

Consolidated Financial Highlights

Financial Highlights

Fiscal year	2009	2010	2011	2012
Operating Results				
Net sales	691,223	689,065	703,534	745,781
Japan	513,616	510,843	525,096	567,314
Overseas	177,607	178,221	178,437	178,466
Operating income	924	11,917	19,252	21,992
Net income attributable to owners of parent	6,757	15,104	11,801	26,368
R&D and Capital Investment				
R&D expenditures	24,296	32,568	32,247	31,160
Plant and equipment investment* ²	19,124	27,223	24,989	31,771
Depreciation and amortization* ³	26,053	27,945	29,755	31,054
Cash Flows				
Cash flows from operating activities	11,923	53,853	28,314	55,342
Cash flows from investing activities	(528)	84,241	(13,489)	(24,286)
Free cash flow	11,395	138,094	14,825	31,055
Cash flows from financing activities	(62,575)	(93,468)	(32,593)	(56,827)
Financial Position				
Total assets	908,938	805,797	792,848	765,563
Total net assets	196,134	174,935	183,217	215,672
Shareholders' equity	178,866	155,355	163,576	194,572
Net Interest-bearing debt	347,749	225,059	225,227	217,417
Interest-bearing debt	385,032	306,856	289,489	257,105
Financial Indicators				
Ratio of operating income to net sales (%)	0.1	1.7	2.7	2.9
ROE (Return on equity) (%)	4.4	9.0	7.4	14.7
ROA (Return on assets) (%)	0.7	1.8	1.5	3.4
Equity ratio (%)	19.7	19.3	20.6	25.4
Net debt-equity ratio (times)* ⁴	1.9	1.4	1.4	1.1
Debt-equity ratio (times)* ⁵	2.2	2.0	1.8	1.3
Per Share Data				
Net income	9.46	21.14	16.52	36.90
Net assets	250.28	217.40	228.91	272.29
Cash dividends	1.50	4.00	4.00	5.00
Others				
Employees	23,524	24,562	24,973	24,956
Japan	18,692	18,002	17,933	18,271
Overseas	4,832	6,560	7,040	6,685

*1 The U.S. dollar amounts represent the arithmetic results of translating yen into dollars at ¥106 = U.S. \$1, the approximate exchange rate at March 31, 2018.

*2 Plant and equipment investment is the total of investment in tangible fixed assets, including acquisition amounts for lease contracts.

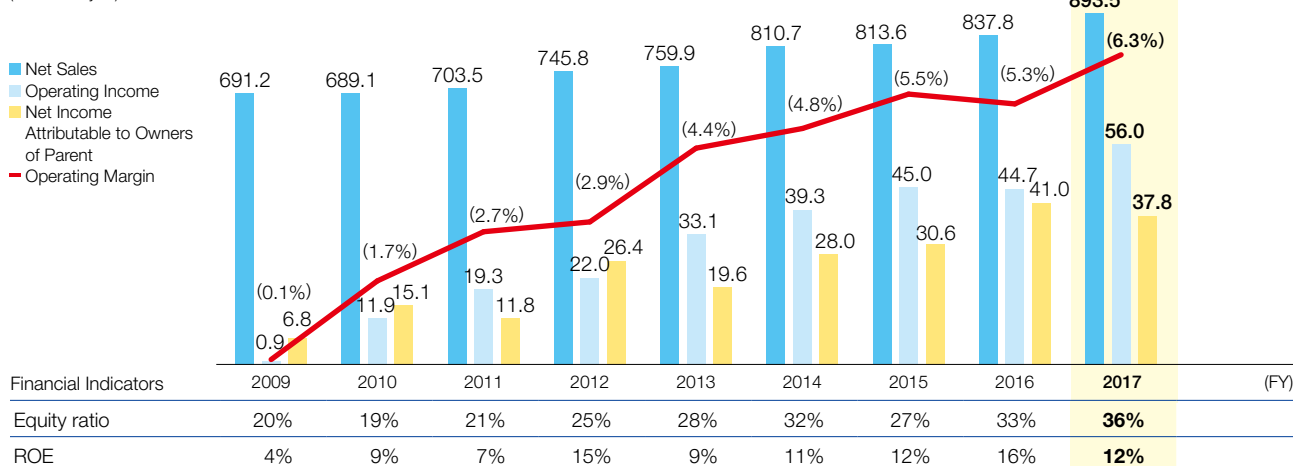
*3 Depreciation and amortization expense is the total of the depreciation of tangible fixed assets and amortization of intangible assets.

*4 Net debt-equity ratio: Net interest-bearing debt (interest-bearing debt + lease obligations – cash and cash equivalents) / Shareholders' equity

*5 Debt-equity ratio: Interest-bearing debt / Shareholders' equity

Business Performance Trends

(Billions of yen)



					(Millions of yen)	(Thousands of U.S. dollars*)
2013	2014	2015	2016	2017	2017	
759,911	810,678	813,550	837,765	893,451	8,428,790	
582,223	605,763	597,757	632,723	674,744	6,365,513	
177,688	204,915	215,793	205,042	218,707	2,063,277	
33,136	39,316	45,006	44,709	55,962	527,944	
19,582	27,978	30,644	40,978	37,763	356,263	
32,029	35,023	35,949	34,910	35,620	336,045	
26,916	29,041	27,650	27,149	26,465	249,679	
30,849	33,615	29,723	29,445	30,151	284,451	
53,651	51,459	48,450	58,185	53,146	501,386	
(9,649)	(22,750)	(19,410)	9,748	(14,550)	(137,265)	
44,002	28,708	29,040	67,934	38,596	364,121	
(50,570)	(33,827)	(31,567)	(56,082)	(46,887)	(442,336)	
810,774	904,522	845,378	886,663	918,859	8,668,487	
251,225	319,636	260,980	323,863	366,546	3,457,989	
227,181	290,339	230,399	291,216	330,636	3,119,207	
200,340	194,579	189,374	141,578	130,177	1,228,094	
233,753	226,474	220,213	183,465	163,507	1,542,527	
4.4	4.8	5.5	5.3	6.3	—	
9.3	10.8	11.8	15.7	12.1	—	
2.5	3.3	3.5	4.7	4.2	—	
28.0	32.1	27.3	32.8	36.0	—	
0.9	0.7	0.8	0.5	0.4	—	
1.0	0.8	1.0	0.6	0.5	—	
					(Yen)	(U.S. dollars**)
27.41	39.16	42.90	57.36	52.87	0.499	
317.96	406.39	322.52	407.68	462.90	4.367	
7.00	9.00	10.00	11.00	14.00	0.132	
					(Headcount)	
25,524	25,740	26,508	26,503	27,009	—	
18,022	17,814	17,635	17,716	17,704	—	
7,502	7,926	8,873	8,787	9,305	—	

Cash Dividends per Share

(Yen)

