料手当 | 23,748 | 25,885 | 27,758 | 29,075 | 31,232 | 31,599 |
| Sales commissions 販売手数料 | 3,728 | 4,493 | 4,762 | 4,984 | 5,650 | 5,291 |
| Shipping expense 運賃諸掛 | 1,194 | 1,565 | 2,100 | 2,118 | 2,173 | 1,634 |
| Retirement benefits expense 退職給付費用 | 3,561 | 2,889 | 3,020 | 3,136 | 2,944 | 2,744 |
| Depreciation expense 減価償却費 | 2,428 | 2,451 | 2,971 | 2,645 | 2,482 | 2,358 |
| Bad-debts expense 貸倒引当金繰入額 | 108 | 152 | 105 | - | 66 | 959 |
| Other その他 | 19,747 | 20,415 | 21,869 | 24,416 | 26,771 | 29,523 |
| Total selling, general and administrative expenses 販売費及び一般管理費計 | 54,517 | 57,851 | 62,589 | 66,377 | 71,322 | 74,113 |
| Operating income (loss) 営業利益(損失) | 6,308 | 12,407 | 17,527 | 24,486 | 33,564 | 36,487 |
| Non-operating income 営業外収益 | | | | | | |
| Interest income 受取利息 | 194 | 78 | 78 | 98 | 179 | 195 |
| Dividends received 受取配当金 | 186 | 151 | 249 | 194 | 333 | 341 |
| Proceeds from sales of securities 有価証券売却益 | - | - | 268 | - | - | - |
| Investment gain on equity method 持分法による投資利益 | - | 1,032 | 44 | 873 | 523 | 1,195 |
| Proceeds from sales of technology 技術供与料 | 331 | 64 | 76 | - | - | - |
| Currency exchange profits 為替差益 | - | - | - | 273 | - | - |
| Miscellaneous income 雑収入 | 507 | 1,005 | 716 | 602 | 830 | 497 |
| Total non-operating income 営業外収益計 | 1,218 | 2,330 | 1,433 | 2,042 | 1,867 | 2,230 |
| Non-operating expenses 営業外費用 | | | | | | |
| Interest expense 支払利息 | 2,187 | 1,506 | 1,170 | 1,469 | 1,207 | 1,137 |
| Investment loss on equity method 持分法による投資損失 | 701 | - | - | - | - | - |
| Loss on sales of receivables 債権売却損 | - | - | - | 398 | 248 | 158 |
| Currency exchange losses 為替差損 | 286 | 743 | - | - | - | 2,066 |
| Miscellaneous expenses 雑支出 | 344 | 479 | 376 | 329 | 593 | 143 |
| Total non-operating expenses 営業外費用計 | 3,520 | 2,728 | 1,546 | 2,198 | 2,048 | 3,505 |
| Ordinary income (loss) 経常利益(損益) | 4,008 | 12,010 | 17,414 | 24,331 | 33,383 | 35,212 |

Consolidated Statements of Operations

連結損益計算書

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|--|----------------|---------------|---------------|---------------|---------------|---------------|
| Extraordinary gains 特別利益 | | | | | | |
| Profits from sales of investment securities 投資有価証券売却益 | 1,618 | 1,883 | 468 | 80 | 120 | 24 |
| Gains from sales of stock of affiliated companies 関係会社株式売却益 | 510 | - | 560 | - | 1,856 | - |
| Proceeds from sales of fixed assets 固定資産売却益 | 188 | 1,055 | 1,790 | 222 | 1,069 | 7 |
| Proceeds from factory expropriation 土地収用益 | - | 2,420 | - | - | - | - |
| Reversal of litigation liability 訴訟関連債務戻入益 | - | - | - | - | - | 88 |
| Other その他 | 3,394 | 122 | 40 | 144 | 29 | 29 |
| Total extraordinary gains 特別利益計 | 5,710 | 5,480 | 2,861 | 447 | 3,076 | 149 |
| Extraordinary losses 特別損失 | | | | | | |
| Loss on disposal of fixed assets 固定資産廃却損 | 268 | 678 | 392 | 251 | 398 | 253 |
| Non-recurring pension provision charge 退職給付会計基準変更時差異償却 | 5,698 | 3,576 | 3,576 | 3,576 | - | - |
| Loss on write-down of investment securities 投資有価証券評価損 | 1,492 | 33 | 29 | 12 | 727 | 150 |
| Impairment loss 減損損失 | - | - | - | - | 2,167 | 301 |
| Loss on structural business reforms 事業構造改善費用 | 1,766 | 1,248 | 1,904 | 2,649 | 1,845 | - |
| Impairment of goodwill 営業権減損 | - | - | 4,055 | - | - | - |
| Other その他 | 1,344 | 866 | 1,095 | 1,003 | 1,346 | 360 |
| Total extraordinary losses 特別損失計 | 10,568 | 6,402 | 11,053 | 7,492 | 6,486 | 1,066 |
| Income before income taxes and minority shareholder gains 税金等調整前当期純利益 | (849) | 11,089 | 9,222 | 17,286 | 29,973 | 34,295 |
| Corporate, municipal and business taxes 法人税、住民税及び事業税 | 2,702 | 4,206 | 8,968 | 9,617 | 10,654 | 13,432 |
| Additional income tax for previous periods 過年度法人税等追徴税額 | - | - | - | - | 842 | 604 |
| Reversal of income taxes payable for previous periods 過年度未払法人税等戻入額 | - | - | - | - | (549) | (262) |
| Corporate tax adjustment 法人税調整額 | (1,039) | 796 | (1,753) | (2,803) | (794) | (38) |
| Minority interests 少数株主利益 | 11 | 265 | 147 | 314 | 836 | 317 |
| Net income 当期純利益 | (2,524) | 5,819 | 1,860 | 10,157 | 18,982 | 20,242 |

Consolidated Balance Sheets

連結貸借対照表

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| ASSETS 資産の部 | | | | | | |
| Currents assets 流動資産 | | | | | | |
| Cash and time deposits 現金及び預金 | 15,638 | 16,194 | 17,976 | 12,147 | 13,356 | 12,004 |
| Short-term investments 有価証券 | 1,359 | 1,142 | 152 | 53 | 26 | 20 |
| Trade notes and accounts receivable 受取手形及び売掛金 | 70,150 | 84,186 | 91,128 | 85,012 | 99,231 | 110,473 |
| Inventories たな卸資産 | 54,161 | 54,345 | 52,681 | 58,177 | 58,136 | 57,902 |
| Deferred tax assets 繰延税金資産 | 6,711 | 5,337 | 5,689 | 7,169 | 6,944 | 7,504 |
| Other current assets その他 | 11,041 | 9,235 | 8,646 | 7,364 | 11,063 | 17,634 |
| Allowance for doubtful accounts 貸倒引当金 | (601) | (830) | (770) | (732) | (998) | (978) |
| Total currents assets 流動資産合計 | 158,460 | 169,611 | 175,505 | 169,192 | 187,760 | 204,561 |
| Fixed assets 固定資産 | | | | | | |
| Property, plant and equipment 有形固定資産 | | | | | | |
| Buildings and structures 建物及び構築物 | 16,633 | 16,335 | 16,198 | 17,727 | 17,703 | 18,460 |
| Machinery and equipment 機械装置及び運搬具 | 8,325 | 7,004 | 7,812 | 8,506 | 9,481 | 10,491 |
| Land 土地 | 9,410 | 9,103 | 9,040 | 9,425 | 7,767 | 7,551 |
| Other その他 | 4,731 | 4,400 | 4,407 | 3,997 | 4,843 | 4,576 |
| Total property, plant and equipment 有形固定資産合計 | 39,101 | 36,844 | 37,459 | 39,656 | 39,795 | 41,079 |
| Intangible fixed assets 無形固定資産 | | | | | | |
| Goodwill のれん | 6,400 | 5,858 | 1,658 | 1,779 | 1,766 | 1,546 |
| Other その他 | 6,859 | 8,138 | 7,669 | 6,642 | 5,912 | 5,242 |
| Intangible fixed assets 無形固定資産合計 | 13,259 | 13,997 | 9,328 | 8,422 | 7,679 | 6,788 |
| Investments and other assets 投資その他の資産 | | | | | | |
| Investments 投資有価証券 | 12,940 | 14,857 | 18,006 | 23,840 | 23,011 | 19,334 |
| Long-term loans 長期貸付金 | 257 | 265 | 194 | 298 | 284 | 306 |
| Deferred tax assets 繰延税金資産 | 10,835 | 10,784 | 11,488 | 11,051 | 11,790 | 13,790 |
| Other その他 | 3,305 | 3,763 | 2,792 | 3,152 | 3,183 | 4,342 |
| Allowance for doubtful accounts 貸倒引当金 | (518) | (295) | (337) | (391) | (324) | (998) |
| Total other assets 投資その他の資産合計 | 27,337 | 29,669 | 32,145 | 37,952 | 37,945 | 36,776 |
| Total fixed assets 固定資産合計 | 79,181 | 80,217 | 78,933 | 86,030 | 85,419 | 84,644 |
| TOTAL ASSETS 資産合計 | 237,641 | 249,829 | 254,438 | 255,222 | 273,180 | 289,206 |

Consolidated Balance Sheets

連結貸借対照表

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| LIABILITIES AND NET ASSETS 負債・資本の部 | | | | | | |
| Current liabilities 流動負債 | | | | | | |
| Trade notes and accounts payable 支払手形及び買掛金 | 49,198 | 63,382 | 65,478 | 65,082 | 69,318 | 74,370 |
| Short-term bank loans 短期借入金 | 62,317 | 40,372 | 39,067 | 30,274 | 23,111 | 26,256 |
| Current portion of convertible bonds 一年以内に償還予定の転換社債 | - | 15,000 | - | - | - | - |
| Current portion of corporate bonds 一年以内に償還予定の社債 | - | - | - | - | 10,000 | - |
| Accrued expenses 未払費用 | 12,607 | 14,812 | 15,423 | 16,951 | 19,083 | 19,152 |
| Accrued income taxes 未払法人税等 | 2,483 | 2,791 | 6,292 | 4,797 | 5,600 | 8,337 |
| Accrued bonuses to directors 役員賞与引当金 | - | - | - | - | 153 | 223 |
| Other その他 | 11,975 | 16,306 | 12,575 | 11,867 | 10,010 | 11,865 |
| Total Current Liabilities 流動負債合計 | 138,582 | 152,664 | 138,837 | 128,973 | 137,278 | 140,205 |
| Long-term liabilities 固定負債 | | | | | | |
| Bonds 社債 | 25,000 | 10,000 | 10,000 | 10,000 | - | - |
| Convertible bonds 新株予約権付社債 | - | - | 15,000 | 14,368 | 6,200 | - |
| Long-term debt 長期借入金 | 11,878 | 14,590 | 13,740 | 7,914 | 7,439 | 7,573 |
| Deferred income taxes 繰延税金負債 | 122 | 24 | 12 | 59 | 36 | 215 |
| Accrued retirement benefits for employees 退職給付引当金 | 24,972 | 29,276 | 32,423 | 35,774 | 34,912 | 33,607 |
| Accrued directors' retirement benefits 役員退職慰労引当金 | - | - | - | - | 701 | 823 |
| Other その他 | 2,227 | 2,295 | 1,987 | 1,292 | 370 | 326 |
| Total long-term liabilities 固定負債合計 | 64,201 | 56,188 | 73,164 | 69,408 | 49,659 | 42,546 |
| TOTAL LIABILITIES 負債合計 | 202,784 | 208,852 | 212,002 | 198,382 | 186,938 | 182,751 |

Consolidated Balance Sheets

連結貸借対照表

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Minority interests 少数株主持分 | 4,225 | 4,261 | 4,069 | 4,090 | - | - |
| Shareholders' equity 資本の部 | | | | | | |
| Common stock 資本金 | 15,540 | 15,540 | 15,541 | 15,858 | - | - |
| Additional paid-in capital 資本剰余金 | 14,749 | 13,999 | 14,001 | 11,329 | - | - |
| Retained earnings (deficit) 利益剰余金 | (286) | 6,171 | 7,291 | 20,367 | - | - |
| Net unrealized holding gain on securities その他有価証券評価差額金 | 250 | 1,040 | 1,933 | 4,739 | - | - |
| Foreign currency translation adjustments 為替換算調整勘定 | 581 | 154 | (115) | 764 | - | - |
| Treasury stock, at cost 自己株式 | (204) | (191) | (286) | (309) | - | - |
| TOTAL SHAREHOLDERS' EQUITY 資本合計 | 30,631 | 36,715 | 38,366 | 52,750 | - | - |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY 負債・資本合計 | 237,641 | 249,829 | 254,438 | 255,222 | - | - |
| Net Assets 純資産の部 | | | | | | |
| Shareholders' equity 株主資本 | | | | | | |
| Common stock 資本金 | - | - | - | - | 19,953 | 23,062 |
| Additional paid-in capital 資本剰余金 | - | - | - | - | 15,489 | 18,652 |
| Retained earnings (deficit) 利益剰余金 | - | - | - | - | 38,736 | 56,988 |
| Treasury stock, at cost 自己株式 | - | - | - | - | (282) | (359) |
| Total shareholders' equity 株主資本合計 | - | - | - | - | 73,897 | 98,343 |
| Evaluation and translation adjustments 評価・換算差額等 | | | | | | |
| Net unrealized holding gain on securities その他有価証券評価差額金 | - | - | - | - | 4,619 | 1,607 |
| Deferred hedge income (loss) 繰延ヘッジ損益 | - | - | - | - | (8) | (10) |
| Foreign currency translation adjustments 為替換算調整勘定 | - | - | - | - | 2,280 | 921 |
| Total evaluation and translation adjustments 評価・換算差額等合計 | - | - | - | - | 6,890 | 2,518 |
| Minority interests 少数株主持分 | - | - | - | - | 5,454 | 5,592 |
| Total net Assets 純資産合計 | - | - | - | - | 86,242 | 106,454 |
| TOTAL LIABILITIES AND NET ASSETS 負債・純資産合計 | - | - | - | - | 273,180 | 289,206 |

Consolidated Statements of Cash flows

連結キャッシュフロー計算書

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 |
|---|--------------|---------------|--------------|---------------|---------------|---------------|
| Cash flows from operating activities 営業活動によるキャッシュ・フロー | | | | | | |
| Income (loss) before income taxes and minority interests 税金等調整前当期純利益 | (849) | 11,089 | 9,222 | 17,286 | 29,973 | 34,295 |
| Depreciation and amortization 減価償却費 | 6,752 | 6,047 | 6,499 | 6,699 | 6,962 | 7,676 |
| Impairment loss 減損損失 | - | - | - | - | 2,167 | 301 |
| Provision for employees' retirement benefits, net of payments 退職給付引当金の増減額 | - | 4,255 | 3,140 | 3,351 | (1,122) | (1,342) |
| Provision for directors' retirement benefits, net of payments 役員退職慰労引当金の増減額 | - | - | - | - | 701 | 16 |
| Gain (loss) on sales of property, plant and equipment 固定資産売却損益 | (172) | (589) | (1,744) | (203) | (974) | (2) |
| Gain on sales of investment securities 投資有価証券売却益 | (1,618) | (1,883) | (468) | (80) | (120) | (24) |
| Gain on sales of investments in affiliates 関係会社株式売却益 | - | - | (560) | - | (1,856) | - |
| Loss on devaluation of investment securities 投資有価証券評価損 | 1,492 | 33 | 29 | 12 | 727 | 150 |
| Impairment of goodwill 営業権減損 | - | - | 4,055 | - | - | - |
| Gain on expropriation of property, plant and equipment 工場収用益 | - | (2,420) | - | - | - | - |
| Interest and dividend income 受取利息及び受取配当金 | (381) | (230) | (328) | (293) | (512) | (537) |
| Interest expense 支払利息 | 2,187 | 1,506 | 1,170 | 1,469 | 1,207 | 1,137 |
| Amortization of net retirement benefit obligation at transition 退職給付会計基準変更時差異償却 | 5,698 | - | - | - | - | - |
| (Increase) decrease in trade receivables 売上債権増減額 | (8,943) | (13,226) | (6,859) | 9,069 | (12,016) | (17,795) |
| (Increase) decrease in inventories たな卸資産の増減額 | (827) | (202) | 1,440 | (4,505) | 802 | (714) |
| Increase (decrease) in trade payables 仕入債務の増減額 | 10,806 | 14,253 | 2,255 | (1,742) | 1,100 | 5,449 |
| Increase (decrease) in other accounts payable 未払金の増減額 | 2,545 | 1,088 | (3,159) | (2,416) | (298) | 435 |
| Increase (decrease) in consumption tax payable 未収消費税等の増減額 | - | - | (819) | (199) | - | (534) |
| Other, net その他 | (4,332) | 4,036 | (1,812) | 3,108 | (1,027) | 236 |
| Subtotal 小計 | 12,358 | 23,757 | 12,059 | 31,556 | 25,713 | 28,748 |
| Interest and dividends received 利息及び配当金の受取額 | 428 | 237 | 355 | 307 | 694 | 960 |
| Interest paid 利息の支払額 | (2,367) | (1,512) | (1,178) | (1,461) | (1,270) | (1,143) |
| Income taxes paid 法人税等の支払額 | (1,976) | (3,978) | (5,447) | (11,677) | (10,147) | (10,876) |
| Net cash provided by (used in) operating activities 営業活動によるキャッシュ・フロー | 8,444 | 18,504 | 5,789 | 18,724 | 14,990 | 17,688 |

Consolidated Statements of Cash flows

連結キャッシュフロー計算書

(million yen) (百万円)

| Fiscal year ended March 20 決算期3月20日 | FY2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 |
|--|----------------|-----------------|----------------|-----------------|----------------|----------------|
| Cash flows from investing activities 投資活動によるキャッシュ・フロー | | | | | | |
| Purchases of property, plant and equipment and intangible assets 有形固定資産等の取得による支出 | (6,139) | (6,178) | (6,889) | (9,300) | (8,429) | (9,116) |
| Proceeds from sales of property, plant and equipment 有形固定資産等の売却による収入 | 2,228 | 1,359 | 2,775 | 433 | 1,103 | 174 |
| Purchases of investment securities 投資有価証券等の取得による支出 | (1,164) | (1,404) | (2,812) | (645) | (585) | (1,252) |
| Proceeds from sales of investment securities 投資有価証券等の売却による収入 | 2,510 | 3,254 | 938 | 231 | 207 | 50 |
| Purchases of stock of affiliated companies 関係会社株式取得による支出 | - | - | (133) | (257) | - | - |
| Proceeds from sales of stock of affiliated companies 関係会社株式売却による収入 | 1,232 | 221 | 870 | - | 1,801 | - |
| Proceeds from purchases of stock of subsidiaries 子会社株式の取得による収入 | - | - | - | - | - | 165 |
| Proceeds from expropriation of property, plant and equipment 工場収用に伴う収入 | - | 3,555 | 3,555 | - | - | - |
| Other, net その他 | (617) | 309 | (548) | (191) | (216) | 44 |
| Net cash provided by (used in) investing activities 投資活動によるキャッシュ・フロー | (1,950) | 1,118 | (2,242) | (9,729) | (6,119) | (9,933) |
| Cash flows from financing activities 財務活動によるキャッシュ・フロー | | | | | | |
| Net increase (decrease) in short-term debt 短期借入金純増減額 | (9,939) | (14,071) | (1,901) | (8,951) | (4,517) | 3,287 |
| Proceeds from long-term debt 長期借入による収入 | 7,800 | 7,846 | 5,391 | 30 | 3,715 | 5,435 |
| Repayments of long-term debt 長期借入金の返済による支出 | (4,706) | (12,210) | (5,356) | (5,877) | (6,062) | (5,359) |
| Proceeds from issuance of convertible bonds, net 社債の発行による収入 | 9,964 | - | 14,903 | - | - | - |
| Redemption of bonds 社債の償還による支出 | (10,000) | - | (14,998) | - | - | (10,000) |
| Dividends paid to shareholders of the Company 親会社の配当金の支払額 | - | - | (695) | - | (2,093) | (1,990) |
| Dividends paid to minority shareholders 少数株主への配当金の支払額 | - | (178) | (205) | (187) | (161) | (180) |
| Other, net その他 | 355 | (262) | 39 | 51 | 158 | 17 |
| Net cash provided by (used in) financing activities 財務活動によるキャッシュ・フロー | (6,525) | (18,877) | (2,823) | (14,934) | (8,960) | (8,790) |
| Effect of exchange rate changes on cash and cash equivalents 現金及び現金同等物に係る換算差額 | 19 | (31) | 84 | 309 | 226 | (341) |
| Net increase (decrease) in cash and cash equivalents 現金及び現金同等物の増加額 | (11) | 714 | 808 | (5,630) | 137 | (1,377) |
| Cash and cash equivalents at beginning of year 現金及び現金同等物の期首残高 | 16,227 | 16,267 | 17,098 | 17,906 | 12,102 | 13,214 |
| Increase due to inclusion of subsidiaries in consolidation 新規連結に伴う現金及び現金同等物の増加 | 139 | 148 | - | - | 975 | 27 |
| Decrease due to exclusion of subsidiaries from consolidation 連結除外に伴う現金及び現金同等物の減少 | (87) | (32) | - | (173) | - | - |
| Cash and cash equivalents at end of year 現金及び現金同等物の期末残高 | 16,267 | 17,098 | 17,906 | 12,102 | 13,214 | 11,864 |

Common Stock Price Range

株価推移



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